

**WORK VALUES AND EMPLOYEE COMMITMENT IN SELECTED
MINISTRIES OF IMO STATE CIVIL SERVICE**

BY

**ONYEMA, PEACE KELECHI
REG. NO: 20124761398**

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CERTIFICATION

I certify that this work '**Work values and Employees Commitment in Selected Ministries of Imo State Civil Service**' was carried out by Onyema Peace Kelechi (Reg. Number: 20124761398) of the Department of Management Technology, in partial fulfilment of the requirements for the award of the degree of Master of Science (M. Sc.) in Management Technology of the Federal University of Technology, Owerri.



Dr. U. F. Amaeshi
Supervisor



Date



Head, Department of Management Technology



Date



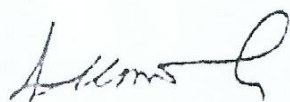
Prof. K. U. Nnadi
Dean, SMAT



Date

Prof. B. O. Esonu
Dean, PGS

Date



Prof. G. I. Umoh
External Examiner



Date

DEDICATION

This work is dedicated to God almighty for His ultimate guidance and protection all through the period of my study and to my dearly beloved husband, Chief Barr. Eddy Onyema.

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ABSTRACT

Employers (Government) are sometimes baffled when their highly-rated employees are not interested in work related activities, under-perform and exhibit nonchalance and lack of enthusiasm towards their work. This paper therefore examined the nature of relationship that exists between work values and employee commitment in selected ministries of Imo state civil service commission. Descriptive survey research design was adopted and the research hypotheses was tested using the Pearson Product Moment Correlation Coefficient. A sample size of 293 staff were selected from the total population of 1, 095 using Taro Yamane's formula. The result revealed that there is a significant positive relationship between job involvement and affective commitment, between social status and continuance commitment and between pride in the work and employee performance. The study concludes that employees are committed and value their work, when the enabling environment and opportunities like job security, career advancement, compensation and welfare packages are provided. Based on the findings, the following recommendations are made; government should liaise with recognized Manpower development institutions on relevant training matters that can help to improve workers skills and transform their lukewarm desire for achievement and commitment into positive work attitude. Also, job security and constant remuneration will boost morale of employees to work harder towards achieving or accomplishing challenging task.

Keywords: Work values, Employee Commitment, Job involvement, Social status, work pride, Affective commitment, Continuance commitment and performance.

CHAPTER ONE

1INTRODUCTION

1.1 Background Information

The meaning that people attach towards their work is very important on the part of individual and organization. Work values are employee beliefs that determines his or her behaviour at work. It adds meaning to the work experience since it is a reflection of his preferred work setting, work style and the way he interacts with others. Work value influences employees' affective response in workplace. It is employees' personal convictions, opinions and attitudes towards their jobs. The attitude to work of the Nigerian worker has been a subject of criticism among scholars and other interested parties for some time now. It is likely that employees' belief in the traditional work ethics of hard work and diligence as virtues in their own right has significantly declined in recent times in Nigeria. The nonchalant attitude to work of the Nigerian worker is independent of geopolitical divisions, rural urban residence, religious affiliation, sex and age - Nigerians generally have a poor attitude to work (Orok, 2013). It is likely employees' perceptions of work and work organizations have changed. Unless governments are able to meet a range of employee's needs, employees cannot be expected to be highly involved in their jobs or organizations. It is important for them to assess the impact of these various influences on the way their employees view their jobs.

Employees at work hold a set of opinions and attitudes towards their jobs. The job-related attitudes reveal the expectations employees hold about various aspects of their work environment. Research in psychology have focused on three specific attitudes, namely; job satisfaction, job involvement, and commitment. Employee commitment can be defined as the degree to which the employee feels devoted to their organization. (Akintayo, 2010). This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Organizational commitment and employee commitment have been used interchangeable by different scholars. It can also be defined as a state in which employee identified with a particular organization and its goal, and wishes to maintain membership in the organization as reciprocal to achieving his work values within that organization (Shah, Kaur &Haque,1992). Similarly, Marthis and Jackson (2000), sees employee commitment as the extent

to which employees stay with organizations and consider organizational objectives seriously. Over the past several decades, commitment has been recognized as an important concept due to its importance and contribution to organizational effectiveness, and has been variably and extensively defined, measured, and studied in research on organizational behavior (Mathieu & Zajac, 1990; Reichers, 1985). Commitment has been defined and measured in several different ways and it has been related with many job-related variables. Allen & Meyer (1996), developed a measure of organizational commitment with three major components: i) Affective component of commitment refers to employees' emotional attachment, identification and involvement in the organization; ii) the Continuance component refers to commitment based on the costs that employees associate with leaving the organization; and iii) Normative commitment reflects an employee's feeling of obligation to remain with the organization, i.e. persons with a strong sense of normative commitment remain in organizations because they feel they ought to do so (Sarmad, 2007; Ayeni & Phopoola, 2007, Omar, Olffen, & Roe, 2007). The difference between affective commitment and continuance commitment is that employees high in affective commitment stay with the organization because they want to, while employees high in continuance commitment stay because they have to (Meyer & Allen, 1997). Government employees are thought to have higher continuance commitment than other sectors based on the relative job security they feel they possess (Darolia, Kamaria & Darolia 2010). Evidence indicated that employee commitment was significantly associated with certain employee-related organizational outcomes, such as employee work-related attitudes (e.g. job satisfaction and organization identification), turnover, and to a lesser extent, with other withdrawal behaviors such as turnover intention, absenteeism, burnout as well as decreased organizational performance (Francesco & Chen, 2004; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch & Topolnysky, 2002; Tett & Meyer, 1993).

From an individual perspective, commitment has been linked to intrinsic values and job satisfaction, likewise from an organizational perspective, commitment has positively contributed to organizational attachment (Joo & Lim, 2009). The employee commitment is an attitude about personnel loyalty to organization and it is a process through which the members of organization show their interest in organization and its success and efficiency (Ghorbanhosseini, 2012). It is a bond or link between the individual and organization. The nature and qualitative aspect of this bond determines the type of commitment an individual develops towards his organization.

Employee commitment is highly valuable. Studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior. Employee commitment is important in the eyes of a company. It is important for organizations to keep talented individual who are engaged in their jobs and are productive workers. Commitment involves more than just company loyalty, it refers to the extent to which an employee develops an attachment and feels sense of allegiance to his or her employer. Employees who commit to both their organizations and their careers exhibit the most positive work attitudes and the strongest intention to remain with the organization (Somers & Birnbaum, 2000).

Civil service is the major instrument through which government; federal, state or local manage development (Olu-Adeyemi, 2009). It has been the hub of federal government as well as state government. Commitment of employees to work has been observed to be low in civil service (Egumudo, 2012). This invariably means that, Nigerian civil service has for long been engulfed with lack of commitment towards their job, poor performance and service delivery. The variables affecting work value in civil service could therefore be re-arranged into intrinsic work values (the involvement of civil servants in work related activities and the satisfaction and enjoyment employee derives from doing his work well) and extrinsic work values (remuneration, social statues). Before the independence of Nigeria in 1960, the colonial administration had a civil service which worked for it and imbibed the culture of British colonial service, guided by its imperial policies. The present regard for service as an alien work has not quite disappeared from attitude to work of Imolites.

According to Tayab & Tariq (2001), Nepotism, favouritism and corruption have caused much damage to work values and integrity of an individual. Public sector workers in Nigeria are associated with negative attitudes like lateness to work, idleness, nonchalance, low commitment among others. The government as well as public sector organization are plagued by these indifference and lack of commitment to the organizational causes by their employees. The security of the job and a non-contingency of reward and punishment on upward movement of person are the major factors in the inculcation of work values. Most definitions of work values agree with the notion that work values are specific goals that the individual considers important

and attempts to attain in the work context. The value a person attaches to work itself differs for each person.

The thought and feelings called work values are an employee's firm belief about what outcomes one should expect from work and how one should behave at work. This implies that the meaning of work is a subjective experience. Work values characterize the positive or negative evaluation employee holds towards the work and work place. These are the normative predispositions of an individual in the work environment and are motivational in nature called as intrinsic and extrinsic values. An individual's personal convictions, experiences at work likes or dislikes, his orientation towards work and work environment plays a considerable role in determining the importance of various work values to individual. Hence the degree of work moral of an individual and his relationship with the organization will be determined by the nature of his values (intrinsically or extrinsically motivated). Work values are important work commitment construct, which plays a key role in influencing an employee's affective responses in the workplace. Work values have been commonly viewed as a personality variable a strong antecedent of all three work attitudes (e.g. job involvement, organizational commitment, and career salience) and a relatively unchanged feature over an individual's life course. Morrow and McElroy (1994), point out that work values are the key to job involvement and other emotional reactions, and uncovered direct evidence that work values are positively related to job involvement in the work force. Randall and Cote (1991), also found that individuals holding strong work values were more involved in their jobs.

