



DEMOGRAPHIC CHARACTERISTICS, LEADERSHIP STYLES, JOB ATTITUDES AND PERSONALITY AS PREDICTORS OF JOB PERFORMANCE AMONG CIVIL SERVANTS IN SOUTHWEST NIGERIA

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ABSTRACT

This purpose of this study was to investigate the predictive influence of demographic characteristics, leadership styles, job attitudes and personality on job performance among civil servants in Southwest Nigeria. The sample consists of 400 civil servants (males = 275, females = 125) randomly selected from Southwestern Nigeria. Measures of demographic form, leadership styles, job attitudes, personality and job performance were administered to the civil servants. Data collected were analysed using multiple regression analysis. Results of the study showed that job performance had a significant predictive relationship with leadership styles, demographic characteristics, job attitudes and personality - a strong relationship of job performance and neuroticism, openness to experience and agreeableness among the civil servants. Based on the findings, it was recommended that government and private organisations should ensure that employees have the opportunity for training and development so as to enhance job performance in organisations.

Key Word: *Demographic characteristics, Leadership styles, Job attitudes, Personality, Job performance.*

INTRODUCTION

Job performance has long been of interest to researchers and practitioners. One process in measuring and evaluating human capital that has received much attention in the literature is performance. Effective organisational functioning depends on many differing behaviour patterns. As Katz (1964) identified patterns involving joining and staying in the organisation as well as meeting or exceeding specific standards of performance. He also referred to those behaviours that go beyond specific role requirements, such as cooperating with coworkers, suggesting ways to improve the organisation, and speaking favorably about the organisation to outsiders. These patterns of behaviour are particularly interesting in that they are clearly necessary for organisational survival - the effects of working to rule are rarely advantageous to organisations, and can be definitive in terms of organisational culture. Thus, if such behaviours could be demonstrably linked to job performance, it would be beneficial for organisations to include them in the selection, induction, and training of their employees.

Diverse views have been presented about performance. Job performance concerns the collection of comportments that people express with regard to their jobs. In other words, it amounts to the product or the yield which is achieved based on the (service, educational or manufacturing) vocation that is carried out (Rezaei, 2001). Job performance is the same as the human yield based on the legal duties and comprises the consequences of the human forces about the implementation of tasks which are assigned to them. This indicates the job success and endeavours of an employee to execute the job obligations and the behavioural allegiances

The pressure on men and women to maintain their income has forced both husbands and wives into the workforce. While dual earner families have increased, there has been no change in the demands of maintaining a family and dealing with dependants. With more people working and working more hours, balancing work and family life has become a key issue for civil workers in Nigeria. Some empirical studies indicate that demographic variables are relevant with performance Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees. Leadership styles, in particular, have received a great deal of attention in parallel literature strands such as sales management and organisational psychology (Yammarino, Spangler & Bass, 1993). Surprisingly, however, these styles have seldom, if ever, been studied in relation to service



quality enhancement.

Though leadership style has been deemed crucial to the provision of higher levels of quality delivery, the question of how managers lead, largely remains unresearched. In parallel fields of research, leadership has been argued to encompass two main styles, namely transactional and transformational leadership. While a transformational leader will be charismatic, inspirational, intellectually stimulating to followers, and individually considerate, a transactional leader will be more short-term and instrumentally focused, in that s/he will lead by providing rewards contingent on performance, and manage by exception (Russ, Kevin & James, 1996).

On the other hand, job attitudes can be estimated by some indexes. It can be divided into indexes of the human aspect and level of social trust, expressing economic indexes and morale of organisation members in numbers, oneness, job satisfaction, organisational commitment, motivation and indexes of social aspects. First, motivation means the level of desire to work better for better individual internal satisfaction, and indicates implicit job motivation. It is estimated by the level of satisfaction when a task is well done, feelings of insufficiency when work is not well done, feeling proud of doing what people are doing in their jobs, and thinking of ways to work more effectively.

Personality, on the other hand, refers to attempts to capture or summarize an individual's 'essence'. Clearly, personality is a core area of study for psychology, in that no two people are exactly the same - not even identical twins. Some people are anxious, some are risk-takers; some are phlegmatic, some are highly-strong; some are confident, some are shy; some are quiet and some are loquacious. This issue of differences is fundamental to the study of personality. It is also defined as an existing substantive entity to be searched for but a complex construct to be developed and defined by the observer (Smith, 1996).

