



## INFLUENCE OF CORE SELF-EVALUATION AND REWARD SYSTEM ON ORGANISATIONAL COMMITMENT OF LOCAL GOVERNMENT EMPLOYEES IN OYO STATE, NIGERIA

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### ABSTRACT

*This study investigated the influence of core self-evaluation (self efficacy, self-esteem, work locus of control and neuroticism) and reward system on career commitment of local government employees in Oyo State, Nigeria. Descriptive survey research design was adopted in the study and using stratified random of equal allocation, a total of 2,040 respondents were selected from 13, 838 employees across the 33 local government areas of Oyo State. Seven instruments were used.: General Self-efficacy Scale (  $r = 0.80$ ), Self – Esteem Scale (  $r = 0.76$ ), Work Locus of Control Scale (  $r = 0.75$ ), Neuroticism Rating Scale (  $r = 0.74$ ), Reward System Rating Scale (  $r = 0.69$ ) and Organisational Commitment Rating Scale (  $r = 0.68$ ). Three research questions were answered at 0.05 level of significance and data were analysed using Multiple Regression and Pearson’s Product Moment Correlation. Result findings showed that self-efficacy, self-esteem, work locus of control, neuroticism and reward system had a significant joint positive correlation with organisational commitment (  $r = 0.671$ ). The five variables had significant effects on organisational commitment ( $F_{52034} = 627.15$ ). The contributions of the five independent variables to organisational commitment are in the following order of magnitude: reward system ( $\beta = 0.302$ ,  $t = 16.61$ ,  $p < 0.05$ ); locus of control ( $\beta = 0.238$ ,  $t = 10.63$ ,  $p < 0.05$ ); neuroticism ( $\beta = 0.193$ ,  $t = 9.80$ ,  $p < 0.05$ ); self-efficacy ( $\beta = 0.130$ ,  $t = 5.56$ ,  $p < 0.05$ ) and self –esteem ( $\beta = 0.044$ ,  $t = 1.98$ ,  $p < 0.05$ ). Core self-evaluation significantly correlated with organisational commitment as follows: self-efficacy ( $r = 0.46$ ,  $p < 0.05$ ), self-esteem ( $r = 0.43$ ,  $p < 0.05$ ), work locus of control ( $r = 0.53$ ,  $p < 0.05$ ), neuroticism ( $r = 0.491$ ,  $p < 0.05$ ) and reward system ( $r = 0.50$ ,  $p < 0.05$ ). Reward system was found to strongly impact employees’ organisational commitment. It is therefore, recommended that, since reward system, Self-efficacy, self-esteem, work locus of control and neuroticism enhanced local government employees’ organisational commitment. counselling and personnel psychologists should be involved in local government administration so that they can help employees understand and clarify their core self evaluation and reward orientation.*

**Key words:** Core self-evaluation, Reward system, Organisational commitment, and Local government employees.

### INTRODUCTION

The need to facilitate development at the grassroots made the necessity for the creation of local government in Nigeria. Local government is very important to the extent that it is able to make the rural populace have the benefits of bringing government nearer to them, create in them a sense of belonging, and safety as well as making them have a taste of relative satisfaction with the state of things in the locality. The creation of local government is a way of ensuring national administrative convenience, development and political efficacy. Local government administrative system leads to, and guarantees national integration, administrative efficacy and development. Local government councils were essentially created to bring governance closer to the people, to ensure administrative convenience, engender development and preserve heritage and common interest of the people (Agbakoba and Ogbonna, 2004; Arowolo, 2008).

Nigeria was organised as a federal country in 1954 with the responsibility for providing most public goods being concurrently shared between the federal and state governments. In 1976, Local Government Authorities (LGAs) were established and recognised as the third tier of government. There were sets of constitutional roles and responsibilities expected of this tier of government at ensuring the realization of the desired development at the local level. This was also backed up with the constitutional formula for revenue allocations to carry out the responsibilities (Olowu and Erero, 1995; Adeniyi, Ejembi, Igbinosun, Muhammed, Nwagbo, Ogundeji, & Zoakah 2001).