1.2 Problem Statement

Employees perception about work, their jobs and their organization, determine how they experience, view or value work. They may view work as a way to attain public acclaim, as an opportunity to gain promotion, receive respect and admiration from others

There is no doubt that in any dispensation in Nigeria, be it military or civilian, the civil service is looked upon to provide certain fundamental services for smooth governance of the country. Unfortunately, The Nigerian public service tends to be portrayed as being rather self-seeking, venal and nepotistic (Takaya, 1989). Lack of Commitment, poor attitude towards work and performance of the Nigerian Civil servants have become a major concern to policy makers and

researchers alike. Of note is the fact that lack of enthusiasm is very much evident in the work disposition of many civil servants who see their jobs as dull, toilsome, irritating, risky or dangerous (Ajuet al., 2013). Most civil servants are of the belief that government work is nobody's work, which is the reason for their nonchalant attitude towards their job, some of them engage in private businesses in the office at the expense of their work with the excuse that their salaries are not enough, hence this common slogan “ our take home pay can no longer take us home”. As it has been observed by Aju et al., (2013), that these categories of people clamor for gainful employment, but do not want to work, they are more interested in success without hard work, promotion without responsibility, result without process, and credence without work.

Employers (Government) are sometimes frustrated when their highly-rated employees are not interested in work related activities, under-performed and exhibit nonchalance and lack of enthusiasm towards their work. Management fail to understand why some employees are not committed to the organization even though they (management) feel that the enabling environment and human resource (HR) practices to motivate them are put in place. In the light of this, it is imperative to examine the nature of relationship that exist between work values and employee commitment.

1.3 Objectives

The broad objective of this study is to examine the relationship between work value and employee commitment.

The specific objectives include;

1. To examine the extent of relationship between job involvement and affective commitment
2. To examine the nature of relationship between social status and Continuance commitment
3. To ascertain the extent of relationship between pride in the work and employee performance.

1.4 Research Questions

The following research questions are raised for the study;

1. To what extent does job involvement affect affective commitment?
2. What is the nature of relationship between social status and continuance commitment?
3. To what extent does pride in the work affect employee performance?

1.5 Hypotheses

Based on the research questions, the following hypotheses were formulated to guide the study

H₁: Job involvement have significant relationship with affective commitment

H₂: social status have significant relationship with continuance commitment

H₃: pride in the work have significant relationship with employee performance

1.6 Justification of the Study

An increasing understanding of the interrelationship between work value and employee commitment and the factors that contribute to the development of these relationships, can help to facilitate appropriate measures to counteract the issue of low morale and nonchalance within the organization. Practically, this research will change the orientation of most public official who believe that government work is nobody's work. . It is possible that absenteeism and nonchalance towards work can be reduced by increasing commitment of employee which will invariably increase productivity. The study can be beneficial to those organizations that have proper human resource management process to determine where to strive in order to improve employees' job satisfaction and employee commitment. It will also help civil servants to deliver effective service to the people. For the academia, it will serve as vital reference material. The results will therefore help enlighten management of various organizations of the effects of work values on the commitment of employees in an organization. Thus, it is hoped that the findings will benefit the academics, business researchers, employers, multinational corporations (MNCs), and policy makers.

1.7 Scope of the Study

The study centered on work values and Employee commitment. It specifically focuses on the following work values variables; job involvement, social status and pride in the job and its effect on organizational commitment among civil servants of five selected ministries of Imo state civil service; Ministry of Health, Ministry of Finance, Ministry of Works, Ministry of Trade and Investment and Ministry of Youth Development.

1.8 Limitations of the Study

The researcher encountered problem of collecting information from some of the civil servants because of the uncooperative attitude of the employees. However, she was able to overcome the problems by her persistence. The study is also limited to ministries located at the secretariat. However, the researcher had considered manageable size as critical with available financial resources and time for the completion of the study.

CHAPTER TWO LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Concept of Work Value

It is necessary to examine the meaning of values as a wider concept, before proceeding with reviewing the concept of work value. The literature on values is vast covering a large array of topics in sociology, organizational studies and psychology. Various researchers have defined values since the 1970's. Values as they relate to work have been a topic of interest to researchers (Torres & Kapes, 1990). Values is something that is important to an individual. Values are the products of cultural, institutional, and personal forces acting upon the individual, that in turn have consequences of their own (Brief & Nord, 1990). It can be seen as a source of work meaning and as a part of the mechanisms that depicts how work becomes meaningful. Rokeach in Ucanok, (2009), states that a value is an enduring belief that a specific mode of conductor end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence. Values could be categorized into broad intrinsic/extrinsic value

orientation (Roberson, 1990). It is a principle or standard held in high esteem by an individual and is related to all aspects of one's personal and work life. The more individual knows about their own values, the better they will be at determining which work environment best fits their personal and professional needs and the skills they want to use and develop there. Values are stable long-lasting beliefs about what is important in a variety of situations (McShane & Glinow, 2003). According to Ezeani (2005), values represent what individuals, organizations, nations etc. desire and want. Thus, values play a central role in human motivation, achievement and decision-making processes (Brown & Associates, 2002). Values serve as standard that guides our behavior (Isaacson & Brown, 1997).

Work values, could be seen as 'the end states people desire and feel they ought to be able to realize through working' (Nord, Brief, Atieh & Doherty, 1990). Thus work value plays a key role in influencing employees' affective responses both to work in general and to specific task characteristics. Work values vary amongst individuals, and it is also a reflection of the influence of social norms, interpersonal interactions, and work experiences (Locke & Taylor, 1990; Roberson, 1990). Individuals' work values can both shape and be shaped by their experiences at work (Locke & Taylor, 1990). Similarly, Nord et al., 1990 has defined work values as, end states that guide individuals work related preferences that can be attained through the act of working. Chung, Chi and Chen (2008), suggested that work values are a set of durable beliefs in work. They reflect personal needs, job types or the environmental preferences of individuals. They also guide the work behavior of individuals and can dictate their goals and job choices.

There are many definitions and assessment tools about work values, but as many scholars argue, Super's Work values inventory (Super, 1970) is clearly the favorite and most common instrument for assessing work values (Jennifer & Gareth, 1997). Super (1970) explained work values as a part of people's personal values that can be satisfied by work. People work for different reasons and therefore consider different aspects important in a job. For some, good pay, an extrinsic reward, is an important characteristic. For others, pay may be a prerequisite, but their job is more than a means of subsistence to them. Their job offers interesting working tasks or an opportunity to contribute to society. Work thus motivates them intrinsically.

Wu (1996), defines work values as endurable beliefs and standards which judge the worth of what is done through work, justify the work experience and express one's working behaviours and the pursuit for work goals whenever the individual is engaging in his or her own job. It can be viewed as a proportion of personal value system and that all evaluations and preferences related to work can be held as the expression of work values. Work values influences personal standards that allow individuals to measure and priorities their task (chen, 2000). Zedeck (1997), has defined work values as goals that people strive to attain through working. In the definitions given above it is evident that the concept of goals is a core element of values and work goals are regarded to be synonymous to work values. Brown (1996) defines work values as the values that individuals believe should be satisfied as a result of their occupational work.

Robbins (2003) and Kuang (2004) indicated that Work Value led people to a real meaning about the job or specific work, such as reward, diligence, loyalty, interpersonal relationship, social status, and self-actualization, to form the preferable awareness or intention.

Most definitions of work values agree with the notion that work values are specific goals that the individual considers important and attempts to attain in the work context. One of the most important aspect that comes to fore from the theories of work and work motivation, is that workers differ with regard to the reasons they have for working and the needs they want to satisfy through work. On a similar note, work values are purported to have a 'mutually causal relationship with the meanings that individuals attach to their work' (Nord et al., 1990), both resulting from the meanings societies attach to work and acting as a source of meaning individuals draw from in their work. Workers no matter the organization or establishment, have their expectation ranging from the issues of getting adequate payment from whatever they are doing, being secured in their place of work, being placed and recognized as significant in the organization, equipped with necessary tools, skill and equipment for the accomplishment of organization's goals.

We note that some previous researches have used the terms intrinsic and extrinsic motivation and intrinsic and extrinsic work values almost interchangeably. This is understandable because examination of intrinsic and extrinsic work values has often focused on the relationship of these work values with some aspects of work motivation (Benabou & Tirole, 2003). However, the term intrinsic and extrinsic work values is used consistent with recent conceptualization of these

variables (Parboteeah, Paik & Cullen, 2009). Intrinsic and extrinsic motivation refer to more specific reasoning as to why someone would engage in a specific behaviour- for an example of assessment of subordinates preparing presentations to supervisors based on intrinsic or extrinsic motivation (Richer & Vallerand, 1995), when compared to work values that relate more broadly to characteristics of work that people perceive as important. As such, work values relate more to enduring aspects of people's orientation toward work as opposed to specific jobs more typical of intrinsic or extrinsic motivation research (Furnham, Petrides, Tsaousis & Garrod, 2005). From a motivational perspective, some researchers (Allport, Vernon and Lindsey in Sagie, Elizur & Koslowsky, 1996) see work values as motivators. In addition, values are thought to be able to motivate goal-directed behaviour by inducing valence on behaviours. Also, work values and motivations have been identified to be related but distinctive. Motivation is a broader concept that includes elements such as conscious and unconscious needs and goals of work outcomes, whilst work values are more specific and are related to the importance assigned to work outcomes (Sagie et al., 1996).