Personality is a dynamic and organised set of characteristics possessed by a person that uniquely influences his or her cognition, motivations and behaviours in various situations. It is a characteristic way of thinking, feeling, and behaving. Personality embraces moods, attitudes, and opinions and is most clearly expressed in interactions with other people. It includes behavioural characteristic, both inherent and acquired, that distinguishes one person from another, and that can be observed in people's relation to the environment and to the society. The enduring characteristics of an individual's behaviour, attitude, and feelings in everyday social situations make up personality and it could also has deterministic influence on individual performance in organisation or better still in any setting in life.

Purpose of the Study

The purpose of this study is to investigate the influence of demographic characteristics, leadership styles, job attitudes and personality on job performance of civil servants.

Literature Review

Job Performance

Job performance is an important concept in industrial and organisational psychology. Many of the research and practice in this field focus on employee selection, training and motivation with the ultimate goals of improving human performance by encouraging behaviour that contributes to organisational effectiveness and discouraging behaviour that detracts from organisational effectiveness (Hedge, 2000).

Recent efforts to bring order to research on job performance distinguish two broad types of performance. One type is called task performance, which refers to behaviour that directly helps or hinders the organisation to transform raw materials into finished goods and services (Hedge, 2000). It involves activities such as selling merchandise in a retail store, operating a production machine in a manufacturing plant, teaching in a school, performing surgery in a hospital and cashing cheques in a bank. The other type is called contextual



performance because it refers to behaviour that helps or hinders organisational effectiveness through its effects on the psychological, social and organisational context of work. It involves activities such as volunteering to carry out task activities that are not formally part of the job, persisting with extra effort when necessary to complete tasks successfully, helping and cooperating with others, following organisational rules and procedures even when personally convenient, endorsing, supporting and defending organisational objectives.

Behavioural theory tells us that we tend to do the things that bring us enjoyment and avoid things that bring us displeasure. The enjoyment of a particular type of activity produces the tendency to do that type of activity more often. The Enjoyment-Performance Theory extends Behavioural Theory to say that when we enjoy and thus do an activity more often, we tend to get better at it. Our improved performance in turn reinforces our enjoyment of that activity. Conversely, if we dislike a particular activity, we tend to do it less often. When we do that activity less often, we tend not to get better at it and our lesser performance reinforces our dislike of that activity. Thus performance and enjoyment are linked because the level of enjoyment of a particular activity generates the quality of performance related to that activity and the quality of performance of an activity generates the level of enjoyment of that activity.

Vroom's theory assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. The key elements to this theory are referred to as Expectancy (E), Instrumentality (I), and Valence (V). Critical to the understanding of the theory is the understanding that each of these factors represents a belief (Vroom, 1964). Vroom's theory assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Vroom suggested that the relationship between people's behaviour at work and their goals was not as simple as was first imagined by other scientists. Vroom realized that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities. Generally, expectancy theory posits that the motivational force experienced by an individual to select one behaviour from a larger set is some function of the perceived likelihood that that behaviour will result in the attainment of various outcomes weighted by the desirability (valence) of these outcomes to the person. Thus, it is essentially a process theory in that its focus is on the major classes of motivational constructs and the manner in which they interact as opposed to detailing the specific outcomes or needs that presumably motivate behaviour. The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that: there is a positive correlation between efforts and performance, favorable performance will result in a desirable reward, the reward will satisfy an important need, and the desire to satisfy the need is strong enough to make the effort worthwhile.

Leadership styles

Leadership styles have become indispensable because of the impact they have on how individuals and the degree to which they are motivated to perform at higher levels and therefore have a greater impact on organisations. By definition, leadership is the ability to influence a group of people toward the achievement of goals (Robbins & Coulter, 2001). Leadership is an important part of management. Leadership is way of making other people work in compliance with the laid down rule of an organisation towards achieving goals. A successful leader must be able to establish trust by giving employees more freedom to act autonomously and make decisions. In addition, leaders must clarify the direction towards the attainment of goals to the employees through communication and encourage them to feel confident and able to take risks in work completion.