Presently, Nigeria has a three-tiered Federal system of government that divides the country into 36 state governments and 774 Local Government Councils distributed across the six geo-political zones of the Federation.

Zones	No. of LGAs	% of LGAs	Populations in millions	% in national population
North Central (+Abuja)	120	15.5	12.5	14
North East	111	14.3	11.9	13.4
North West	186	24	22.9	25.8
South East	95	12.2	10.8	12.1
South South	123	16	13.3	15.1
South West	139	18	17.4	19.6
<b>Total</b>	<b>774</b>	<b>100</b>	<b>88.8</b>	<b>100</b>

**Source: Compiled from constitution of the Federal Republic of Nigeria (1999).**

As part of defining the roles of local government councils, a national initiative adopted a new national health policy in the late 1980s with a view of overhauling the primary health care system. The policy gives LGAs full jurisdiction over the delivery of primary health care services. (Olowu and Eretu, 1995; National Primary Health Care Development Agency, 2001). In other words, as the 1996 revised policy document states the expectation of local governments to be the main implementers of primary health care policies and programs. Both the federal and state governments are only expected to monitor, evaluate and provide logistic supports (Khemani, 2004).

In order to carry out their roles, functions and responsibilities at ensuring the realization of even development and improve the living standard of rural dwellers, people have been employed as civil servants to work at the local government level. Thus, this category of civil servants is very crucial in the Nigeria society because their functionality or non-functionality will determine the faith of the rural dwellers in particular and the movement of the Nigeria nation in general towards the attainment of self-reliance. In other words, the commitment of these employees to the organisation where they work is very central to the attainment of the purpose of which local government areas were established. This is why there are statutory measures of rewarding these local government employees like payment of salaries, opportunity for a period of leave, payment of leave bonus, promotions opportunities, loan opportunity and training opportunities among others (Milkovich, Newman & Grared, 2010).

Employers usually have the concern of how to achieve sustained high levels of organisational performance particularly through the employees. This will bring about continuous survival of the organisation but requires the cooperation of labour with the other factor of production (Omolayo & Owolabi, 2007). As a result, close attention is usually given to motivating by giving employees reward which may be in form of bonus, salary increases, promotions, stock awards, perquisites incentives, leadership and, importantly the work they do and the organisation context within which they carry out their work (Kerr & Slocum, 2006; Milkovich, Newman & Gerard, 2010). The implication is then on reward management in which the development and implementation of reward strategies as well as the philosophies and guiding principles calls for a systematic approach employees are motivated by both intrinsic and extrinsic rewards. Intrinsic motivation is defined when an employee is engaged in a task purely for its own sake because it is interesting and enjoyable. Extrinsic motivation is a situation when an employee engages in a task for instrumental reasons that is, for a reward, to avoid a punishment, to increase self-worth, or to reach a meaningful goal (Galia, 2007; Baron & Kreps, 1999).



Organisational commitment is the employee's psychological attachment to the organisation. An employee can simultaneously be committed to the organisation in an affective, normative and continuance sense, at varying levels of intensity (Meyer & Allen, 1991). An employee's "commitment profile" may reflect high or low levels of these three mindsets, and has different effects on workplace behaviour such as job performance, absenteeism, and chance that the organisation member will quit (Meyer and Allen, 1991; Meyer & Herscovitch, 2001). Organisation commitment is a psychological state that reflects employee's relationships with the organisation, as well as having implications for the decisions to either continue in or quit the organisation (Meyer and Allen, 1994). In other words, organisational commitment is an employee's attachment, goal congruency, identification, loyalty and allegiance to the organisation.