Work values determines what employee expect to achieve from the work experience and as such determine his choice of vocation and his reaction to job situations. Work values have been classified according to their types. Nord, et al., (1990), suggest that work values can be classified as intrinsic or extrinsic. Intrinsic work values refer to end-states that occur through work or in the course of people engaging in work activities such as a sense of accomplishment and are dependent on the content of work (Ucanok, 2009). Intrinsic values have to do with the actual tasks involved in doing a job. They are related to inner satisfaction. Extrinsic work values refer to end states that occur as a consequence of work, regardless of independent of the state of the content of work per se such as family society in motivating individuals to hard work, efficiency and independence negatively influence the intrinsic motivation of majority of persons. Extrinsic work values express conservation values; job security and income provide workers with the requirements needed for general security and maintenance of order in their lives. Super in Finegan (2000), explained that extrinsic values are related to the environment in which the job is being performed. Extrinsic work value is related to commitment when the reward-based nature of the construct is assessed (Glenda & vodanovich, 1992). Extrinsic work values include social status and attitude towards earning. Extrinsic values are concerned with the by- products of job. Intrinsic values are related to actually performance of the work like responsibility, achievement,

job involvement and pride in the work. The notion of extrinsic work values refers to values related to external factors of work, the notion of intrinsic work values refers to the actual content of work (George & Jones, 1997). Intrinsic work values express preferences for openness to change, the pursuit of autonomy, growth, creativity, and the use of initiative at work. Extrinsic work values express preferences for income, job security, and less demanding work.

One way to elucidate the meaning of work for an individual is to identify the basic values that people associate with work. They may view work as an opportunity to improve their social status, through recognition, promotion, treated and receive with respect and admiration from others, to gain security in the job or as a way to derive satisfaction from doing work well or a way to contribute to the job.

2.1.2 Job Involvement

Job involvement is the degree to which an employee is engaged in and the enthusiastic about performing their work (Omisore&Adeleke, 2015). It is an intrinsic work value that states the extent to which workers take active interest in work related activities. Job involvement can be seen as the degree to which an individual takes active interest in co-workers, organizations functions and desires to contribute to the job. When work value of individual matches those of the organization workers becomes more involved in their jobs (Dong, 2001; Tang 2000). Engaged employees feels a strong emotional bond to the organization that employs them. Those that display high level of job involvement consider their workplace duties to be very important part of their lives. Management in the public sector may not be concerned with the maintaining the competitiveness and profitability of the organization, the reason may be that if a public sector run at a loss, it is overcome or compensated by the government. Public sectors usually follow bureaucratic models, in decision making and communication processes. Decisions are usually imposed by those at the top, who consider themselves responsible for behavior of those of those below them. In this environment employees lack motivation to concentrate on their job because the job depends upon the whim of management. Consequently, they feel insecure and uncertain and lose encouragement and inspiration in their job. The comparatively low job involvement of the public sectors can be related to these factors. Individuals that express high involvement in their jobs are likely to be more productive, have higher satisfaction and are less likely to resign than employees with low involvement (Ekenimoh, 2013). It is assumed that the higher the level

of involvement, the higher the degree of professional growth (Elloy, Everette& Flynn, 1995). If civil servants are involved in decision making authority and responsibility from the top to bottom it will impact on their beliefs and value.

2.1.3 Social Status

Shah et al., (1992) defined social status as the effect the job has on and individual social standing among his friends, relatives, co-workers and in his own eyes. Most Nigerian workers loves social status and wants to be seen, recognized and treated with respect. Maintenance of status in the society fastens the job involvement and commitment of employees to the organization (Tayab & Tariq, 2001). Social status is all about the degree of importance Individuals places on self-recognition, commanding respect from others during the course of their work and pursuing personal growth. It is the degree of importance individual places on leadership roles, opportunities for promotions and receiving respect and admiration from others. Such recognition does not only make the employee feel valued but also gives him a sense of belonging that arouses his inner feeling of satisfaction that does not only make him perform at his best but also make him to be deeply loyal to the organization

2.1.4 Pride in the Work

Pride in the work describes how content or satisfied an individual is with his or her job. This describes the satisfaction and enjoyment an employee derives from doing a work well (Ucanok, 2009). That is how committed and satisfied employee is with his job. According to Rose (2001), an employee is intrinsically satisfied if he receives no apparent reward except the activity itself. Work itself brings satisfaction when it offers adequate mental challenge by offering opportunity to use skills, creativity and variety. Lack of interest and deep work attachment permeates the work disposition of many Nigerians, who see their job as dull, toilsome, irritating, risky or dangerous (Aju, Orugun&Ilamosi, 2013). When a worker perceives that his job allows the fulfillment of his important desires and he derives satisfaction from it, he develops positive attitude towards it and values his work. Positive attitudes usually create a productive environment in which people take pride in the work. The happier people are within their job, the more they will value their job. It is all about employee's desire to work (work ethic).

2.1.5 Employee Commitment

Commitment of employee is that bond or link between an organization and employee. It can also be defined as employee's acceptance of organizational goals and their willingness to exert effort on behalf of the organization (Miller & Lee, 2001). It is a psychological attachment and the resulting loyalty of an employee to an organization. Cohen (2003,) states that “commitment is a force that binds an individual to a course of action of relevance to one or more targets”. This general description of commitment relates to the definition of organizational commitment by Klein, Molloy, and Brinsfield, (2012), stating that commitment is a specific type of psychological bond between an individual and a target. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, Sharanand Wei(2010), describes employee commitment as simply employees’ attitude to organization. Ekenimoh in Omisore and Adeleke (2015) sees employee commitment as an individual’s orientation towards the organization by which he/she identifies with a particular organization and its goals and wishes to maintain membership in the organization.

From the above definitions, commitment was conceptualized as involving an individual’s loyalty and belief in the goals and values of the organization. Meyer and Allen (1991), described three-dimensional model of commitment: Affective, Continuance and Normative. For the purpose of this study, we focused on the Affective and Continuance Commitment. Commitment can be seen as an affective point of reference towards the organization (affective commitment), and acknowledgement of the consequences of leaving the organization (continuance commitment). Commitment generally involves the psychological attachment of workers to their workplaces, their degree of response, loyalty attachment, devotion, attitudes as well as relationship and performance to their organization.

Affective commitment

Affective Commitment is based on individual want to remain with the organization. It is defined as the tendency of worker to stay with an organization based on emotional attachment and identification with the organization. Employees with affective commitment stay with the organization because they want to. They have a strong sense of belonging which increases their

involvement in organizational activities. They are more willing to help organizations pursue their goals (Meyer and Allen 1997). Affective Commitment describes workers willingness in going the extra mile for their organization.

Continuance commitment

Continuance commitment is the result of the perceived cost associated with leaving. Employees are aware of the cost associated with leaving the organization and they stay with the organization because they want to. Continuance commitment comprises of personal sacrifice associated with leaving and limited opportunities for other employment. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization (Meyer & Allen, 1997).

Employee Performance

Lin, Wang, Kan and Teng (2008), suggested that job performance refers to all of the actions taken by employees in order to make contributions to the organizational goals. Job performance is defined as actions or behaviors relevant to the organizational goals (Campbell, 1990). He described that lack of committed employees could decrease the performance of organizational and make less productive outcomes. For the purpose of this study, performance can be defined in relation to the activities of a civil servants most especially in terms of all those behaviours that makes him or her to act responsibly towards the organization. Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan, Ali and Asghar, 2010). How well an employee does his job, ability to handle work load, completing work on time with minimal errors determines performance. According to research that conducted by Wiyadi (2010), there were some element to measure employee's job performance, i.e: able to achieve target of production as set by the company, able to produce high quality product accordance with the company's standard, able to achieve target of production under time constraint, able to show high productivity, always come to the office in accordance with the time specified, always follow the instruction that give by the supervisor, and try to always accurate in completing the work.

WORK VALUE AND EMPLOYEE COMMITMENT AMONG CIVIL SERVANTS

Commitment, is an attitude that results from values or set values held by an individual over an extended period, it is an attitude that manifests itself in behavior. Employee commitment focuses on employees attitudes towards their organization, how they value their work. Attitude has direct impact to job satisfaction and work value. Several authors have considered values in general, and work values specifically, as an important variable in explaining commitment (Hunag,1986, Kidron, 1978, Putti, Aryee and Lang, 1989). A number of studies have been conducted investigating the connection between work values and commitment of employees (Chen & Lu, 1997, Huang, 2009, Lee & Chung, 2001; Liang, 1999).

Knoop (1994), found that work values are significant predictors of job satisfaction and organizational commitment. Intrinsic work values relate more closely to organizational commitment than either extrinsic work values or overall work values (Lee & Chung, 2001). Intrinsic work values were also related to normative commitment and extrinsic work values were related to instrumental commitment in another study (Bulter & Vodanovich, 1992). Tayab and Tariq (2001) found a significant positive correlation between intrinsic work values and organizational commitment of private sector executives. Whereas, a significant positive relationship was found between intrinsic and extrinsic values and committed in research carried out by Kaur and Singh (1993) in India. In a study conducted by Liang (1999), investigating work values and organizational commitment, suggests that work values have minimal impact on organizational commitment. Zeinabadi (2010) reported that “employee commitment is the strength of an individual’s identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization’s goals and values (value commitment) along with a readiness to exert considerable effort on behalf of the organization and to remain a member (commitment to stay)

It is assumed that work value could have a positive impact on employee commitment. Workers with low commitment seem to be more concerned with personal success than with the success of the organization as a whole because they do not put their hearts into the work and mission of the organization (Irefin & Mohammed, 2014). People who are less committed are more likely to look at themselves as outsiders and not as long-term members of the organization. However, workers with higher commitment to an organization also recognized the importance of many values in their various work role. They demonstrate positive intention to serve the organization

and they think about ways to do their jobs better. This infers that employees that are committed to the organization tends to value their work. Work values and organizational commitment are two broader framework of commitment. Lack of any of these elements of work commitment may account for employee absenteeism, turnover, poor attitude towards work, reduced effort and dissatisfaction (Morrow, 1993).

