Influence Of Gender And Self-Esteem On The Organisational Commitment Of Civil Servants In Ekiti-State, Nigeria

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Abstract: This study examined the influence of gender and self-esteem on the organizational commitment of civil servants in Ekiti State. Two hundred civil servants drawn from five ministries in Ekiti State responded to a battery of instruments (Self- Esteem Scale, Index of Self-Esteem and Organizational Commitment Scale). Four hypotheses were tested in the study. Results showed that there was no significant gender difference in employees' level of self-esteem in ministries in Ekiti State [t (198) = 0.41; p>.05],   significant gender difference in employees' level of perceived organizational commitment was also observed [t (198) = 2.18; p<.05]. Further revealed was a significant main effect of gender [F (1, 199) = 3.99; p <.05] and self-esteem [F (1, 199) = 101.96; p <.05] on organizational commitment among civil servants in Ekiti State. Findings from hypothesis four showed that gender [B = 0.18, t = 2.78; p<.05] and self-esteem [B = 0.60, t = 10.49; p <.05] had significant independent prediction on perceived organizational commitment of civil servants. The implications of these findings were discussed in light of the literature. [Adebayo Sulaiman Olanrewaju [1], Olowookere Funmilola Kansola. **Influence Of Gender And Self-Esteem On The Organisational Commitment Of Civil Servants In Ekiti-State, Nigeria.** Journal of American Science 2011; 7(2):597-603]. (ISSN: 1545-1003). http://www.americanscience.org

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1. Introduction

As the world becomes a global village, one prominent challenge facing human resource professionals is finding how to gain organizational competitive advantage in the rapidly changing environment. Having an appropriate manpower structure and inducing in the workforce job and organizational commitment is one approach (Jones, 2007).

Hitherto in Nigeria, job security was associated with employment in public sector organizations because, for the most part, they were thought to be protected from the vagaries and instability characteristic of private sector firms by profit objectives and competitive forces of globalization. In fact, many who chose to work for and commit to public sector organizations did so because it provided job security. Therefore, the level of commitment was perceived to be usually high.

It is no secret any longer that securing a job in the public service is no more an achievement in Nigeria. This is not unconnected with the poor remuneration and low level of activity in the ministries. Delay in the payment of salaries, lack of motivation, and the merger of state politics with work schedules are some of the factors that have made civil service work unattractive and unenviable in Nigeria. In spite of the above civil servants already on the job seem to show evidence of job involvement and organization   commitment. It is of theoretical importance   and   practical   significance   to investigate factors that may be responsible for organization commitment of the Nigerian civil servants. Organizational commitment, according to O'Neil (1989), is individual psychological bond to the organization. This includes a sense of job involvement, loyalty and belief in the values of the organization. Organizational commitment from this point of view is characterized by employee acceptance of the organizational goals and their willingness to exert efforts on behalf of the organization (Miller & Lee 2001).

Commitment is a psychological state that characterizes   the   employee   organization relationship and which has implication for the employee's decision to continue or discontinue membership in the organization. While employees with a strong affective commitment remain with an organization because they want to, those with a strong continuance commitment and strong normative commitment remain because they have to and because they feel they ought to respectively (Meyer, Allen and Smith (1993).

Organizational commitment often reflects certain behavioral patterns. These patterns of behavior are guided by internalized normative pressures to act in a way that meets organizational goals and interest (Wiener, 1982). Wiener and Gechman (1977) suggest that commitment behavior should meet three important criteria:

reflection of personal sacrifices made for the sake of the organization; demonstration of persistence - that is, the behaviors should not depend primarily on environmental controls such as reinforcements or punishment; indication a personal preoccupation with the organization, such as devoting a great deal of personal time to organization-related actions and thoughts. In this sense, organizational commitment is viewed as (1) willingness of an individual to identify with and the desire not to leave an organization for selfish interest or marginal gains; (2) willingness to work selflessly and contribute to the effectiveness of an organization; (3) willingness to make personal sacrifice, perform beyond normal expectations and to endure difficult times with an organization-- low propensity to "bail-out" in difficult times (4) acceptance of organization's values and goals the internalization factor. This study adopted the organizational commitment behavior-related approach.

