

## **JOB RESOURCES AS PREDICTORS OF WORK VALUE AMONG OKO POLYTECHNIC WORKERS IN ANAMBRA STATE, NIGERIA**

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**ABSTRACT:** *The study examined job resources as predictors of work value among Oko Polytechnic workers in Anambra State, Nigeria. A total number of 297 served as participants for the study. They were selected through non-probability sample (purposive sampling techniques). In the study, 137 were male and 166 were female with age range of 20 to 56 years. The mean age is 29.18 and standard deviation of 4.13. Three instruments were used in the study: Job Resources Scale, and Survey of Work Values (SWV). Correlational design and Multiple Linear Regression were used in testing the variables in the study. The study observed that organizational support and growth opportunity of job resources predicted work value, while advancement of job resources did not indicate prediction on work value. Thus, there is need for the organization to sustain and improve workers' support strategies in order to inspire them.*

**KEYWORDS:** Job Resources, Role Clarity, Work Value, Oko Polytechnic

### **INTRODUCTION**

In Nigeria, the problems of Polytechnic institutions of learning arise from inadequate supply of instructional materials lack of adequate motivation, poor professional, personal and public image; lack of well-equipped library for research workshop, frequent curriculum changes, lack of well-articulated in-service education programme for polytechnic workers, insufficient training of polytechnic workers (Abassah, 2011). These may have affected the way the polytechnic workers' work value. Against this backdrop, this study determined if job resources and role clarity would predict work value among Oko polytechnic workers.

Work values has been defined by researchers to mean "the end states that individuals desire and expect through working" (Gahan & Abeysekera, 2009, p. 129). However, it is evident that the idea of an "attitude towards or orientation with regard to work" constitutes a central element of most interpretations. Most definitions of work values agree with the notion that work values are specific goals that the individual considers important and attempts to attain in the work context. Work values are often related to work goals because work values are considered significant in shaping the way individuals view work, how they respond to certain work situations, and how they perform in

their designated roles at work (Gahan & Abeysekera, 2009).

According to Warr (2008), the study of work values is important for two reasons. First, since work values influence workers' behaviour, it is important in examining how they operate in working scenario. Second, that it is essential; to learn more "value's nature, measurement, and association with other features. Similarly, HRM researchers have been particularly interested in understanding individuals' value orientation for several reasons: First workers' retention, performance appraisal, and workers' commitment, how it influenced by the fit between what workers' value, want and expect and what is actually provided by the organization (Wright, Cullinan, & Blin, 2017; Zedeck, 1997).

Job resources refer to the physical, psychological, social, or organisational aspects of a job that may reduce job demands and the associated physiological and psychological costs that are functional in achieving work goals, and stimulate personal growth, learning, and development. Job resources are motivational in nature and therefore enhance work value and engagement (Bakker & Demerouti, 2017). More specifically, Coetzer and Rothmann (2017) noted that job resources, namely organisational support (including relationship with superiors, role clarity, information, communication and

participation), growth opportunities (including variety, opportunities to learn and autonomy), social support and advancement are positively related to work value.

Ironically, little is known about the causal relationships and predictability between the concepts of work value, job resources and the research cited used various measures and methods. Often these measures and methods did not systematically relate these concepts to other variables in complex organizational settings (Fisher & Gitelson, 2013). However, the experience of work value, job resources and role clarity in work situations is widespread. Consequently, efforts to obtain a better understanding of work value, and job resources and their predictive effect are certainly needed.

### **Statement of the Problem**

Recently, critical state of Polytechnic education in Nigeria stems from a lack of administrative willingness and capacity to drive polytechnic workers' development. Unfortunately, this intrinsically and extrinsically dwindle the work value of workers may be due to lack of resources (Adeyemi & Uko-Aviomoh, 2004; Olukaju, 2004; Solanke, 2014). Hence, this brought about non-seriousness, absenteeism, lack of responsibility, bribery, sabotage of the institutional goals and visions in most cases leading to industrial actions, which limit the quality of values, teaching, research, human capacity development and innovation expected of Polytechnic institutions (Gyong, 2012; Imam, 2012). More so, the problem lies in the limited amount of research available regarding this complex relationship between, job resources, and work value among Polytechnic workers specifically in Anambra State. Against this backdrop, this study explored job resources as predictors of work value among Oko Polytechnic workers in Anambra State, Nigeria.

### **Purpose of the Study**

Specific objectives of the study are as follows:

1. To determine if organizational support of job resources will predict work value among Oko polytechnic workers in Anambra State.
2. To examine whether growth opportunity of organizational support of job

resources will predict work value among Oko polytechnic workers in Anambra State.

3. To know if advancement of job resources will predict work value among Oko polytechnic workers in Anambra State.

### **Research Questions**

The following questions served as guide for the study:

1. Will organizational support of job resources predict work value among Oko polytechnic workers in Anambra State?
2. To what degree will growth opportunity predict work value among Oko polytechnic workers in Anambra State?
3. Will advancement of job resources predict work value among Oko polytechnic workers in Anambra State?