Conceptual Framework

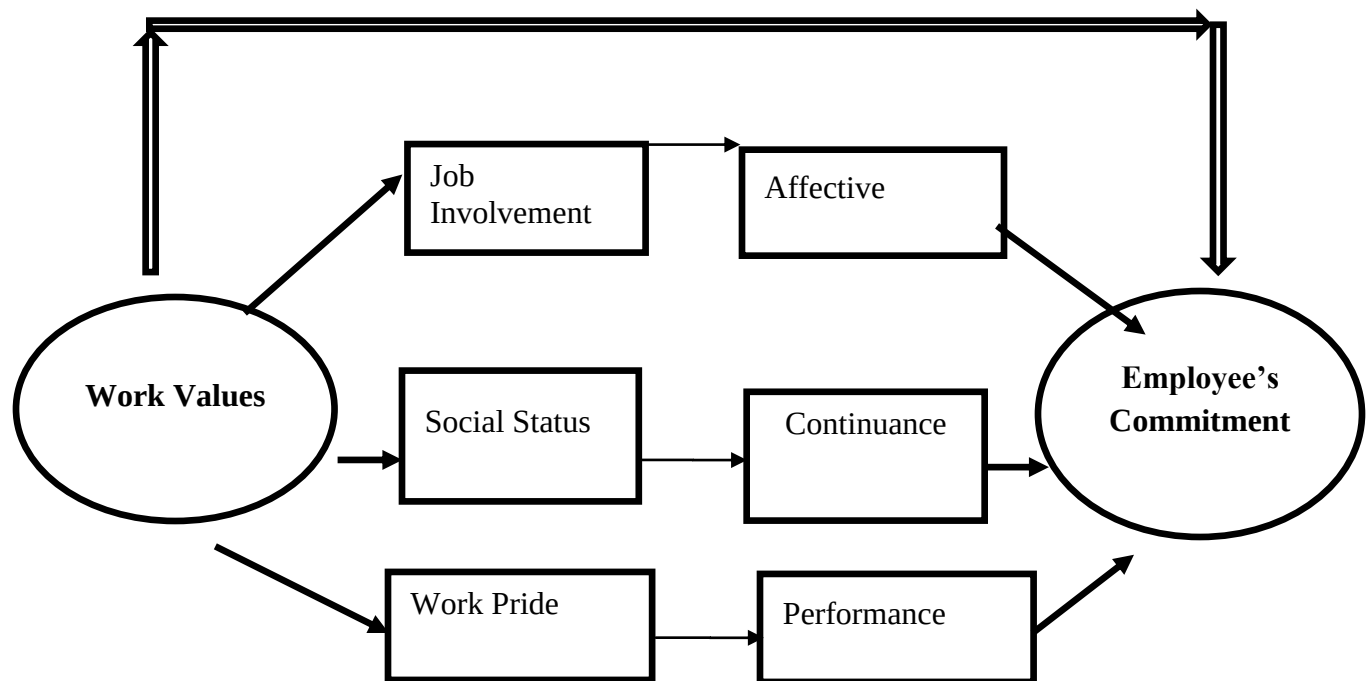


Figure 2.2 Conceptual Framework on Work values and Employee Commitment

Source: Researcher's own creation

2.2 Theoretical Review.

This study is anchored on Social exchange theory (SET) by Blau, (1964) which explains how we feel about a relationship with another person as it pertains to our perceptions of;

1. The balance between what we put into the relationship and what we get out of it.
2. The kind of relationship we deserve.

Based on this theory, individuals seek a balance in their exchange relationship with the organization, by having attitudes that are equivalent to the degree of organizational environment (which satisfies employee needs, and provides opportunities for skill utilization). It enhances organizational commitment. Social exchange theory arose out of the philosophical traditions of utilitarianism, behaviorism, and neoclassical economics. Early social exchange theory applications in family science arose out of the work of sociologists (Blau, 1964; Homans, 1961; Thibaut & Kelley, 1959 in Cropanzano & Mitchell, 2005) who focused on the rational assessment of self-interest in human social relationships.

The social exchange theory suggests that individuals who perceive the presence of reciprocity in their social relationships are more likely to feel satisfied with and maintain those relationships. Social exchange theory provides a lens for understanding how employees achieve task performance and commit to their organizations through the relationship between employees and their organization. Social exchange occurs when both parties value the exchange relation based on mutual trust and reciprocity (Blau, 1964 in Beauregard & Henry, 2009). When employees perceive their organization's efforts for their own well-being and perceive their organization as contributing more than it promised to provide, they are willing to strengthen their social exchange relationship. Indeed, employees have a strong intention to repay their organization by increasing their efforts to the organization (Wayne, Musisca, & Fleeson, 1997). When treated favorably by the organization, employees will feel obliged to respond in kind, through positive attitudes or behaviours toward the source of the treatment.

These results can be interpreted using social exchange theory; it means that this theory is a give and take relationship when employees receive economic and socio-emotional resources from their organization, employees will feel obliged to respond in kind and repay the organization. One way to repay their organization is through their level of engagement and involvement. The more engaged the employee are to their work, the greater amounts of cognitive, emotional and

physical resources they will devote to perform their job duties. When the organization fails to provide economic or emotional resources, the employees are more likely to withdraw and disengage themselves from their roles. The relevance of this theory is that, individuals bring certain needs and skills to the organization, and expect that the organization will provide an environment in which those needs are satisfied and those skills are used. If individual psychological needs are satisfied, employees will engage themselves more fully and invest greater time and energy on behalf of the organization. Thus, the thought and feeling people have about work, their jobs and their organization, determine how they experience or value work. In other words, the level to which an employee engages in his or her work (Job involvement), commits to and believes in the organization's goals and purpose (organizational commitment), his desires to work (pride in the work), the effect his job has on and individual social standing among his friends, relatives, co-workers (social status) will determine how he will value his work. The worker's perception of how an organization values him/her may be vital in determining whether his/her attitudes will benefit the organization.

2.3 Empirical Review

Work values and their relationship to job satisfaction and level of commitment among the employees of public sectors and private sector industries in Pakistan was examined by Shah, Kaur and Haque (1992). They used a sample of 60 middle level employees from the public sector and 30 middle level employees from the private sectors. The instrument used were; survey of work value and job feeling scale. The result shows a significant difference between the employees in public sector and private sectors. Finding shows a significant correlation between intrinsic work value and commitment of employees in the public sectors.

Butler and Vodanovich (1992), examined the relationship among intrinsic and extrinsic work value and normative (norm-based /internal) and instrumental (reward based/external) organizational commitments. Responses from 97 clerical workers was used. They concluded that extrinsic work values are related to commitment when reward-based nature of the construct is assessed, while intrinsic work values had a significantly higher norm-based commitment. The result shows that employees with high employee work values and short-term tenure maybe commitment to an organization.

Elizur (1996), examined the relationship between work values and commitment in Israel. 144 adults were randomly selected in Israel. 24-item Work Values Questionnaire, constructed by Elizur and his colleagues in previous research, was applied. Included in the questionnaire was a non-item measure of commitment. Work values was decomposed into cognitive items (job interest, independence) and instrumental items (pay and benefits). The results generally support the hypotheses. Moderate positive correlations were observed between commitment and independence, job interest, use of abilities and achievement. A positive correlation was also found, however, with pay, which was classified as an instrumental work value item.

Bae and Chung (1997), explored the relationship between work values and commitment of Korean industrial workers in comparison to United State and Japan. Survey of 1,288 blue collar and white-collar workers in the ten largest Korean conglomerate business firms. Result shows that Korean workers are more committed to and satisfied with their works. They also have high expectation of their companies.

Linang (1999), investigated work value and organizational commitment in Asian context. Two major dimensions of work values; intrinsic and extrinsic were derived from factor analysis of wollack scale on survey of work values. They suggested that work values have minimal impact on organizational commitment. The analysis suggested that intrinsic work values relate more closely to organizational commitment than either the global measure of work values or extrinsic work values.

Finegan (2000), explored the relationship between personal values, organizational values and organizational commitment in a large petrochemical company. Participants rated twenty-four values with respect to how important the value was to them and how important it was to organization. They were also asked to complete Meyer and Allen's commitment scale. The results of hierarchical multiple regression analyses found that commitment was predicted by the employees' perception of organizational values and that value orientation of employees strongly influences their level of commitment.

Elizur and Koslowsky (2001), examined the relationship between work values, gender and organizational commitment. 24 item work value questionnaires constructed by Elizur was used and Porter's nine item organizational commitment questionnaire were used in the study. Data were collected from 240 students, all of who work outside school. A moderated regression analysis showed that work values are positively related with commitment.

Tayab and Tariq (2001), through survey of work value and organization commitment questionnaire, examined the work values and organizational commitment of public and private sector executives in Pakistan. A sample of 210 middle level executives from private and public sector was used. The result indicated a significant difference between the two sectors on variables of work value and organizational commitment.