It has been persuasively argued that due to the high degree of situational strength characterizing most organizational contexts, personality exerts relatively little influence in the workplace. But one personality attribute that predictably and consistently enhances understanding of organizational behaviour is 'self-esteem' (Folre, 2007). Researchers have distinguished among several types of esteem, including global self-esteem (an individual's overall evaluation of worth), role-based self-esteem (worth derived from incumbency in a particular position), and task-based self-esteem (worth based on self-efficacy). Within the last five years, an additional form, "organization-based self-esteem" (OBSE), has appeared in the literature. OBSE reflects the degree to which employees self-perceive themselves as important, meaningful, effectual, and worthwhile within the organizational setting (Sunmola, 2006; Ottu, 2005; Mark 2007).

The antecedents of OBSE are, to some extent, controllable at the organization level. For example, OBSE is diminished by structural factors such as a mechanistic form, interpersonal factors such as lack of managerial consideration, and design factors such as the creation of positions that induce role conflict and ambiguity (Rosenburg, 1990). Other indicators, such as environmental instability and lack of an articulated strategy and mission, are also known to depress OBSE. Hence, when individuals are employed in similar positions within the same organization, one might predict that reported OBSE levels would be comparable. This is not necessarily so, however, as there are variations in OBSE among individual incumbents that may be reflective of their perceptions of self-worth in general.

This research is geared towards examining the effect of gender and Self-esteem on organizational commitment among workers in the ministries.

2. Material and Methods

200 participants drawn from five ministries in Ekiti State were used using the purposive sampling technique. The ministries are Health; Justice; Agriculture and Rural Dev.; Lands, Housing and Environment; and Work and infrastructure. The participants consist of 100 males and 100 females with an average age of 35years and age range of 30–55years. From the participants, 25% are SSCE holders, 20% are OND holders, 15% are HND holders, 25% are university first degree holders and 15% are the remaining postgraduate degree holders. 15% of the participants have spent 1-3years in service, 25% have spent 4-6years in service, 20% have spent 7-10years in service, 10% have spent 10-15years in service and 30% have spent above 15years in service.

Measures

The questionnaire consists of three sections. Section A measured the demographic information of the respondents. These include: age, gender, educational level, tenure, marital status and religion. Section B measured the self esteem of the respondents using Hudson Index of Self Esteem. Section C measured the organizational commitment of the respondents.

Organizational commitment was measured by using Organizational Commitment Scale. This 23-item inventory was developed by Buchannan (1974) to assess the extent to which a worker is effectively attached to the achievement of the goals and values of an organization with particular emphasis on the role the worker selflessly plays in the process of the achievement. The inventory assesses three components on commitment which are: identification (1-6), job involvement (7-12) and loyalty (13-23).

Buchannan (1974) reported coefficient alpha of .86, .84, .92 and .94 fir identification, involvement, loyalty and overall test respectively. Cook and Wall (1980) correlated OC with overall job satisfaction by Warr, Cook and Wall and obtained a concurrent validity coefficient of .62.

Self-esteem was measure using Hudson's (1982) Index of Self Esteem Scale. This scale is designed to measure the self perception and self evaluation component of the self esteem which are

the sum totals of the self perceived and other perceived views of the self held by the person. According to Hudson (1982), ISE has a valid coefficient alpha of 0.93 and a two hour test-retest coefficient of 0.92. It has a concurrent validity coefficient of 0.87 when correlated with Hare Self Esteem Scale.

Design

Although, the study was concerned with the influence of gender and self-esteem on organizational commitment, attempt was also made to know whether variables in the organization like tenure, position and personal variables like age, educational qualification, marital status and religion can also influence

organizational commitment. To this extent, independent t-test, one-way ANOVA and regression were employed.