Commitment is very crucial to the organization because it is generally believed that a high level of commitment and loyalty to the organization will lead to the attainment of organizational goal. This usually motivates the employers to look for the ways by which the employee's commitment would be gained. To this end, the management may think of upgrading the salary and possibly review the allowances. But more than the salary and allowances, there are other factors that can lead to commitment or non-commitment of employees. For instance the personality of the employees can go a long way to affect their commitment.

Apart from the influence that reward system can have on employees' organizational commitment, very important also is the influence that the personality composition of these employees can have on their attitudes and behaviours with particular reference to commitment. This is referred to as Core self-evaluation. Core self-evaluation is a higher-order concept, comprising four more specific lower-order traits. These lower order traits are generalized self-efficacy, self-esteem, locus of control and neuroticism (Judge, Locke, & Durham, 1997). Generalized self-efficacy is an estimate of one's fundamental ability to cope with exigencies of life, to perform, and to be successful (Bandura, 1986, 1997). Self-esteem is the basic appraisal people make of themselves and the overall value that one places on himself as a person. Locus of control refers to the degree to which individuals believe that they control events in their lives (Rotter, 1954). Neuroticism is the tendency to exhibit poor emotional adjustment and experience negative affects such as fear, hostility, and depression (Goldberg, 1990). The Core self-evaluation explains correlations among the traits, as well as provides some integration of personality and psychology in the relation of affective disposition to motivation, satisfaction, and dysfunctional thinking. So, these traits share a considerable amount of variance that can be used as a general evaluation of an individual's sense of competence, deservingness, and control over success in life (Judge, Erez, Bono, & Thoresen, 2002).

The personality type of the employee will give meaning to the efforts of the organization geared towards gaining the employee's commitment. It is then important to note the influence of the employees' core self-evaluation traits on their commitment given any kind of working environment, specific situation and organizational culture and politics. It is also very important to clarify whether reward system of the organization can propel and strengthen employee's commitment to the organization or not. In another way, poor reward system notwithstanding, will employees be committed to the organization? One may reason that the employees' expertise, which boosts their self-efficacy and self-



esteem, should be enough motivation for them to be committed to the organization. In other words, an employee may be expected to exhibit organizational commitment, even if the organizational culture and politics seem not favourable in terms of reward system. It is important to find out the joint influence of employees' core self-evaluation and reward system on their organizational commitment.

### **Statement of the Problem**

The incessant industrial action of local government employees in the quest for better pay and improved working condition subjects the rural populace in particular to perpetual poverty. This is because such action cannot afford the local government to execute programmes that can liberate the populace from poverty. Lack of commitment of the local government employees would not allow for the desired rapid development at the grassroots, which is the basis of establishing local government administration. Also, lack of commitment of these employees would deter the movement of Nigerian nation toward the attainment of self-reliance. This may be reason for the poor state of social infrastructures such as bad roads, lack of potable water, poor health care services and unimpressive primary education system.

### **Purpose of Study**

This paper examined the influence of Core self-evaluation (self-efficacy, self-esteem, locus of control, and neuroticism) and Reward System on organizational commitment of Local Government Employees. It investigated the joint influence of core self-evaluation and reward system on employees' organizational commitment.

### **Scope of the Study**

This study was carried out to provide data on the influence of core self-evaluation and reward system on organizational commitment of Local Government Employees in Oyo State. It was carried out in the 33 local government areas of Oyo state.

### **RESEARCH METHODOLOGY**

This study adopted descriptive survey research design of correlational type. The population for the study consisted of all local government employees in the thirty-three local government areas of Oyo state comprising males and females, young and adult with varied number of years in service placed on different grade levels and assigned with particular schedules of duty. Local government in Oyo state have staff compliment of about 13,838 employees comprising of both junior and senior staff members. Stratified random sampling technique of equal allocation was used to select the participants for the study. The participants were grouped into eight strata according to the number of department in the local government. A sample of 255 respondents were selected from each stratum making a total number of 2,040 across the thirty-three (33) local government areas of Oyo state.