The Fiedler contingency model proposes that "effective groups depend on a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader." Fiedler created the least preferred co-



worker questionnaire as a tool to identify the leadership style. In Fiedler's theory, he assumed that all leadership styles were fixed. After the individual's style had been identified, then the leader should be matched to the situation through the use of three key situational factors: leader-member relations, task structure, and position power. Then, these key situational factors should be assessed to be either high or low. Finally based on the least preferred co-worker assessment and the key situational factors assessment, the leadership style should be accurately matched to achieve maximum effectiveness.

His research findings revealed that task-oriented leaders perform their best in high and low control situations, while relationship oriented leaders perform their best in moderately controlled situations. Overall, substantial parts of this theory can be supported. As with many other contingency theories, it is not without its faults (Robbins, 2003). Contingency theory does not explain why individuals are more effective in some situations than others; also, contingency theory does not explain what to do if there is a mismatch between the leader and the situation he or she faces. Effective leaders could be promoted or moved to new roles that don't fit them on the strength of performance in a role they did.

Leadership trait theory refers to the distinguishing characteristics, be it personality, social and physical, that differentiate the leaders from the followers. The basic idea of this is that leaders are born to lead and they possess certain unique traits (Latemore & Callan, 1998). Not surprisingly, this theory fails to determine specific traits that ensure leadership success and leadership experts have suggested different traits. However, the theory is useful in identifying strengths and weaknesses of a person, so that strengths and weaknesses can be improved through continuous learning and self development.

The trait theory unfortunately does not prescribe the most effective traits that successful leaders should have. Nonetheless, the theory makes good sense when interpreting successful leaders with their remarkable traits. The most important problem in applying it is how leaders can know better about themselves and their leadership qualities. One of the tools to assess those qualities would be Kolb's learning styles inventory , which describes how people tend to learn by the combination of thinking, watching, judging, and sensing. A research study has found that managers with dominant intuition combined with auxiliary thinking decision making styles were the most effective ones .

According to Bass (1985), transformational leadership occurs when a leader transforms, or changes, his or her followers in three important ways that together result in followers trusting the leader, performing behaviours that contribute to the achievement of organisational goals, and being motivated to perform at a high level.

The path-goal model is a leadership theory that states that a leader's function is to clear the path toward the goal of the group, by meeting the needs of subordinates. The model was developed jointly by House (1970).The Path-Goal Theory is based on the Expectancy Theory of Motivation. The manager's job is viewed as coaching or guiding workers to choose the best paths for reaching their goals. Best is judged by the accompanying achievement of organisational goals. It is based on the precepts of Goal Setting Theory and argues that leaders will have to engage in different types of leadership behaviour depending on the nature and the demands of a particular situation. It is the leader's job to assist followers in attaining goals and to provide the direction and support needed to ensure that their goals are compatible with the organisation's goals.

In achievement-oriented leadership, the leader sets challenging goals for followers, expects them to perform at their highest level, and shows confidence in their ability to meet this expectation. This style is appropriate when the follower suffers from a lack of job challenge. Participative leadership involves leaders consulting with followers and asking for their suggestions before making a decision. This style is appropriate when the follower is using improper procedures or is making poor decisions.

In supportive leadership, the leader is friendly and approachable. The leader shows concern for the followers' psychological well being. This style is appropriate when the



followers lack confidence. Job attitudes Based on a literature review of job attitude research. Herzberg (1966) developed a model of job satisfaction, which assumed that job satisfaction and dissatisfaction are not on opposite ends of a continuum, but are separate attitudes. They proposed that job satisfaction and dissatisfaction are caused by different underlying job factors and cannot substitute for each other for practical purposes. Their empirical study identified five factors as strong determinants of job satisfaction: achievement, recognition, work itself, responsibility, and advancement. These factors are called motivators. Another group of factors caused or prevented dissatisfaction: company policy and administration, technical aspects of supervision, salary, interpersonal relationships with superiors, and working conditions. These factors are called hygiene factors. Later replications of the seminal study found evidence for these and additional factors that the Herzberg model had postulated (Herzberg, 1966). But job factors presented in research results varied widely, depending on the researched population.