Froese and Xiao (2011), examined the relationship between work values, job satisfaction and commitment of white-collar workers who are employed by foreign-invested companies in China. This study proposed an integrated theoretical framework concerning the role of work values, job satisfaction and organization commitment. Results of structural equation modeling shows that various facets of job satisfaction mediated the relationships between work values and organization commitment.

Moreover, the relationship between work values, job involvement and commitment of nurses in Taiwan, was examined by Chin-chin, Brain, Gray and Jing (2012). A questionnaire sample of 1047 from Taiwanese nurses was used. The study utilizes a cross-sectional survey design. The sample consisted of Registered Nurses (RNs) (N=1,047) recruited from a convenience sample in nine regional and teaching hospitals in Taiwan. Results showed that work values were positively related to job involvement and organizational commitment, and job involvement is positively related to organizational commitment. Subsequent analyses revealed that job involvement could play an important role in mediation, and that establishing a higher level of job involvement may be more important than focusing only on organizational commitment. This study has implications for organizations attempting to enhance organizational commitment through increased job involvement. It is anticipated that by improving these various factors, the turnover and absenteeism will be reduced and the organizations become more effective and productive.

Chin-Wen, Chien-Yu, Chuan-Kuei and Ta-Lung (2012), explored the relations among work values, work attitude (including job involvement and organizational commitment) and job performance, and explore how the director's leadership may be a moderator between the work values and work attitude of green industry employees in Taiwan. Data was collected through convenience sampling. A total of 650 questionnaires were sent to employees and 120 questionnaires to directors. Of these, 485 valid questionnaires from the employees were received as well as 92 questionnaires from the directors. The research results found a positive correlation

between work values and job attitude (including job involvement and organizational commitment).

Yusuf and Metiboba (2012), investigated the relationship between work environment and job attitude of employees (job satisfaction and commitment) in a service-oriented work organization in Ilorin, capital city of Kwara state, Nigeria. Method involved the use of questionnaire to collect data from one hundred and twenty (120) respondents from the work organization. Four hypotheses were tested using chi-square statistical method. The findings revealed that there is a significant relationship between work environment and respondents' attitude to job. Specifically, the work environment was found to be socially and physically challenging, thereby leading to some negative behaviours on the part of the workers such as absenteeism, low commitment and apathy. The study concludes that in view of the importance of work environmental factors to positive job attitude, programmes such as the introduction of financial incentives, closer communication and positive leadership style should be embarked upon by management in work organizations.

Wasilu (2013), through cross- sectional survey, examined the causes of poor attitude to work and how it affects performance and commitment of employees. The study was undertaken at private and public sectors organizations in Bauchi State Nigeria. An aggregate of 308 copies of a questionnaire were analysed to respondents from various sectors in Nigeria. The study empirically analyzed the causes of poor attitude to work. Some of the prominent findings revealed that Nigerian workers widely held view that Inadequate Training and Development and Job Insecurity are the possible causes of poor attitude to work. Also that, Poor attitude to work has a negative impact on productivity level of the organizations in Nigeria. This paper provides some insights to the management of corporations, as a matter of priority to formulate intervention and policies to that effect.

Meanwhile, Work Values and Attitude to Work (commitment) in the Nigerian Public Service was examined by Abiyeyi (2014), recommendations on how to spur workers to possess positive attitude to work was made. A descriptive research method was adopted. Relevant literatures were reviewed for the study. The study reveals that lack of motivation, the belief that government work is nobody's work, societal and work value system amongst others lead to poor attitude to work in Nigerian public service. In order to reduce the level of workers non-challant and poor

attitude to work, the paper recommends that government should ensure that staff are properly trained and mentored when necessary, workers should be well motivated through adequate provision of fringe benefits and so on.

Effects of organizational commitment on career satisfaction of employees and work value in catering industry in Tawian was studied by Shieh (2014), employees in Regent Taipei were distributed 250 copies of questionnaires. 167 valid copies were retrieved, with the retrieval rate 67%. Multiple regression analysis was used to analyze the hypotheses. Work value was decomposed into intrinsic, extrinsic and concomitant values. The result of the findings shows that Organizational Commitment presents significant correlations with Career Satisfaction. Work Value shows partially remarkable correlations with Organizational Commitment. Work Value reveals notable correlations with Career Satisfaction. Work Value appears moderating effects on the correlations between Organizational Commitment and Career Satisfaction. The research results are expected to provide suggestions and reference for catering businesses.

Omisore and Adeleke (2015), studied the challenges of work ethics, values, attitudes and performance in the Nigerian public service. The major causes of unethical conduct in the public service were identified and the institutional mechanisms established by the government to curb these unethical behaviors were examined. The study adopted content analysis as a method of data gathering and analysis. It suggested viable options for effective and efficient service-oriented public service. They recommended that Government should embark on moral campaign. This method helps in inaugurating massive propaganda and campaign calling for disciplined behavior and practices of moral values among public servants. Government should also institute a reward system.

2.4 Summary of Literature Reviewed

Having reviewed many previous studies, it is understood that most of the research on work values focused on workers in private sector industries (Finegan, Froese and Xioa, Shieh and Chin-we et al.,) and others did a comparative study between countries, public sectors workers and private sector workers (Bae and chung, Shah et al., and Tayab and Tariq). Some decomposed work value into cognitive, instrumental and normative values. Against this backdrop, this study examined the relationship between work values and employee commitment among workers of

Imo state civil service. Where work value was decomposed into job involvement, social status and pride in the job.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

This encompasses the entire process of collecting, analyzing and interpreting data. Put together, Saunders, Lewis and Thornhill (2009), describes research design as the general plan of how the researcher will go about answering the research questions. This study adopted the cross-sectional survey design. Work value is the independent variable, while employee commitment is the dependent variable.

3.2 Population of the Study

The population of the study comprises the staff of five selected Government ministries of Imo state civil service; Ministry of Health, Ministry of Works, Ministry of Finance, Ministry of Trade and Investment And Ministry of Youth Development, selected from Twenty seven (27) Ministries in Imo State using convenience sampling. Through the nominal roll of each of these

ministries at the secretariat, a population of 1,095 was identified. The population of this study is 1,095 staff of the five selected Ministries.

Table 3.1 Selected Ministries

S/N	Ministries	Number of Staff
1.	Ministry of Health	420
2.	Ministry of Works	143
3.	Ministry of Finance	294
4.	Ministry of Trade and Investment	86
5.	Ministry of Youth Development	152
	TOTAL	1,095

Source: Survey, 2016

3.3 Sample and Sampling Technique

Convenience sampling method was used to draw from the population where Five Ministries located at the secretariat were selected based on the accessibility of data from those Ministries. A sample size of 293 staff was selected from the total population of 1,095 staff of the five selected Ministries using Taro Yamane's Formula

$$n = \frac{N}{[1 + N(e)^2]}$$

Where,

N = the finite population

e = level of signifance (0.05)

1 = a constant

n = Sample Size

$$n = \frac{1,095}{[1 + 1,095(0.05)^2]}$$

$$= \frac{1,095}{[1 + 1,095(0.05)^2]}$$

$$1,095$$

$$= \sqrt{1 + 1,095 (0.0025)}$$

$$= \frac{1,095}{[1+ 2.7375]}$$

$$= \frac{1,095}{3.7375}$$

n =292.9 approximately 293 Staff

Copies of the Questionnaire for this study was distributed among the Government Ministries using Bowley's proportional allocation formular to determine the number of units to be allocated to each stratum.

$$n_h = nN_h/N$$

where;

n_h = number of each unit allocated to each stratum

n = total sample size

N_h = number of items in each stratum in the population

N = population size

$$\text{Health - } 293 \times 420 / 1,095 = 112$$

$$\text{Works - } 293 \times 143 / 1,095 = 38$$

$$\text{Finance - } 293 \times 294 / 1,095 = 79$$

$$\text{Trade and Investment - } 293 \times 86 / 1,095 = 23$$

$$\text{Youth Development - } 293 \times 152 / 1,095 = 41$$

Table 3.2 Selected Ministries

S/N	Ministries	Number of Administrative Staff
1.	Ministry of Health	112

2.	Ministry of Works	38
3.	Ministry of Finance	79
4.	Ministry of Trade and Investment	23
5.	Ministry of Youth Development	41
	TOTAL	293

Source: Survey, 2019

Therefore, from the population of 1,095, 293 questionnaires were distributed to the respondent, and 258 questionnaires returned yielding 88% response rate.

3.4 Method of Data Collection

Data for the research were collected from primary source. Copies of a structured questionnaire was administered, and the participants were placed on objective response for each statement on a Five Point Likert Scale. The response scoring weights were Strongly Agree-5 points, Agree-4 points; Neutral, 2-Disagree-2 points, and strongly disagree-1 point and SPSS Version 20 will aid the analysis.

3.5 Validity of Instrument

Face and content validity was used in the study to validate the instrument. These addresses whether or not the conceptual variables appeared to be adequately measured both on the content and surface. Before administering the questionnaire, the researcher consulted some research experts among the academics who went through the questionnaire and ensure that it captured questions that actually measured the variables.