The following instruments were adopted for the study: General Self-efficacy Scale ( $r = 0.80$ ), Self-esteem Scale ( $r = 0.76$ ), Work Locus of Control Scale ( $r = 0.75$ ), Neuroticism Rating Scale ( $r = 0.74$ ), Reward System Rating Scale ( $r = 0.69$ ), and Organisational Commitment Rating Scale ( $r = 0.68$ ). Permission was granted to the



researchers by the authorities of all the 33 local government areas through the Local Government Service Commission to administer questionnaires to the respondents. A research assistant was trained in each of the LGAs to coordinate the administration and collection. The analysis of data was carried out at 0.05 level with the use of Multiple Regression and Pearson’s Moment Correlation.

**RESULTS**

The first research question states: which of the five variables (self-efficacy, self-esteem, work locus of control, neuroticism and reward system) could predict the Organisational commitment of Local Government Employees in Oyo state?

**Table 1: Relative Contribution of Independent Variables on the Organisational Commitment of Local Government Employees**

	Unstandardized Coefficient		Standardized Coefficient	Rank	T	P	Remark
	B	Std	Beta				
Constant	-0.862	0.738	-		1.168	0.243	NS
Self-efficacy	0.160	0.029	0.130	4 <sup>th</sup>	5.564	0.000	Sig.
Self-esteem	0.066	0.035	0.044	5 <sup>th</sup>	1.982	0.059	NS
LOC	0.291	0.027	0.0238	2 <sup>nd</sup>	10.626	0.000	Sig.
Neuroticism	0.211	0.022	0.193	3 <sup>rd</sup>	9.802	0.000	Sig.
Reward System	0.157	0.009	0.302	1 <sup>st</sup>	16.610	0.000	

From the results in table 1, only four independent variables can be used to predict organizational commitment of the respondents viz: reward system ( $\beta = 0.157$ ,  $t = 16.610$ ,  $p < 0.05$ ) is the most potent predictor of the organizational commitment followed by locus of control ( $\beta = 0.291$ ,  $t = 10.626$ ;  $p < 0.05$ ), followed by neuroticism ( $\beta = 0.211$ ,  $t = 9.802$ ,  $p < 0.05$ ) and self-efficacy ( $\beta = 0.160$ ,  $t = 5.564$ ,  $p < 0.05$ ) while self-esteem ( $\beta = 0.066$ ,  $t = 1.982$ ,  $p > 0.05$ ) could not predict the organizational commitment of the Local Government employees in Oyo State with respect to the present study.

**The second research questions states: what is the joint effect of self-efficacy, self-esteem, work locus of control, neuroticism and reward system on career commitment of local government employees in Oyo State?**

**Table 2: Summary of Regression Showing Effects of Independent Variables on Organisational Commitment of Local Government Employees.**

R	R Square	Adjusted R Square	Standard Error of the Estimate
0.671	0.450	0.448	6.87029

From table 2, it could be observed that there is positive multiple correlation ( $R = 0.671$ ) among the five independent variables (self-efficacy, self-esteem, work locus of control, neuroticism and reward system and dependent variable (Organisational Commitment). This implies that the factors are relevant towards the determination of the dependent measure. The adjusted  $R^2$  value of 0.448 revealed that the five independent variables accounted for 44.8% of the total variance in the dependent measure



(organizational commitment). The remaining 55.2% could be due to errors and factors that are not considered in this study.

**The third research question states:** what is the relative effect of self-efficacy, self-esteem, and work locus of control, neuroticism and reward system on Organisational commitment of Local Government Employees in Oyo State?