Herzberg's theory implies that employees refer to motivators more often in a positive manner, reporting pleasing events, and indicating job satisfaction. They refer to hygiene factors more often in a negative manner, reporting disagreeable experiences, and indicating dissatisfaction. Similarly to Bitsch and Hogberg (2005), the Herzberg model will be tested in this study by (a) comparing the total number of statements about motivators implying job satisfaction with the number of statements implying dissatisfaction and (b) comparing the total number of statements about hygiene factors implying dissatisfaction with the number of statements implying satisfaction. In addition to this general hypothesis tested through aggregated analysis, the theory also suggests that analogous hypotheses will hold for each individual motivator and hygiene factor.

Employees who recognize this positive support then have more favorable attitudes (e.g., higher job satisfaction, job involvement, or organisational commitment) and may reciprocate through effort exerted towards performing well on the job or serving the organisation. This notion of exchange also is central to psychological contract theory, which takes the reciprocal nature of these relationships one step further, suggesting that employees are bound by an unspoken contract to return in kind the benefits bestowed upon them by the organisation for which they work. Schein, (1965) found evidence in support of this reciprocal exchange in employee-organisation relationships.

Theories of personality developed in modern times have somewhat different emphasis than did the trait theories or the psychodynamic theories. Bandura has a very different view. He maintains that even by observing models (any person) perform a response for which he or she is rewarded, learning will occur. Bandura's theory is a theory with three primary components: Bandura believes that gaining a reinforcer determines whether or not a response is performed, not whether it is learned. So novel behaviours can be acquired just by looking. Specifically, evidence is accumulating which suggests that virtually all personality measures can be reduced or categorized under the umbrella of a 5-factor model of personality, which has subsequently been labeled the "Big Five" (Goldberg, 1990). The 5-factor structure has been recaptured through analyses of trait adjectives in various languages, factor analytic studies of existing personality inventories, and decisions regarding the dimensionality of existing measures made by expert judges (McCrae & Costa, 2003). The dimensionality of the Big Five has been found to generalize across virtually all cultures (Salgado, 1997).

As Costa and McCrae (1988) note, neuroticism is the most pervasive trait across personality measures; it is prominent in nearly every measure of personality. Neuroticism leads to at least two related tendencies; one dealing with anxiety (instability and stress proneness), the other addressing one's well being (personal insecurity and depression). Thus, neuroticism refers generally to a lack of positive psychological adjustment and emotional stability. Costa and McCrae's (1992) measure of the Big Five traits breaks neuroticism into six facets: anxiety, hostility, depression, self-consciousness, vulnerability, and impulsiveness. Like all of the Big Five traits in Costa and McCrae's (1992) model, these



facets indicate a higher-order construct. Individuals who score high on neuroticism are more likely to experience a variety of problems, including negative moods (anxiety, fear, depression, irritability) and physical symptoms. Evidence even indicates that neurotic individuals are likely to be especially affected by negative life events, and to have bad moods linger.

Like neuroticism, extraversion is a prominent factor in personality psychology, as evidenced by its appearance in most personality measures and its important role in major taxonomies of personality (even those preceding the 5-factor model). Typically, extraversion is thought to consist of sociability. However, extroversion is a broad construct that also includes other factors. Watson and Clark (1997), believed that "extroverts are more sociable, but are also described as being more active and impulsive, less dysphoric, and as less introspective and self-preoccupied than introverts". Thus, extroverts tend to be socially oriented (outgoing and gregarious), but also are surgent (dominant and ambitious) and active (adventuresome and assertive). Extroversion is related to the experience of positive emotions, and extraverts are more likely to take on leadership roles and to have a greater number of close friends (Watson & Clark, 1997).

Openness to experience is the personality dimension that assesses personal characteristics such as curiosity, broadmindedness, and intelligence, which may be reflected in an entrepreneur's venturesome spirit. Open individuals are curious and willing to entertain novel ideas and unconventional values (Costa and McCrae, 1992). Openness to experience is characterized by intellections (philosophical and intellectual) and unconventionality (imaginative, autonomous, and nonconforming).