Scoring

The two scales that were used had both direct and reverse scoring. The direct scores are obtained by adding the values of the number in the direct score items and the reverse scores were obtained by adding the values of the number in the reverse score items. And the overall scores were obtained by adding the two scores together. The higher the score, the higher the organizational commitment and self-esteem and the lower the score, the lower the organizational commitment and self-esteem.

3. Results

Table 1*: Summary of independent t-test showing difference in the mean scores of females and males on self-esteem.

Variables	N	Mean	SD	t	df	P
MALE	100	79.68	40.18			
				0.41	198	>.05
FEMALE	100	77.32	41.78			

Table 1 above revealed that there is no significant gender difference in civil servants' level of self esteem   (t (198) = 0.41; P > .05). Thus, hypothesis 1 which states that females would exhibit significantly greater self esteem than males is rejected.

Table 2*: Summary of independent t-test showing difference in the mean scores of females and males on organizational commitment.

Variables	N	MEAN	SD	t	df	P
FEMALE	100	73.55	23.02			
				2.18	198	< .05
MALE	100	66.09	25.29			

Table 2 above revealed that there is a significant gender difference in employees' level of perceived organizational commitment in ministries in Ekiti state (t (198) = 2.18; P < .05). From the table, female employees (mean= 73.55) perceived a significantly higher organizational commitment than males (mean = 66.09). Thus, hypothesis 2 which stated that females would perceive a significantly higher organizational commitment than males is accepted.

Table 3: Summary of 2 X 2 sowing the main and interaction effect of gender and self esteem on organizational commitment

Source	Sum of square	Mean square	Df	F	P
GENDER (A)	1464.89	1464.89	1	3.99	< .05
SELFETSEM (B)	37424.60	37424.60	1	101.96	< .05
A X B	6437.71	6437.71	1	17.54	< .05
Error	71942.23	367.05	196		
Total	118543.52		199		

Table 3 above revealed that there were significant main effects of gender [F (1, 199) = 3.99; P<.05] and self esteem [F (1, 199) = 1O1.96; P< .05] on organizational commitment among of employees of ministries in Ekiti state.

The table also revealed that there was a significant interaction effect of gender and self esteem on organizational commitment among of employees of ministries in Ekiti state [$F_{(1, 199)} = 17.4$; $P < .05$]. Thus, hypothesis 3, which stated that there would be significant main and interaction effects of gender and self esteem on organizational commitment is accepted.

Table 4: Regression table showing the influence of the predictor variables on Organisational Commitment.

Predictors	β	t	P	R^2	F	P
Age	0.10	1.36	>.05			
Educational level	0.09	1.41	>.05			
Length of service	0.08	1.26	>.05			
Marital status	0.03	0.42	>.05	0.40	21.27	<. 05
Gender	0.18	2.78	<.05			
Self esteem	0.60	10.49	<.05			

n = 200, β = Standardized regression weight computed at the end of each step, R^2 = Adjusted R^2

Table 4 above shows the hierarchical multiple regression analyses. It was hypothesized that Age, educational level, length of service, marital status, gender and self esteem will significantly independently and jointly predict organizational commitment. The results showed that age (β=0.10, t= 1.36; P>.05); educational qualification (β=0.09, t= 1.41; P>.05); length of service (β=0.08, t= 1.26; P>.05) and marital status (β=0.03, t= 0.42; P>.05) did not have significant independent prediction on perceived organizational commitment among employees in the ministries in Ekiti state. The table also revealed that gender (β=0.18, t= 2.78; P<.05) and self esteem (β=0.60, t= 10.49; P<.05) had significant independent prediction on perceived organizational commitment among employees in the ministries in Ekiti state. Altogether, all the predictor variables of age, educational level, length of service, marital status, gender and self esteem accounted for 40% of the total variance in perceived organizational commitment among the staff of the selected ministries. [R^2 = 0.40, $F_{(6, 199)}$= 21.27, P<.05].

Thus, hypothesis four, which stated that age, educational level, length of service, marital status, gender and self esteem would significantly independently and jointly predict organizational commitment was partially rejected.