**Table 3: Relative Contribution of Independent Variables on the Organisational Commitment of Local Government Employees.**

	Unstandardized Coefficient		Standardized Coefficient	Rank	T	P	Remark
	B	Std	Beta				
Constant	-0.862	0.738	-		1.168	0.243	NS
Self-efficacy	0.160	0.029	0.130	4 <sup>th</sup>	5.564	0.000	Sig.
Self-esteem	0.066	0.035	0.044	5 <sup>th</sup>	1.982	0.059	NS
LOC	0.291	0.027	0.0238	2 <sup>nd</sup>	10.626	0.000	Sig.
Neuroticism	0.211	0.022	0.193	3 <sup>rd</sup>	9.802	0.000	Sig.
Reward System	0.157	0.009	0.302	1 <sup>st</sup>	16.610	0.000	

From table 3, reward system made the highest contribution to organizational commitment ( $\beta = 0.302$ ) followed by work locus of control ( $\beta = 0.0238$ ), followed by neuroticism ( $\beta = 0.193$ ), self-efficacy ( $\beta = 0.130$ ) while the contribution of self-esteem ( $\beta = 0.044$ ) is not significant.

## DISCUSSION OF FINDINGS

**Research Question 1: Which of the five variables (self-efficacy, self-esteem, work locus of control, neuroticism and reward system) could predict the Organisational commitment of Local Government Employees in Oyo State?**

The findings on research question one show that reward system made the highest contribution to organizational commitment of the respondents. This shows the importance of reward system to employees' value system to determining commitment level. This finding corroborates Griffin, Mathieu and Jacobs (2011) who investigated the effect of pay satisfaction on teachers' perception and find that it was a positive predictor of community support. Heneman and Judge (2000) also report that pay dissatisfaction can have important and undesirable impacts on numerous employees' outcomes. It implies that when employees are satisfied with the pay or reward system as a whole, it is likely that they would be committed to the organization. A number of literature explores the ways in which human resources practices influence the creation of effective organizational commitment (Gellatly, Hunter, Currie & Irving, 2009; Gould-Williams, 2004; Meyer & Smith, 2000; Patrick, Wright & Kehoe, 2008). Reward system is one of the major instruments employees use to control employees' attitudes and performances and has



been found to have a direct determination of the direction of employees' individual attention and effort (Bamberger & Levi 2009).

Kuokkanen, Leino-Kilpi and Katajisto (2003) conduct a study of nurse empowerment and factors significant for its realization and find 51% of respondents considering themselves empowered nurses. The nurses who considered themselves empowered had higher levels of activity and commitment than those who did not. It is therefore concluded that when employees are empowered in relation to their jobs there would be strong positive correlation with job satisfaction, and organizational commitment. Empowerment can be part of non-monetary reward system which really motivates employees to be committed to the organization. Any organisation that deems it fit to empower its employees is therefore likely to enjoy their commitment, which can culminate into increased organizational productivity. Otherwise, the organization may be experiencing high level of turnover, poor performance and low productivity.

***Research Question 2: What is the joint effect of self-efficacy, self-esteem, work locus of control, neuroticism and reward system on organizational commitment of local government employees in Oyo State?***

The findings on research question two show that core self-evaluation traits and reward system can jointly predict organizational commitment of local government employees. This corroborates Best, Stapleton and Downey (2005) that full-time health care workers with the same employer reveal core self-evaluation was negatively associated with perceptions of organizational constraints, leading to reduced levels of burnout. This explains the fact that due to the core self-evaluation of the employees and the reward system of their organization with which they are satisfied, they will not think of leaving the organization and neither are likely to see the constraints in the organization as any problem. In other words, employees will personally give interpretations to the kind of pay they receive and take decisions on whether they are pleased with it or not.