On the other hand, "agreeable persons are cooperative (trusting of others and caring) as well as likeable (good natured, cheerful, and gentle). It certainly seems possible that these traits are related to career success". For example, the flexibility, creativity, and intellectual orientation of open individuals may be instrumental to success in many occupations. Similarly, the cooperative nature of agreeable individuals may lead to more successful careers, particularly in occupations where teamwork or customer service is relevant. Finally, conscientiousness is related to an individual's degree of self-control, as well as need for achievement, order, and persistence (Costa, McCrae, & Dye, 1991). Evidence even indicates that conscientious individuals live longer, though the causal processes that bring this about are not well understood (Friedman, 1995).

Job performance has been described as an accomplishment of assigned duties in accordance with organisational guidelines subject to the normal constraints of reasonable utilization of available resources (Jamal, 1984). Effective job performance has positive effects on organisation and its employees. For the organisation, it is a means by which it ensures production, economic growth and survival. Similarly, effective job performance provides the employees with economic gains, security, social status, family and social prerogatives, medical benefits and recreational and educational opportunities (Adana, 1986).

House and Aditya (1997) distinguished micro-level research that focuses on the leader in relation to his or her subordinates and immediate superiors, and macro-level research that focuses on the total organisation and its environment. Other scholars also suggest that leaders and their leadership style influence both their subordinates and organisational outcomes. There are many job behaviours considered to be embedded in job attitudes (job satisfaction, motivation, job involvement, organisational commitment). One's job satisfaction, job involvement and (affective) organisational commitment are all likely to be higher as a result of perceiving more support and opportunities for reward from one's organisation, as indicated by past research. The idea that satisfied employees are more productive held through the 1970s. However, it was difficult to obtain support for the view that job satisfaction has a significant effect on job performance.

Goffin, Rothstein and Johnston (2000) conducted a study on Type A behaviour pattern and task performance, two separate experiments, 25 and 42 adult working males



participated in a visual - motor task modelled on a video game. The study revealed that Type A coronary-prone behaviour did not contribute to differences in visual motor performance. It was also found that the frequently voiced assumption of Type A individuals that their behaviour patterns led to higher performance was not supported. Thus, in the absence of any performance differences between Type A and B subjects in quite divergent tasks, the researchers concluded that the popularly cited relationship between Type A style and success was likely to be an assumption that might have little or no evidence in reality.

Salgado (1997) found that conscientiousness and emotional stability explained 12% and 7%, respectively, of variance in performance ratings beyond that of cognitive ability. While consistent and strong relationships between cognitive ability and performance across a wide range of jobs have been shown (Schmidt and Hunter, 1998), it is useful to identify non-cognitive variables that can predict variance beyond that of cognitive ability tests. Salgado's (1997) findings demonstrate the usefulness of personality as a selection tool to complement cognitive ability in predicting job performance.

Research Questions

1. To what extent will demographic characteristics, leadership styles, job attitudes and personality determine job performance of civil servants in southwestern Nigeria?
2. Does each of the independent variables (demographic characteristics, leadership styles, job attitudes and personality) has a causal relationship with job performance of civil servants in southwestern Nigeria?

METHODOLOGY

Design

The present study is a descriptive survey research of an ex post facto design. There was no manipulation of subjects or treatments. This study investigates the determining effect of demographic characteristics, leadership styles, job attitudes and personality on job performance of civil servants in southwestern Nigeria.

Participants

A sample size for the study was four hundred (400) respondents randomly selected from the civil servants in selected civil service commission in state secretariat from Ibadan,, Akure, Osogbo ,Ado-Ekiti and Ikeja. The sample used has the elements of the entire population.