4. Discussions

Four hypotheses were tested with various statistical methods. Hypothesis one which stated that females would exhibit significantly greater self-esteem than males is rejected. Findings from this study revealed that there was no significant gender difference in employees' level of self esteem in ministries in Ekiti state. Contrary to the findings of the present study, SarAbadaniTafreshi, 2006 found out that there is a significant difference in self esteem between males and females. Similarly, Zareh (1994) studied the relationship between achievement motivation, self-esteem and gender among high school students and reported a significant relationship between self esteem and gender.

However, in line with the findings of this study, Hossaini (2002), found out that gender is not a predictor of self -esteem of pre-university students. Gender, is generally asserted to impact upon the growth, demonstration and manifestation of self-esteem, but in the present study it is not found to be so. Generally, in the civil service in Ekiti State, workers are not usually enthused about their job; poor pay, lack of functioning schedules and politicization of key job functions are usually the bane among civil servants . Thus, both male and female staff do not seem to feel different with their self esteem.

Results from testing hypothesis 2 revealed that female workers perceived significantly higher organizational commitment than male workers. This finding seems to be in line with the general pattern in the literature which appears to contend that women as a group tend to be more committed to their employing organizations than their male counterparts (Cramer, 1993; Harrison & Hubbard, 1998; Mathieu & Zajac, 1990; Mowday et al., 1982). Loscocco (1990) found that women were more likely to report that they are proud to work for their organization, that their values and the company's values are similar, and that they would accept almost any job offered to them in order to remain with their current employer. Several explanations have been offered to account for the greater commitment of female employees. Mowday et al. (1982) maintain that women generally have to overcome more barriers to attain their positions within the organization. They concur that the effort

required to enter the organization translates into higher commitment of female employees. Harrison and Hubbard (1998) similarly argue that women display greater commitment because they encounter fewer options for employment.

Numerous researchers have, however, failed to find support for a relationship between gender and organisational commitment (Billingsley & Cross, 1992; Ngo & Tsang, 1998; Wahn, 1998). It may, thus, be concluded that a growing body of evidence appears to support either no gender difference in organizational commitment or the greater commitment of women.

Hypothesis 3 which was confirmed by the findings of the present study revealed that there were significant main and interaction effects of gender and self esteem on organizational commitment. Studies abound (e.g. Ashford & Mael, 1989; Dutton et al., 1994; Herrbach & Mignonac, 2004; Maignan & Ferrell, 2001a; Peterson, 2004; O'Reilly & Chatman, 1986; Van Knippenberg & Van Schie, 2000) supporting this finding.

Hypothesis 4 which stated that age, educational level, length of service, marital status, gender and self esteem would significantly independently and jointly predict organizational commitment ispartially rejected. Findings revealed that age, educational qualification; length of service, and marital status did not have significant independent prediction on perceived organizational commitment among employees in the selected ministries in Ekiti state civil service, however, there was a significant joint effect of these demographic factors on perceived organizational commitment. This result negates that of Dunham, Grube & Castaneda (1994) who found a significant relationship between organisational commitment and age. Similarly, in related studies, (e.g. Meyer & Allen, 1997; Cramer, 1993; Lok & Crawford, 1999; Loscocco, 1990; Luthans, 1992; Mowday et al., 1982; Sekaran; 2000) significant positive relationships between age and organizational commitment were also reported. Some authors argued that, as individual's age increases, alternative employment opportunities become limited, thereby making their current jobs more attractive (Kacmar et al., 1999; Mathieu & Zajac, 1990; Mowday et al., 1982). Other proponents hypothesized that older individuals may be more committed to their organisations because they have a stronger investment and a greater history with the organisation than do younger employees (Harrison & Hubbard, 1998; Kacmar et al., 1999). Therefore, younger employees are generally likely to be more

mobile and to have lower psychological investments in the organization. The older employees become, the less willing they are to sacrifice the benefits and idiosyncratic credits that are associated with seniority in the organization (Hellman, 1997).

However, the findings of this study that showed no significant effect of age on commitment may be attributable to the general low morale of the Nigerian civil service that cuts across age, education marital and length of service strata.

