



## ROLE OF ORGANIZATIONAL BASED SELF-ESTEEM IN EMOTIONAL ADJUSTMENT AMONG NIGERIA IMMIGRATION SERVICE OFFICERS

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### ABSTRACT

*This study investigated the influence of organizational based self-esteem on emotional adjustment among Immigration officers. Cross-sectional survey research design was adopted and data gathered from 227 immigration officers. Age distribution ranged from 19 and 56 years old, with the average age being 32 years, 9 months (SD = 8.73). Findings revealed that immigration officers with high level of organizational based self-esteem reported higher emotional adjustment than those with low level of organizational based self-esteem [ $t(225) = 5.26; P < .01$ ]. Socio-demographic factors (Age, religion, family background, marital status, ethnicity, educational level, sex and work level) accounted for about 15% variance in emotional adjustment ( $R = .38; R^2 = .15; F(8, 218) = 4.72; P < .01$ ); however, only ethnicity ( $\beta = .14; t = 2.23; P < .05$ ) and work level ( $\beta = -.19; t = -2.74; P < .05$ ) independently predicted emotional adjustment. It was therefore recommended that immigration, as an arm of Nigeria paramilitary, should endeavor to identify and provide the necessary and enabling environment that will place immigration officers in psychologically stable position to carry out their day-to-day activities.*

**Keywords:** Immigration Officers, Organizational Based Self-Esteem, Emotional Adjustment

### INTRODUCTION

There have been increasing interest in the way security personnel cope with work and environmental hazards physically, biologically and psychologically. An emphasis on shift system, late hour closing, and the level of criminal activities currently on the high side in the present environment that they occur in, are a specialized part of being a security personnel. It is clear historically that security personnel are at an increased health risk from this aspect of their occupation (Begani, Begani, So'on & Pokasui, 2013). Hence, the Nigeria Immigration Service officers' job requirement could have detrimental effects on their standard of living and their family relationship because their job is routinely associated with late hour closing and highly demanding physically and mentally. Succinctly, this study will therefore investigate the influence of organizational based self-esteem on emotional adjustment among Nigeria Immigration Service officers.

Emotional adjustment is an internal and exchangeable process through which an individual can manage and control one or more components of his/her current emotion in a conscious or unconscious way and therefore adjust his/her experience, manner or excitation (Bercking, Wooperman, Richard, Pejickove Dipel & Zenoj, 2008). Emotional adjustment can be also described as a personal or psychological adjustment which involves the maintenance of emotional equilibrium in the face of internal and external stressors that is facilitated by cognitive processes of acceptance and adaptation. An example would be maintaining emotional control and coping behaviour in the face of an identity crisis. Further, emotional adjustment is an important precondition for many of person's mental-social functions such as cognition process, probe behaviours, social capability and problem solving (Declercq, Vanheule, Markey & Willemsen, 2007).



Several factors could influence emotional adjustment of immigration officers. However, this study will unravel the role of organization-based self-esteem in emotional adjustment among Immigration officers in Ibadan, Nigeria. Self-esteem which can be defined as the degree to which the self is judged to be competent in life domains deemed important for every aspect of everyday human lives. Over the years psychologists have offered many different definitions of self-esteem and described its various subtypes such as domain specific self-esteem, contingent self-esteem, stable self-esteem (Kernis, 2005), and so on. Still, the idea that people have an overall feeling of self-worth that influences psychological functioning remains influential. Current understandings of global self-esteem are largely consistent with early formulations proposed by Charles Horton Cooley (1964), who argued that self-esteem stems not only from self-evaluations but also the perceived evaluations of others. For decades, global self-esteem has been seen to be practically equivalent to mental health (Pyszczynski, Greenberg, Solomon, Arndt & Schimel, 2004).