***Research Question 3: what is the relative effect of self-efficacy, self-esteem, work locus of control, neuroticism and reward system on Organisational commitment of Local Government Employees in Oyo State?***

The findings on the third research question show that reward system made the highest contribution to organizational commitment of the respondents. This shows the importance of reward system to employees' value system to determining commitment level. This finding corroborates Griffin, Mathieu, and Jacobs (2001) who investigate the effect of pay satisfaction on employees' perception and find that it was a positive predictor of community support. Heneman and Judge (2000) also report that pay dissatisfaction can have important and undesirable impacts on numerous employees' outcomes. It implies that when employees are satisfied with the pay or reward system as a whole, it is likely that they would be committed to the organization. A number of literature explores the ways in which human resource practices influence the creation of effective organizational commitment (Gellatly, Hunter, Currie, & Irving, 2009; Gould-Williams, 2004; Meyer & Smith, 2000; Patrick, Wright & Kehoe, 2008). This may have been the reason most employers use reward system as one of the major instruments to control employees' attitude and performances and has been found to have a direct determination of the direction of employees' individual attention and effort (Bamberger & Levi 2009).



### **Implications of the Study**

It is very clear from the results of this study that core self-evaluation traits (self-efficacy, self-esteem, work locus of control, neuroticism) and reward system determine organizational commitment of local government employees. The results based on the research questions reveal that reward system is a strong determinant of employees' commitment. The implication is that employees are sensitive to the kind of treatment given to them in their workplace and this will definitely determine their commitment level. There is no doubt that individual differences exist among employees which makes employees to be motivated for commitment differently. But, when they show displeasure towards the reward system of their organization, it has serious implications on the desired development of the rural areas in particular and Nigeria in general. For instance, industrial action results in such expression of displeasure as well as low commitment. This eventually affects quality of service delivery to the populace. No wonder, almost all sectors education, health, agricultural sectors, among others of national development are down. The fact that reward system takes the lead in predicting employees commitment may be reflection of a capitalist society like Nigeria where societal value is placed on money. This might be the underlying factor for the widespread of the corruption vices across nooks and crannies of the Nigerian society. Everyone seems to have the tendency of amassing wealth even to the detriment of the larger population.

### **Recommendations:**

Counselling and personnel psychologist should be involved in local government administration so that they can help employees understand and clarify their core self evaluation and reward orientation. Stakeholders in the local government system should see the need to improve the reward packages and system being administered to the employees. This is very important because employees' commitment affects the quality of service delivery like Adio and Popoola (2010) observe. Regular training opportunities should be organized for the employees to refresh their memories on the task they have been employed. Local government administrators should create an enabling environment for the employees for the performance of their duties. They should see the need to improve on their reward system package, considering individual differences in relation to personality, needs and values, integrating individual and organizational goals, and designing challenging jobs, to gain employees' commitment. The local government service commission and the council of heads of local government administrations should do regular periodic review of policies and their outcomes as it relates to local government administration and particularly torching workers' welfare. The society should deemphasize societal value placed on money which is the root of corruption that is ravaging the country. Attention should be paid to the way in which the motivation system within the organization is structured as it tells so much on employees' behavior. This is related to the view of Nastase (2010) that the organizational leadership has to be strategic relying on specific vision built up together with the co-workers.

### **Conclusion**

This study examined the influence of core self-evaluation and reward system on organizational commitment of local government employees in Oyo State. A total number



of two thousand and forty employees were sampled for the study across the thirty three LGAs of the state. The data collected was analysed using Pearson's Product Moment and Multiple Regression statistical methods. Three research question were answered. The results of the findings show that:

- The core self-evaluation traits and reward system jointly predicted organisational commitment.
- The five independent variables (self-efficacy, self-esteem, locus of control, neuroticism and reward system) had positive correlation with organisational commitment.
- Reward system was found to make the highest contribution to, and was the most potent predictor of organisational commitment.
- Reward system had the significant relationship with organisational commitment of local government employees.

Therefore, this study has established that as much as core self-evaluation and reward system can jointly predict organisational commitment, reward system and work locus of control individually has potential to influence the same dependent variables.

Based on the result findings, it could be observed that, core self-evaluation and reward system significantly and jointly predict organisational commitment. Equally, locus of control has contributory showed that, the welfare of workers should be taken as paramount if government and all stakeholders in the local government service desire improved performance. It is expected that, when the reward system is adequate, commensurate and timely, workers productivity would improve significantly.

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