Also, researchers were of the opinions that positive relationship exists between organisational commitment and length of service (Allen & Mowday, 1990; Dunham et al., 1994; Gerhart, 1990; Larkey & Morrill; 1995; Malan, 2002; Meyer & Allen, 1997; Mowday, et al., 1982). Research overwhelmingly indicates that tenure has a positive influence on organisational commitment (Loscocco, 1990; Luthans, 1992; Luthans, Baack & Taylor 1987; Mowday et al., 1982). One possible reason for the positive relationship between tenure and commitment may be sought in the reduction of employment opportunities and the increase in the personal investments that the individual has in the organisation. This is likely to lead to an increase in the individual's psychological attachment to the organisation (Harrison & Hubbard, 1998; Lim et al., 1998; Luthans, 1992; Mowday et al., 1982). Sekaran (1992) maintains that tenure is associated with some status and prestige, and that this induces greater commitment and loyalty to the employing organisation.

However, researchers such as Luthans, McCaul and Dodd (1985 cited in Vorster, 1992) supported the findings of the present study that there was no relationship between lenght of service and organisational commitment. Kinnear and Sutherland's (2000) research did not find support for the relationship between organisational commitment and tenure. This is further substantiated by Cramer (1993) who contends that longer tenure is not associated with greater commitment.

In contrast to the findings of this study, a number of researchers maintain that the higher an employees level of education, the lower that individual's level of organisational commitment (Luthans et al., 1987; Mathieu & Zajac, 1990; Mowday et al., 1982). The negative relationship may result from the fact that highly qualified employees have higher expectations that the organization may be unable to fulfill. Chusmir (1982 cited in Voster, 1992) maintains that there is

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a positive relationship between commitment and educational qualifications, and level of education may be a predictor of commitment, particularly for working women. It is however not so in the present study.

In line with the findings of this study, however, the level of education does not seem to be consistently related to an employee's level of organizational commitment (Meyer & Allen, 1997). Higher levels of education are postulated to enhance the possibility that employees can find alternative employment which may reduce their levels of commitment. McClurg's (1999) research found that highly educated employees had lower levels of organisational commitment. This is supported by other research findings (Luthans et al., 1987; Mowday et al., 1982; Voster, 1992).

More educated individuals may also be more committed to their profession. As a result, it would become difficult for an organisation to compete successfully for the psychological involvement of these employees (Mowday et al., 1982). This is because, according Mathieu and Zajac (1990), more highly qualified individuals have greater number of alternative work opportunities. Billingsley and Cross (1992) further corroborated this in their failure to find support for a relationship between education and commitment.

Conclusion

This study examined the influence of gender and self esteem on the organizational commitment of civil servants in Ekiti State. It can be said based on the findings of this research that females would perceive a significantly higher organizational commitment than their male counterparts.

Also, there were significant main and interaction effects of gender and self esteem on organizational commitment among employees of ministries in Ekiti state.

Furthermore, gender and self esteem had significant independent prediction on perceived organizational commitment among employees in the ministries in Ekiti state.

The study also revealed that all the predictor variables of age, educational level, length of service, marital status, gender and self esteem had joint influence on organizational commitment among employees of ministries in Ekiti state.

Recommendations

Based on the findings of this study, the following recommendations were suggested.

There should be no gender discrimination in the nature of assignment given to workers in the ministries. This study revealed that female workers were more committed than their male counterparts. Yet, female workers are usually faced with discrimination, gate ceiling, harassment etc.

Training will boost workers level of self esteem and enhance their competencies. Since government always desire productivity and creativity from workers, good training programmes tailored to meet workers needs will not only boost their level of esteem but also prepare them to meet up with various job challenges. This will enhance workers level of organizational commitment.

It is also recommended that workers salaries should not only be increased to measure up with their counterparts in the ministries, but also be paid promptly. Workers get committed when their demands could be catered for by the income they earn from their job.

It is also recommended that further studies involving other variables not considered in the present study but that may influence organizational commitment of civil servants in Ekiti State should be carried out.

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