3.6 Reliability of the Instrument

Reliability is the consistency of information overtime. Cronbach's alpha coefficient is widely used as a measure of reliability. This study adopted Cronbach's Alpha coefficient for reliability test of the instrument. Sekaran (2003) states that the closer the alpha values to 1, the more reliable the instrument. In general, alpha values less than 0.60 are considered poor, and those above are acceptable. However, Hair, Black, Babin and Anderson 2010, state that the value of cronbach alpha increases with an increase in the number of indicators or items use in measuring a construct, hence the alpha value of .60 or .50 can be accepted for construct with low number of

items. Cronbach's Alpha Co-efficient was computed for each construct and the alpha values ranged from .548 to .779 indicating that most of the items were consistent internally and established well, which was demonstrated in Tables below.....

3.6 Summary of Reliability Statistics Table

Variables	No. of Items	Cronbach alpha Values
Job Involvement	5	.694
Pride in the Work	5	.799
Social Status	5	.661
Affective Commitment	5	.548
Continuance Commitment	5	.739
Employee Performance	5	.642

Source: SPSS Ver. 21

3.7 Method of Data Analysis

The data collected were first analyzed using descriptive mean score technique. For each question, the value of 3.0 and above was accepted, while the value below 3.0 was rejected. The 3.0 cut-off point was arrived at by scoring technique such as; Strongly disagree (SD) = 1, Disagree (D) = 2, Undecided (UD) = 3, Agree (A) = 4, Strongly agree (SA) = 5. Thus $5+4+3+2+1= 15$; $15 \div 5 = 3.0$. In addition, Pearson's Product Moment Correlation coefficient was used to examine the extent or nature of relationship that exists between: (a) job involvement and affective commitment (b) social status and Continuance commitment (c) pride in the work and employee performance.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter covers the presentation, analysis and interpretations of available data from the sampled population. This chapter is organized in sections as follows; schedule of the questionnaires, frequency distribution, the computed descriptive statistics and the test hypothesis and lastly the discussions of findings from the tested hypothesis.

Table 4.1: Schedule of Questionnaire Administered and Returned

Number of Questionnaire Administered	Number of valid questionnaires returned
293	258

4.2: Questionnaire Frequency Distribution

Table 4.2: Frequency Distribution		SA	A	U	D	SD
Q						
1.	I carry out my job by my-self.	101 39.1%	38 14.7%	18 7.0%	74 28.7%	27 10.5%
2.	Most of my interests are centered around my job.	59 22.9%	96 37.2%	49 19.0%	43 16.7%	11 4.3%
3.	I consider my job to be very central to my existence.	145 56.2%	57 22.1%	25 9.7%	15 5.8%	16 6.2%
4.	I have such strong ties with my present job that would be very difficult to break.	104 40.3%	43 16.7%	28 10.9%	57 22.1%	26 10.1%
5.	I take active interest in work related activities.	138 53.5%	84 32.6%	18 7.0%	15 5.8%	3 1.2%
6.	I derive satisfaction from doing my work well.	94 36.4%	120 46.5%	25 9.7%	17 6.6%	2 .8%
7	I carry out duties assigned to me with enthusiasm.	79 30.6%	93 36.0%	37 14.3%	38 14.7%	11 4.3%
8	I care about doing a good job.	109 42.2%	30 11.6%	58 22.5%	29 11.2%	32 12.4%

9	I find the work that I do full of meaning and purpose.	92 35.7%	37 14.3%	34 13.2%	51 19.8%	44 17.1%
10	I have a deep sense of attachment to my work.	99 38.4%	87 33.7%	23 8.9%	32 12.4%	17 6.6%
11	My organization allows me to satisfy my personal need.	148 57.4%	12 4.7%	35 13.6%	40 15.5%	23 8.9%
12	I am looked up to by people I work with and people in the community because of my job.	117 45.3%	121 46.9%	9 3.5%	6 2.3%	5 1.9%
13	This job has contributed to my career advancement.	80 31.0%	60 23.3%	43 16.7%	62 24.0%	13 5.0%
14	I enjoy the recognition have received from my job.	92 35.7%	95 36.8%	23 8.9%	31 12.0%	17 6.6%
15	I am satisfied with the opportunity for salary increases this job provides.	65 25.2%	133 51.6%	25 9.7%	22 8.5%	13 5.0%
16	I would be very happy to spend the rest of my career life with this organization.	117 45.3%	95 36.8%	17 6.6%	17 6.6%	12 4.7%
17	I feel 'emotionally attached' to this organization.	186 72.1%	5 1.9%	14 5.4%	30 11.6%	23 8.9%
18	This organization has a great deal of personal meaning for me.	126 48.8%	15 5.8%	16 6.2%	69 26.7%	32 12.4%
19	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	61 23.6%	121 46.9%	47 18.2%	23 8.9%	6 2.3%
20	I experience a strong sense of belonging to my organization.	52 20.2%	112 43.4%	32 12.4%	32 12.4%	30 11.6%
21	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here.	62 24.0%	95 36.8%	47 18.2%	25 9.7%	29 11.2%

22	I am satisfied with the benefits I receive in my organization and the ones I expect to receive as I progress in my career.	57 22.1%	110 42.6%	33 12.8%	35 13.6%	23 8.9%
23	There is job security in my organization.	77 29.8%	108 41.9%	37 14.3%	24 9.3%	12 4.7%
24	Right now, staying with my organization is a matter of necessity as much as desire.	82 31.8%	103 39.9%	48 18.6%	12 4.7%	13 5.0%
25	There's too much to be gained by sticking with my organization.	39 15.1%	106 41.1%	48 18.6%	51 19.8%	14 5.4%
26	I usually complete tasks assigned to me.	82 31.8%	101 39.1%	32 12.4%	34 13.2%	9 3.5%
27	I usually complete work on time with minimal errors.	76 29.5%	66 25.6%	59 22.9%	51 19.8%	6 2.3%
28	My contribution is relatively significant in my organization.	66 25.6%	92 35.7%	56 21.7%	27 10.5%	17 6.6%
29	I can handle any work load no matter how heavy.	103 39.9%	52 20.2%	68 26.4%	31 12.0%	4 1.6%
30	In my work I like to feel that I am making some contribution, not for myself but for the organization as well.	113 43.8%	60 23.3%	37 14.3%	35 13.6%	13 5.0%

4.3: Descriptive Statistics and Test of Hypothesis

Research Question One

Table 4.3.1 Descriptive Statistics on extent of relationship between job involvement and affective commitment

Items	N	Mean	Std Deviation	Decision

JOB INVOLVEMENT				
I carry out my job by my-self.	258	3.4341	1.49627	Agree
Most of my interests are centered around my job.	258	3.5775	1.13821	Agree
I consider my job to be central to my existence.	258	4.1628	1.19526	Agree
I have such strong ties with my present job that would be very difficult to break.	258	3.5504	1.45201	Agree
I take active interest in work related activities.	258	4.3140	.92010	Agree
Grand Mean		3.8078		Agree
AFFECTIVE COMMITMENT				
I would be very happy to spend the rest of my career life with this organization.	258	4.1163	1.09209	Agree
I feel 'emotionally attached' to this organization.	258	4.1667	1.42222	Agree
This organization has a great deal of personal meaning for me.	258	3.5194	1.58593	Agree
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	258	3.8062	.97500	Agree
I experience a strong sense of belonging to my organization.	258	3.4806	1.26676	Agree
Grand Mean		3.8178		Agree

Test of Hypothesis One

Objective: To examine the extent of relationship between Job Involvement and Affective Commitment

H₁: Job involvement has significant relationship with affective commitment

Table 4.3.2 Correlation Between Job Involvement and Affective Commitment

	JOB INVOLVEMENT	AFFECTIVE COMMITMENT
JOB INVOLVEMENT	1	.592**
Pearson Correlation		
Sig. (2-tailed)		.009

AFFECTIVE COMMITMENT	N	258	258
	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.009	
	N	258	258

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey Result, 2019

Table 4.3.2 revealed the result of Pearson Product Moment Correlation Analysis of the Relationship between Job Involvement and Affective Commitment. The value of the correlation coefficient indicated that there is a significant positive relationship between Job Involvement and Affective Commitment with: $r = 0.592$, $n = 258$, and $p\text{-value} = 0.009$. Therefore, the alternate hypothesis was accepted and we conclude that Job involvement has significant relationship with affective commitment.

Research Question Two

Table 4.3.3 Descriptive Statistics on nature of relationship between social status and Continuance commitment

Items	N	Mean	Std Deviation	Decision
SOCIAL STATUS				
My organization allows me to satisfy my personal need.	258	3.8605	1.45620	Agree
I am looked up to by people I work with and people in the community because of my job.	258	4.3140	.81228	Agree
This job has contributed to my career advancement.	258	3.5116	1.28818	Agree
I enjoy the recognition have received from my job.	258	3.8295	1.22315	Agree
I am satisfied with the opportunity for salary increases this job provides.	258	3.8333	1.05829	Agree
Grand Mean		3.8699		Agree

Continuance Commitment				
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice, another organization may not match the overall benefits I have here.	258	3.5271	1.26662	Agree
I am satisfied with the benefits I receive in my organization and the ones I expect to receive as I progress in my career.	258	3.5543	1.22513	Agree
There is job security in my organization.	258	3.8295	1.09916	Agree
Right now, staying with my organization is a matter of necessity as much as desire.	258	3.8876	1.06545	Agree
There's too much to be gained by sticking with my organization.	258	3.4070	1.12673	Agree
Grand Mean		3.6411		Agree

Test of Hypothesis Two

Objective: To examine the nature of relationship between Social Status and Continuance Commitment.