Instruments

Leadership styles

Leadership styles was measured with the self-report leadership questionnaire index by fielder (2002) SRLQ has 25 items and it adopt a five point likert scale type ranging from 1= strongly disagree to 5= strongly Agree. The internal consistency reliabilities of the scale is .78 and this has been used with success among Nigeria sample by (Hammed, 2006)

Organisational Commitment

Organisational Commitment was measured by Organisational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979).the OCQ has 15 items that describe the individual's identification with and involvement in a particular organisation. It is ranked on a 5 point likert response scale and was used to measure response. it has an internal consistency of Cronbach's alpha ranging from .82 to .93



Job performance

Job Performance was measured with job performance Scale (JPS) adapted from Brayfield-Rothe [2001]. It is designed to assess the individual level of job performance in the organisation. It comprises 30 items. The respondents responded to the items using the four-point scale ranging from 4 = strongly disagree to 1 = strongly agree. Its internal consistency coefficient ranges from 0.75 to 0.83 was obtained using the split-half reliability method and this made the questionnaire to overcome the cultural biasness. The adapted scale has a test re-test reliability value of 0.86.

Personality Scale

Personality was measured with big five inventory (BF) developed by Costa and McCrae (1992). It is a 60-item version of the Big Five inventory. This was designed to measure "Big Five factors of neuroticism, extraversion, and openness to experience, agreeableness and conscientiousness. It is a 5-point Likert type scale. Eight of the items measured the domain on openness to experience. While twelve assessed dispositional level on conscientiousness, twenty-two tap the dimension on extroversion, eleven assessed dispositional level on agreeableness, while seven measured neuroticism. Internal reliabilities for the NEO-FFI have been reported as 0.86 for neuroticism, 0.77 for extraversion, 0.73 for openness to experience, 0.68 for agreeableness and 0.81 for conscientiousness respectively. However, a composite reliability alpha coefficient obtained for the entire items on the scale is .87

Procedures

The research instruments were administered personally on the selected respondents- civil servants by the researcher and four research assistants who were postgraduate students. The consents of the workers and authorities were obtained and the purpose of the study was explained to them before the distribution of the instruments. The data generated for this study were analyzed using the hierarchical Multiple Regression Analysis and t-test statistical method and Pearson Moment Correlation Analysis.

RESULTS

Table 1 presents the means, standard deviation and correlational coefficients of the variables used in the analysis. Results in Table 1 indicated that there were significant relationships among the independent and dependent variables. However, no relationship were found between the demographic variables and the dependent variables. The results thus provide preliminary support for significant relationships of leadership styles; job attitudes and personality determine job performance.



Table 4.1: Correlation Matrix among the independent and dependent variables.

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
Gender	1.000								.162*			.163*	
Educ. Qual		1.000											
M/Status			1.000		-.204*	.279**							
Democratic							.339**	.232**				.195*	
Autocratic			-.204*						.194*		.311**	.338**	.238**
Transformational			.279*								.328**		
Organisational Commitment								.325**			.285**	.313**	
Job satisfaction											.247**		
Neuroticism												.266**	
Extroversion and Introversion											.294**	.244**	.337**
Openness to exp.					.311**	.328**	.285**	.247**				.518**	.303**
Agreeableness							.313**				.518**		.254**
Conscientiousness					.238**						.303**	.254**	
Job performance	0.29	.033	-.019	.117	.106	-.054	.137	.071	.269**	.159	.174**	.231**	.093

The result from Table 4.1 shows that there is a relationship between the job performance, leadership styles, demographic characteristics, job attitudes (organisational commitment and job satisfaction) and personality among the civil servants. However, there is a strong relationship of job performance between neuroticism (0.269), openness to experience (0.174) and agreeableness (0.231) among the civil servants that were investigated.

Table 4.2: Summary of Regression Analysis on Sample Data

<p>R = .368 R² = .135 Adj R² = .054 Std. Error = 9.98</p>					
ANOVA					
Source of Variation	SS	DF	MS	F-ratio	P
Regression	2149.808	13	165.370	1.662	.076
Residual	13734.659	138	99.527		
Total	15884.467	151			

Table 4.2 showed the total contribution of all the independent variables on the dependent variable—job performance among civil servants. And this correlated with all the predicting variables. It could be observed that the correlation is moderate (R = 0.368). The

adjusted R^2 indicated that 5.4% of the variance in job performance was accounted for by all the predictors when taken together. This implied that other variables not taken into consideration in the model had accounted for the remaining variance. The table also showed that the effectiveness of the prediction as the F-ratio was 1.662 significant at $\alpha = 0.076$ implied that 5.4% of the variance in job performance which was the criterion variable was truly due to the effect of the predictor variables and not to chance. In this regard, all these predictors were relatively effective, when taken together, in predicting job performance of the civil servants