The term organization-based self-esteem (OBSE) has appeared in the literature. Organization-based self-esteem reflects the degree to which employees self-perceive themselves as important, meaningful, effectual, and worthwhile within the organizational setting (Ucar & Oten, 2010). Pierce, Gardner, Dunham and Cummings (1989) noted the inadequacy of early self-esteem construct because self-esteem was employed in many research in an organizational perspective but self-esteem, itself, was not addressed in an organizational frame of reference. They introduced organizational-based self-esteem, which “reflects the self-perceived value that individuals have of themselves as organization members acting within an organizational context”. Organization based self-esteem can be defined as the evaluation that the worker does about his/her adaptation, value and personal merit while member of an organization (Odete, 2010). Korman (1970, 1976), and Brockner (1988) posited that an employee’s self-esteem is central to the explanation of work performance (Gardner, Pierce, Van Dyne, & Cummings, 2000).

OBSE has been found to have significant relationship with organizational constructs, such as workplace adjustment (Pierce et al., 1993). Other than Pierce et al. (1989, 1993), Singer and Tang (1996), and Tang and Gilbert (1994), little to no attention has been paid to the role of OBSE in organizational studies. In a study of 155 employees from the Department of Mental Health and Mental Retardation in the State of Tennessee, Tang and Gilbert (1994) found OBSE was positively related to global self-esteem, need for achievement, organizational citizenship behavior, organizational commitment, motivating potential score and general psychological adjustment. In another study, Singer and Tang (1996) found a positive association between OBSE and organizational instrumentality. In their study, organizational instrumentality refers to employees’ perception of the organization’s effectiveness in securing desirable outcomes for themselves. Unfortunately, neither of these two studies examined its role on employees adjustment capability.

Based on the behavioral plasticity concept advanced by Brockner (1984, 1988), this paper suggest that OBSE moderates the relationship between the organizational factors. Researchers who study self-esteem have adopted this theory to explain the effects of self-esteem on outcome variables (Ganster & Schaubroeck, 1991; Pierce et al., 1993). Brockner suggests that people differ in their attention and reactions to external cues. As a result, external factors affect their attitudes and behaviors differently. Brockner’s research focused on self-esteem as a major source of observed variation in plasticity. Brockner noted that people with low self-esteem should be relatively more behaviorally plastic (or reactive), and subsequent emotional adjustment than people with high self-esteem since they are more easily influenced by external cues.



Following the gap in knowledge identified from the above, the following hypotheses will be tested in this study;

1. Immigration officers with high level of organizational based self-esteem will significantly report higher emotional adjustment than those with low level of organizational based self-esteem.
2. Socio-demographic factors (Age, religion, family background, marital status, ethnicity, educational level, sex and work level) will have significant joint and independent influence on emotional adjustment among Nigeria Immigration Service officers in Ibadan.

## **METHOD**

### **Design**

The research design adopted is the cross-sectional design (survey) because there was no manipulation of variables. This means the researcher did not undertake any active manipulation of the independent variables. It also involves the use of questionnaire for the collection of research data and. The independent variable used in this study was organizational based self-esteem, while the dependent variable was emotional adjustment.

### **Setting**

This study was conducted in Ibadan metropolis. Ibadan is the largest city in Nigeria and West-Africa, second to only Cairo in the whole of Africa. Ibadan consists of 11 local governments and houses various establishments, both privately and publicly owned. Among the publicly owned establishments is the study setting which is Immigration office. The immigration office in Ibadan is the head branch office of immigration in Oyo state, where processing of passport as well as other migration issues are solved.

### **Sample and Participants**

A total of three hundred (300) immigration officers participated in this study. The participants were drawn from various units including the following; anti-human trafficking and child labour, passport section, Economic Community of West Africa States (ECOWAS) and African affairs section, migration section, visa and residency section, human resource management (HRM), combined expatriate residence permit and aliens card section (CERPAC), border management (BM) section, quota section, policy, research and statistics section (PRS), investigation and compliance section, technical unit and Account section. However, only two hundred and twenty seven (277) were retrieved and utilized for data analysis.

### **Research Instruments.**

A standardized, structured questionnaire consisting of three main sections, namely A, B & C was used in this study. Section A consisted of Demographic variables, Section B consisted of Emotional Adjustment, while Section C measured Organizational Based self-Esteem.