H₁: Social Status has significant relationship with Continuance Commitment

Table 4.3.4: Correlation Between Social Status and Continuance Commitment

		SOCIAL STATUS	CONTINUANCE COMMITMENT
SOCIAL STATUS	Pearson Correlation	1	.760**
	Sig. (2-tailed)		.010
	N	258	258
CONTINUANCE COMMITMENT	Pearson Correlation	.760**	1
	Sig. (2-tailed)	.010	
	N	258	258

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey Result, 2019

From Table 4.3.4., the nature of relationship between Social Status and Continuance Commitment was examined using Pearson Product Moment Correlation Coefficient. The result revealed a significant positive relationship between the variables with the Correlation Coefficient

result; $r = 0.760$, $n = 258$ and $p\text{-value } (0.010 < 0.05)$. Thus, the result indicated that Social Status has significant relationship with Continuance Commitment

Research Question Three

Table 4.3.5 Descriptive Statistics on extent of relationship between pride in the work and employee performance.

Items	N	Mean	Std Deviation	Decision
PRIDE IN THE WORK				
I derive satisfaction from doing my work well.	258	4.1124	.88599	Agree
I carry out duties assigned to me with enthusiasm.	258	3.7403	1.16633	Agree
I care about doing a good job.	258	3.6008	1.43589	Agree
I find the work that I do full of meaning and purpose.	258	3.3178	1.53549	Agree
I have a deep sense of attachment to my work.	258	3.8488	1.24304	Agree
Grand Mean		3.7240		Agree
EMPLOYEE PERFORMANCE				
I usually complete tasks assigned to me.	258	3.8256	1.12134	Agree
I usually complete work on time with minimal errors.	258	3.6008	1.17012	Agree
My contribution is relatively significant in my organization.	258	3.6318	1.16368	Agree
I can handle any work load no matter how heavy.	258	3.8488	1.12472	Agree
In my work I like to feel that I am making some contribution, not for myself but for the organization as well.	258	3.8721	1.25189	Agree
Grand Mean		3.7558		Agree

Source: SPSS Ver. 21

Test of Hypothesis Three

Objective: To ascertain the extent of relationship between Pride in the Work and Employee Performance.

H₁: Pride in the Work has significant relationship with Employee Performance

Table 4.3.6: Correlation Between Pride in the Work and Employee Performance

		PRIDE IN THE WORK	EMPLOYEE PERFORMANCE
PRIDE IN THE WORK	Pearson Correlation	1	.686**
	Sig. (2-tailed)		.003
	N	258	258
EMPLOYEE PERFORMANCE	Pearson Correlation	.686**	1
	Sig. (2-tailed)	.003	
	N	258	258

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey Result, 2019

Table 4.3.6 showed the extent of relationship between Pride in the Work and Employee Performance. The Pearson Product-Moment Correlation Coefficient result revealed a significant positive correlation between the variables with: $r = 0.686$, $n = 258$ and $p\text{-value} (0.003 < 0.05)$. Hence, the result supports alternate hypothesis that Pride in the Work has significant relationship with Employee Performance

4.4 Results Discussion

Result from test of hypothesis one

The result indicates that there is a significant positive relationship between Job Involvement and Affective Commitment. What this implies is that civil servants who have higher job involvement are more commitment to their establishment. According to social exchange theory, individuals bring certain needs and skills to the organization, and expect that the organization will provide an environment in which those needs are satisfied and those skills are utilized. In order words,

engaged employees feels a strong bond to the organization if those needs are met. Therefore, it seems logical that perceptions of a positive work environment will lead to satisfaction, and less intent to leave the organization. This finding is consistent with the findings of chin-chih et al., (2012), that high job involvement occurs when the work environment meets the individual's needs. This result also corroborates the findings by Dong (2001) and Tang (2000), which state that when work value of individual matches those of the organization workers becomes more involved in their jobs.

Result from test of Hypothesis Two

The result indicates that Social Status has significant relationship with Continuance Commitment. What this means is that when an organization provides ample opportunities for meaningful work activities in which employee feels a sense of accomplishment, recognition, opportunity for career advancement, satisfaction of personal need and provision of job security, employee will be more committed and satisfied. This is in line with Darolia et al., (2010) view that government employees have higher continuance commitment than other sectors based on the relative job security they possess. In order words, Commitment among civil servants is usually boosted by so many factors which include guaranteed tenure of employment, regular pay, and even recognition all leading to better job security.

Result from test of Hypothesis Three

The result supports alternate hypothesis that Pride in the Work has significant relationship with Employee Performance. This means that employees with positive desire to work will makes contributions that are relatively significant to the organization. In order words employees are more satisfied and interested with work related activities, in their ability to handle work load, completing work on time with minimal errors. This finding is consistent with the findings of Rose (2001), that an employee is intrinsically satisfied if he receives no apparent reward except the activity itself.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

From the discussion of findings, the summary was made

1. The result of the analysis showed that the value of the correlation coefficient indicated that there is a significant positive relationship between Job Involvement and Affective Commitment. Correlation coefficient(r) of job involvement and affective commitment (0.592), and it is significant at p - value ($0.009 < 0.05$). This implies that engaged employees feel a strong bond to the organization if their needs are met. In other words they become more involved in job related activities.
2. Social status has significant relationship with continuance commitment. Correlation coefficient(r) social status and continuance commitment (0.760) and its significant at p -value ($0.010 < 0.05$). This indicates that when ample opportunities in terms of recognition, career growth likewise job security are provided by an organization, employee will be committed to the organization.
3. Pride in the work has significant relationship with employee performance. Correlation coefficient(r) of pride in the work and employee performance (0.686) and its significant at

p-value ($0.003 < 0.05$). This means employees' enthusiasm to carry out work assigned to him will lead to him making contributions that are significant to the organization.

5.2 Conclusion

The study was able to meet its broad objective which was to examine the relationship between work value and employee commitment in selected ministries of Imo State civil service. Based on the findings of this study, it was established that work values significantly influence commitment of employees in various dimensions. The obvious conclusion is that employees are committed and value their work, when the enabling environment and opportunities in terms of job security, career advancement, are provided. Employees feel a strong bond to the organization if their needs are met. They will show interest in work related activities and are enthusiastic about carrying out work assigned to them.

5.3 Recommendations

Based on the findings the following recommendations are made;

1. Job security, promotion and regular remuneration will boost morale of employees to work harder towards achieving or accomplishing challenging task. It will make employees feel a strong sense of belonging to the organization.
2. Government should provide ample opportunities for meaningful work activities in which employees feel a sense of accomplishment, recognition, and opportunity for career advancement, which will spur employees to be more committed and satisfied with their work.
3. Liaising with recognized Manpower development institutions on relevant training matters that can help to improve workers skills and lukewarm desire for achievement, commitment and involvement in work related activities can be transformed into positive work attitude and it will lead an employee into making contributions that are significant to the organization.

4. Organization and implementation of conferences, workshops and seminars on the part of Government- This will help in changing orientation of most civil servants who are nonchalant towards their job.

5.4 Contribution to knowledge

The study was able to establish that work values has a significant positive relationship with employee commitment among workers of Imo state civil service. It will help enlighten management of the influence of work values on the commitment of employees.

5.5 Areas for Further Study

Work value variables not adopted and tested by this study can also be studied in relation to employee commitment and performance. Further research in the area of work values in relation to job satisfaction should be studied thereby establishing a deeper understanding of the work tendency of employees in civil service. Also, future studies could apply the same research to other sectors

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APPENDIX I

Department of Management Technology,
Federal University of Technology,
Owerri, Imo State.

Dear Sir/Madam

QUESTIONNAIRE

WORK VALUE AND EMPLOYEE COMMITMENT IN SELECTED MINISTRIES OF IMO STATE CIVILSERVICE

I am a Masters' Degree student in Department of Management Technology from Federal University of Technology Owerri (FUTO). I am carrying out a research on the above topic and will be pleased to have you complete this questionnaire to enable me fulfill one of the requirements of my masters' degree.

Data collected through this instrument will be used exclusively for academic purposes. All information provided will be kept confidential and no one will identify the answers of a particular respondent. The questionnaire will only take a few minutes of your valuable time. Please tick as appropriate in the boxes provided.

Thanks, in anticipation of your co-operation.

Yours faithfully,

ONYEMA PEACE KELECHI

APPENDIX II QUESTIONNAIRE

Tick (✓) where; SD – Strongly Disagree, D – Disagree, U – Undecided, A – Agree and SA – Strongly Agree

WORK VALUES		SA	A	U	D	SD
A	JOB INVOLVEMENT					
1.	I carry out my job by my-self.					
2.	Most of my interests are centered around my job.					
3.	I consider my job to be very central to my existence.					
4.	I have such strong ties with my present job that would be very difficult to break.					
5.	I take active interest in work related activities.					
B	PRIDE IN THE WORK	SA	A	U	D	SD
6	I derive satisfaction from doing my work well.					
7	I carry out duties assigned to me with enthusiasm.					
8	I care about doing a good job.					
9	I find the work that I do full of meaning and purpose.					
10	I have a deep sense of attachment to my work.					
C	SOCIAL STATUS					
11	My organization allows me to satisfy my personal need.					
12	I am looked up to by people I work with and people in the community because of my job.					
13	This job has contributed to my career advancement.					
14	I enjoy the recognition have received from my job.					
15	I am satisfied with the opportunity for salary increases this job provides.					
	EMPLOYEE COMMITMENT	SA	A	U	D	SD
A	Affective Commitment					
1	I would be very happy to spend the rest of my career life with this organization.					