Table 4.3: Relative Effects of the Independent variables to Dependent Variable

Variables	B	Std. Error	Beta	t-ratio	Sig.
Gender	-0.28	1.69	-0.014	-0.16	0.86
Edu.Qual	0.13	1.91	0.005	0.06	0.94
M/Status	0.32	0.67	0.04	0.47	0.63
Democratic	0.23	0.19	0.09	1.13	0.26
Autocratic	-5.57	0.23	-0.02	-0.03	0.98
Transformational	-.193	0.28	-0.06	-0.67	0.49
Org.commitment	6.37	0.21	0.03	0.31	0.75
Job satisfaction	-4.93	0.14	0.00	-0.01	0.99
Neuroticism	0.68	0.24	0.25	2.91	0.04
Extr/Introversion	0.55	0.37	0.14	1.51	0.13
Openness to exp.	0.28	0.51	0.06	0.57	0.56
Agreeableness	0.29	0.47	0.07	0.62	0.53
Conscientiousness	0.15	0.45	0.03	0.27	0.78

Note: N=400, P<0.05

Table 4.3 revealed the relative effects of the independent variables to the dependent variables, expressed as beta weight. Using the standardized regression coefficients to determine the relative contributions of the independent variables to the explanation of the dependent variable; Neuroticism (0.683) was the most potent contributor to the prediction and followed by extroversion and introversion (0.558) and marital status (0.320) respectively.

DISCUSSION

The result of the findings showed that there was joint contribution of the independent variables. The adjusted R^2 indicated that 5.4% of the variance in job performance was accounted for by all the predictors when taken together. This implied that other variables not taken into consideration in the model had accounted for the remaining variance. The findings also showed that the effectiveness of the prediction as the F-ratio was 1.662 significant at $\alpha = 0.076$, which implied that 5.4% of the variance in job performance which was the criterion variable was truly due to the effect of the predictor variables.

Cano and Miller (1992) found that the teacher's age, years in current position, total years teaching, and degree status were not significantly related to overall job performance. In general, both males and females were equally performing in their jobs. These findings were similar to a later study of the same nature by Castillo, Conklin, and Cano (1999). Demographic characteristics were not significantly related to their overall level of job performance. The findings from these two studies (Cano & Miller, 1992) implied that older or younger teachers were not necessarily more or less performing in their jobs. The current



study is also similar to other previous empirical studies in that the demographic variables (gender, educational qualification and marital status) investigated were not significantly related to job performance among civil servants.

Result of this study on leadership also revealed that leadership styles had a significant predictive effect on job performance (Awamleh & Gardner, 1999; Dubinsky, Yammarino, Jolson & Spangler, 1995).

George (1989) found out that job satisfaction and organisational commitment were important component of job attitudes and potentially important predictors of job performance. He believed job satisfaction was stronger and theoretically more useful. The research findings of Brief & Weiss, (2002), Cooper-Hakim & Viswesvaran, (2005) had demonstrated that positive job attitudes, such as commitment and satisfaction, were accompanied by better work performance in the organisation.

Implications of the Findings

The implication of these findings was that retaining talented and more knowledgeable civil servants becomes the concern of both the individuals and public organisations. Organisations need to select employee that have potentials for good leadership right work attitude and an amiable personality that would have positive impact on the job performance in the organisation. Therefore, counseling and personnel psychologists need to mount intervention programmes designed to enhance the leadership skills, job attitude, and personality of civil servants so as to position them to improve performance in the organisation.

Limitations and Future Studies

Some limitations of this study are worth mentioning. Although the study utilized validated and useable measures, the data collected were from self-report measures that have their obvious limitation. Future studies on this topic could add interview schedules to augment data collection from questionnaires. The data collected were from civil servants in public sector, measures that have their obvious limitations. Future studies should endeavours to collect data from both public and private workers .these limitations, notwithstanding, this study has contributed significantly in demonstrating the influence of demographic characteristics, leadership styles, job attitudes and personality as predictors of job performance among civil servants in southwest Nigeria

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