### **Section A: Socio-Demographic Factors**

This section consists of Socio-demographic information of the respondent, such as; Age, religion, family background, marital status, ethnicity, educational level, sex and work level.



## **Section B: Emotional Adjustment Bank**

The EAB (Aguado, Rubio, Hontangas, & Hernández, 2005) consists of 28 items. All of them have a graded response option from 1 (totally agree) to 6 (totally disagree). Cronbach's  $\alpha$  for the 28-item bank was recorded as  $\alpha = 0.92$ , and SEM for this reliability estimation was  $SEM = 0.28$ . In this study, the Cronbach alpha was  $\alpha = .97$ .

## **Section C:**

### **Organizational Based Self-Esteem**

This consists of a 10-item questionnaire developed by Pierce, Gardner, Cummings and Dunham (1989). The participants expressed the degree of agreement and disagreement to the test items in a 6-points Likert scale ranging from strongly disagree (1) to strongly agree (6). High score indicates higher level OBSE and vice versa. The authors provided a reliability of 0.93. The local reliability for this scale was  $\alpha = .96$ .

## **Procedure**

The researcher arranged the scales that were adapted to a questionnaire format. The researcher at once approached the immigration office in Ibadan, around Gate bus-stop, Ibadan-South Local Government Area. At the immigration office, the researcher was introduced to the personnel department, made up of three (3) top immigration officers. A brief presentation on the aims and objectives of the study was made, laying emphasis on the possible benefit that the immigration section stands to accrue from the findings of the study. The head of personnel signed a short note in form of a clearance to carry out the data collection. The researcher was advised to come early in the morning to conduct the data collection, during an assembly before the commencement of the day work. The researcher was given an option of three (3) days in a month out of which, a day was picked. Data collection was done once, during an assembly session. Immigration officers by default were standing according to their rank. The researcher was introduced to the assembly by the presiding officer for the day command, after which the copies of questionnaire was distributed to the officers. Three hundred (300) copies of questionnaire were distributed on the spot; however, retrieval began after the assembly. Out of the three hundred (300) copies distributed, only two hundred and seventy seven (277) was retrieved and used for data analysis.

## **Data Analysis**

Both descriptive and inferential statistics were utilized in this study. The demographic characteristics of the respondents was analysed using simple frequencies and percentages, while hypotheses were tested using inferential statistics. Hypotheses one and two were tested using multiple regression analysis.

## RESULTS

Table 1 presents the socio-demographic information of respondents

Variable	Response	Frequency	Percentage
Gender	Male	137	60.4
	Female	90	39.6
Age	Less than 25 years	45	19.8
	25-29 years	30	13.2
	30-34 years	56	24.7
	35-39 years	50	22
	40 years above	46	20.3
Religion	Christianity	123	54.2
	Islam	104	45.8
Family Background	Monogamous	145	63.9
	Polygamous	82	36.1
Marital Status	Married	134	59
	Single/single parent	93	41
Educational Qualification	ND/NCE	91	40.1
	HND	21	9.2
	University degree	95	41.9
	Post-Graduate degree	13	5.7
<b>Total</b>		<b>277</b>	<b>100</b>

Frequency distribution revealed that more of the respondents 137 (60.4%) were males, while the other 90 (39.6%) were females. Age distribution revealed that more of the respondents 56 (24.7%) were between 30 and 34 years old, 50 (22%) were between 35 and 39 years, 46 (20.3%) were 40 years and above, 45 (19.8%) were less than 25 years old, while the other 30 (13.2%) were between 25 and 29 years of age. As regards religion, more of the respondents 123 (54.2%) were Christians, while the other 104 (45.8%) were Muslims. Family background frequency showed that more of the respondents 145 (63.9%) were from monogamous family, while the other 82 (36.1%) were from polygamous family. Marital status frequency showed that more of the respondents 134 (59%) were married, while the other 93 (41%) were single. Further, more of the respondents 161 (70.9%) were from Yoruba ethnic group, 32 (14.1%) has Hausa background, while the other 34 (15%) were from Igbo ethnic group. Educational qualification showed that more of the respondents 95 (41.9%) were University degree holders, 91 (40.1%) were NCE holders, 21 (9.2%) were HND holders, 13 (5.7%) were post-graduate degree holders.