2	I feel 'emotionally attached' to this organization.					
3	This organization has a great deal of personal meaning for me.					
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
5	I experience a strong sense of belonging to my organization.					
B	Continuance Commitment					
6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here.					
7	I am satisfied with the benefits I receive in my organization and the ones I expect to receive as I progress in my career.					
8	There is job security in my organization.					
9	Right now, staying with my organization is a matter of necessity as much as desire.					
10	There's too much to be gained by sticking with my organization.					
C	EMPLOYEE PERFORMANCE					
11	I usually complete tasks assigned to me.					
12	I usually complete work on time with minimal errors.					
13	My contribution is relatively significant in my organization.					
14	I can handle any work load no matter how heavy.					
15	In my work I like to feel that I am making some contribution, not for myself but for the organization as well.					

Table; 3.6.1 Reliability Statistics Job Involvement

Cronbach's Alpha	N of Items
.694	5

Table 3.6.2 Reliability StatisticsPride in the Work

Cronbach's Alpha	N of Items
.799	5

Table 3.6.3 Reliability StatisticsSocial Status

Cronbach's Alpha	N of Items
.661	5

Table 3.6.4 Reliability StatisticsAffective Commitment

Cronbach's Alpha ^a	N of Items
.548	5

Table 3.6.5 Reliability StatisticsContinuance Commitment

Cronbach's Alpha	N of Items
.739	5

Table 3.6.6 Reliability StatisticsEmployee Performance

Cronbach's Alpha	N of Items
.642	5

Source SPSS Ver. 21

FREQUENCY DISTRIBUTIONS**Q1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	27	10.5	10.5	10.5
D	74	28.7	28.7	39.1
N	18	7.0	7.0	46.1
A	38	14.7	14.7	60.9

SA	101	39.1	39.1	100.0
Total	258	100.0	100.0	

Q2

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	11	4.3	4.3	4.3
D	43	16.7	16.7	20.9
N	49	19.0	19.0	39.9
A	96	37.2	37.2	77.1
SA	59	22.9	22.9	100.0
Total	258	100.0	100.0	

Q3

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	16	6.2	6.2	6.2
D	15	5.8	5.8	12.0
N	25	9.7	9.7	21.7
A	57	22.1	22.1	43.8
SA	145	56.2	56.2	100.0
Total	258	100.0	100.0	

Q4

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	26	10.1	10.1	10.1
D	57	22.1	22.1	32.2
N	28	10.9	10.9	43.0
A	43	16.7	16.7	59.7
SA	104	40.3	40.3	100.0
Total	258	100.0	100.0	

Q5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	3	1.2	1.2	1.2
D	15	5.8	5.8	7.0
N	18	7.0	7.0	14.0
A	84	32.6	32.6	46.5
SA	138	53.5	53.5	100.0
Total	258	100.0	100.0	

Q6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	2	.8	.8	.8
D	17	6.6	6.6	7.4
N	25	9.7	9.7	17.1
A	120	46.5	46.5	63.6
SA	94	36.4	36.4	100.0
Total	258	100.0	100.0	

Q7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	11	4.3	4.3	4.3
D	38	14.7	14.7	19.0
N	37	14.3	14.3	33.3
A	93	36.0	36.0	69.4
SA	79	30.6	30.6	100.0
Total	258	100.0	100.0	

Q8

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	SD	32	12.4	12.4	12.4
	D	29	11.2	11.2	23.6
	N	58	22.5	22.5	46.1
	A	30	11.6	11.6	57.8
	SA	109	42.2	42.2	100.0
	Total	258	100.0	100.0	

Q9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	44	17.1	17.1
	D	51	19.8	36.8
	N	34	13.2	50.0
	A	37	14.3	64.3
	SA	92	35.7	100.0
	Total	258	100.0	

Q10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	6.6	6.6
	D	32	12.4	19.0
	N	23	8.9	27.9
	A	87	33.7	61.6
	SA	99	38.4	100.0
	Total	258	100.0	

Q11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	23	8.9	8.9
	D	40	15.5	24.4
	N	35	13.6	38.0

A	12	4.7	4.7	42.6
SA	148	57.4	57.4	100.0
Total	258	100.0	100.0	

Q12

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	5	1.9	1.9	1.9
D	6	2.3	2.3	4.3
N	9	3.5	3.5	7.8
A	121	46.9	46.9	54.7
SA	117	45.3	45.3	100.0
Total	258	100.0	100.0	

Q13

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	13	5.0	5.0	5.0
D	62	24.0	24.0	29.1
N	43	16.7	16.7	45.7
A	60	23.3	23.3	69.0
SA	80	31.0	31.0	100.0
Total	258	100.0	100.0	

Q14

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	17	6.6	6.6	6.6
D	31	12.0	12.0	18.6
N	23	8.9	8.9	27.5
A	95	36.8	36.8	64.3
SA	92	35.7	35.7	100.0
Total	258	100.0	100.0	

Q15

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	13	5.0	5.0	5.0
D	22	8.5	8.5	13.6
N	25	9.7	9.7	23.3
A	133	51.6	51.6	74.8
SA	65	25.2	25.2	100.0
Total	258	100.0	100.0	

Q16

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	12	4.7	4.7	4.7
D	17	6.6	6.6	11.2
N	17	6.6	6.6	17.8
A	95	36.8	36.8	54.7
SA	117	45.3	45.3	100.0
Total	258	100.0	100.0	

Q17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	23	8.9	8.9	8.9
D	30	11.6	11.6	20.5
N	14	5.4	5.4	26.0
A	5	1.9	1.9	27.9
SA	186	72.1	72.1	100.0
Total	258	100.0	100.0	

Q18

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	32	12.4	12.4	12.4
D	69	26.7	26.7	39.1
N	16	6.2	6.2	45.3
A	15	5.8	5.8	51.2
SA	126	48.8	48.8	100.0
Total	258	100.0	100.0	

Q19

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	2.3	2.3	2.3
D	23	8.9	8.9	11.2
N	47	18.2	18.2	29.5
A	121	46.9	46.9	76.4
SA	61	23.6	23.6	100.0
Total	258	100.0	100.0	

Q20

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	30	11.6	11.6	11.6
D	32	12.4	12.4	24.0
N	32	12.4	12.4	36.4
A	112	43.4	43.4	79.8
SA	52	20.2	20.2	100.0
Total	258	100.0	100.0	

Q21

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	29	11.2	11.2	11.2

	D	25	9.7	9.7	20.9
	N	47	18.2	18.2	39.1
	A	95	36.8	36.8	76.0
	SA	62	24.0	24.0	100.0
	Total	258	100.0	100.0	

Q22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	23	8.9	8.9	8.9
	D	35	13.6	13.6	22.5
	N	33	12.8	12.8	35.3
	A	110	42.6	42.6	77.9
	SA	57	22.1	22.1	100.0
	Total	258	100.0	100.0	

Q23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	12	4.7	4.7	4.7
	D	24	9.3	9.3	14.0
	N	37	14.3	14.3	28.3
	A	108	41.9	41.9	70.2
	SA	77	29.8	29.8	100.0
	Total	258	100.0	100.0	

Q24

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	13	5.0	5.0	5.0
	D	12	4.7	4.7	9.7
	N	48	18.6	18.6	28.3

A	103	39.9	39.9	68.2
SA	82	31.8	31.8	100.0
Total	258	100.0	100.0	

Q25

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	14	5.4	5.4	5.4
D	51	19.8	19.8	25.2
N	48	18.6	18.6	43.8
A	106	41.1	41.1	84.9
SA	39	15.1	15.1	100.0
Total	258	100.0	100.0	

Q26

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	9	3.5	3.5	3.5
D	34	13.2	13.2	16.7
N	32	12.4	12.4	29.1
A	101	39.1	39.1	68.2
SA	82	31.8	31.8	100.0
Total	258	100.0	100.0	

Q27

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	2.3	2.3	2.3
D	51	19.8	19.8	22.1
N	59	22.9	22.9	45.0
A	66	25.6	25.6	70.5
SA	76	29.5	29.5	100.0

Total	258	100.0	100.0
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Q28

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	17	6.6	6.6	6.6
D	27	10.5	10.5	17.1
N	56	21.7	21.7	38.8
A	92	35.7	35.7	74.4
SA	66	25.6	25.6	100.0
Total	258	100.0	100.0	

Q29

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	1.6	1.6	1.6
D	31	12.0	12.0	13.6
N	68	26.4	26.4	39.9
A	52	20.2	20.2	60.1
SA	103	39.9	39.9	100.0
Total	258	100.0	100.0	

Q30

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	13	5.0	5.0	5.0
D	35	13.6	13.6	18.6
N	37	14.3	14.3	32.9
A	60	23.3	23.3	56.2
SA	113	43.8	43.8	100.0
Total	258	100.0	100.0	