### Hypothesis one

Immigration officers with high level of organizational based self-esteem will significantly report higher emotional adjustment than those with low level of organizational based self-esteem. This was tested using t-test for independent samples and the result is presented on Table 2;

**Table 2: T-test Summary Table Showing Organizational Based Self-Esteem Difference in Emotional Adjustment**

Dependent	Org. Based. Self-Esteem	N	Mean	SD	t	df	P
Emotional Adjustment	High	148	137.74	33.27	5.26	225	<.01
	Low	79	113.67	32.03			

Table 2 presents results on the influence of organizational based self-esteem on emotional adjustment among immigration officers in Ibadan metropolis. It is presented on Table 2 that organizational based self-esteem had significant influence on emotional adjustment [t (225) = 5.26; P<.01]. Further analysis revealed that immigration officers with high level of organizational based self-esteem (Mean = 137.74; SD = 33.27) reported higher emotional adjustment than those with low level of organizational based self-esteem (Mean = 113.67; SD = 32.03). This confirms the stated hypothesis, hence will be retained in this study.

**Hypothesis two**

Socio-demographic factors (Age, religion, family background, marital status, ethnicity, educational level, sex and work level) will have significant joint and independent influence on emotional adjustment among Nigeria Immigration Service officers in Ibadan. This was tested using multiple regression analysis and the result is presented on Table 3;

**Table 3: Multiple Regression Summary Table Showing Socio-Demographic Factors as Predictors of Emotional Adjustment**

Dependent	Independent	β	t	P	R	R <sup>2</sup>	F	P
Emotional Adjustment	Sex	.12	1.79	>.05	.38	.15	4.72	<.01
	Age	-.03	-.44	>.05				
	Religion	-.10	-1.46	>.05				
	Family background	-.03	-.38	>.05				
	Marital status	-.06	-.79	>.05				
	Ethnicity	.14	2.23	<.05				
	Educational level	-.11	-1.61	>.05				
	Work level	-.19	-2.74	<.01				

Table 3 presents results of the influence of socio-demographic factors (Age, religion, family background, marital status, ethnicity, educational level, sex and work level) on emotional adjustment among immigration officers. It is presented that socio-demographic factors (Age, religion, family background, marital status, ethnicity, educational level, sex and work level) jointly predicted emotional adjustment {R = .38; R<sup>2</sup> = .15; F (8, 218) = 4.72; P<.01}. Collectively, socio-demographic factors (Age, religion, family background, marital status, ethnicity, educational level, sex and work level) accounted for about 15% variance in emotional adjustment. However, only ethnicity (β = .14; t = 2.23; P<.05) and work level (β = -.19; t = -2.74; P<.05) independently predicted emotional adjustment. This partially confirms the stated hypothesis, hence will be retained in this study.

**CONCLUSIONS AND RECOMMENDATIONS**



Based on the findings of the study, it could be concluded that organizational based self-esteem was a significant determinant of emotional adjustment among immigration officers in Ibadan. This is in corroboration with a study by Ukar and Otken (2010). It was found in their study that OBSE have significant relationship with organizational constructs, such as workplace adjustment, commitment, organizational support, among others (Ukar & Otken, 2010).

The finding of the study has implications on the practice of immigration officers. It is recommended that mechanisms that will boost officers self-esteem in identification with immigration be instituted. Also, immigration as a paramilitary organization should endeavor to carry out routine checks and balances of officers' mental state, considering the nature of their work.

In addition, this study has implications for the need to improve on the emotional adjustment of immigration officers. It is paramount that they have a considerable level of emotional adjustment, such that there will be increase in productivity level.

It was recommended that immigration as an arm of Nigeria paramilitary, should endeavor to identify and provide the necessary mechanisms which the officers would need in order to increase their being identified with the agency and subsequent commitment and increase in productivity.



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