## **LITERATURE REVIEW**

### **Theoretical Framework**

**Conservative of Resources theory by Hobfoll (1988):** This guided the study, because it unified all the study variables (job resources, and work value) together because the theory begins with the tenet that 'individuals strive to obtain, retain, foster, and protect those things they centrally value'. The theory also follows an understanding that cognitions have an evolutionary-based built-in and powerful bias to overweight resource loss and underweight resource gain. Following this basis, the theory posits that stress occurs (a) when central or key resources are threatened with loss, (b) when central or key resources are lost, or (c) when there is a failure to gain central or key resources following significant effort. At its core, the theory is a motivational theory that explains much of human behaviour based on the evolutionary need to acquire and conserve resources for survival, which is central to human behavioural genetics.

This tenet means that people employ key resources and role clarity in order to conduct the regulation of the self, their operation of social relations and how they organize, behave and fit into the greater context of organizations and culture itself (Hobfoll, 1988, 1989, 1998, 2001; Hobfoll & Lilly, 1993). According to this theory, the evaluative and affective responses to another's acquisition and loss of resources are to

some extent the same as if the acquisition or loss was with regard to one's work value (Aron et al. 2015, p. 210). For example, if a person anticipates that work value will contribute to the influx of new resources, he or she will be more likely to incorporate the other into the organization; as such an interpersonal inclusion will result in effective work value among members of Polytechnic workers.

## **Empirical Review**

### **Job Resources**

Elrehail, Rehman, Chaudhry, and Alzghoul (2021) examined the influence of job demands and job resources on cyberloafing behaviour through the mediating role of job stress and work engagement and the contingent role of employee motivation at universities. The research model draws on border theory and the JD-R model. The partial least square structural equation modelling (PLS-SEM) technique is followed for testing the hypotheses. Data from 534 questionnaires was used for final analysis. The main findings of the study are: 1) job demands significantly increase job stress and cyberloafing behaviour; 2) job resources significantly enhance work engagement, while reducing cyberloafing behaviour; 3) job stress increases cyberloafing behaviour, but work engagement reduces it; 4) job stress and job resources significantly mediate the relationship between job demands and cyberloafing behaviour; and 5) employee motivation significantly reduces cyberloafing behaviour and significantly moderates the relation between job stress and cyberloafing behaviour.

Rossouw, and Rothmann (2020) explored job demands and job resources, and the effects thereof, on the well-being of judges in South Africa. The research employed an exploratory study design. South African judges ( $n = 25$ ) from various courts of different jurisdictions participated in this qualitative study. Semi-structured interviews were used to gather data. Conformability was established by using the ATLAS.ti 8 software program. The results of the study showed that job resources like autonomy, positive relationships and opportunities for training and development contributed to judges' flourishing. Despite job demands such as work

pressure and time constraints, emotional demands and hassles experienced at work, judges generally chose to use the available opportunities for well-being to reach their goals, to feel good and to function well at work. Some judges, however, noted that their heavy workload and limited time contributed to their stress and burnout.

Tahir, Hussein, and Rahim (2020) examined the relationship between job demands and job resources on job satisfaction among staff nurses at a general hospital in Malaysia. A total of 180 staff nurses were randomly selected from a general hospital in Malaysia to determine the relationship. The study found that there is only one dimension that is emotional demands under job demands was found a significant negative relationship with job satisfaction. Meanwhile, only one dimension that is feedback at work under job resources was found to have a significant positive relationship with job satisfaction among staff nurses in Malaysia.

### **Work Value**

Abdelmoteleb (2020) investigated the impact of work values (i.e., autonomy, competence and growth, and job security) on employee effort from a needs-supplies fit perspective. Using data from 295 employees and their 57 supervisors in two organizations, the results indicated that employee effort increased as employees' perceived values increased toward their preferred values. Moreover, employee effort did not show consistent patterns when the perceived work values exceeded the preferred values. Specifically, regarding autonomy and competence and growth, employee effort continued to increase as the perceived values exceeded the preferred values. However, regarding job security, employee effort declined as the perceived values substantially exceeded the preferred values. Furthermore, the study found that the higher the fit level between the perceived and preferred values, the greater the employee effort. Nevertheless, the findings regarding job security, which were inconsistent with our expectations, revealed that a considerably higher fit led to a decline in employee effort.

Zhu, Tan, and Li (2020) explored the joint effect of individuals work value practice on organizational environment and individual

adaptability. The research adopted 360 self-assessment questionnaires of employees (N=360) at two time points. It was showed that the practice of work values have significant positive impact on career success. Besides, the practice of comfort and safety, ability, and growth, status and independence of work values have a significant effect on subject career success, and the practice of ability and growth and status and independent of work values have positive on objective career success. Finally, career adaptability, as moderator variable, has a positive promoting effect on the relationship between the practice of work values and career success.

### Hypotheses

1. Organizational support of job resources will significantly predict work value among Oko Polytechnic workers in Anambra State.
2. Growth opportunity of organizational support of job resources will significantly predict work value among Oko Polytechnic workers in Anambra State.
3. Advancement of job resources will significantly predict work value among Oko Polytechnic workers in Anambra State.

### METHOD

**Participants:** A total number of 297 served as participants for the study. The population consisted of professional management, technical, academic and administrative workers at Oko Polytechnic Anambra State. They were selected through non-probability sample (purposive sampling techniques). In the study, 137(45.2%) were male and 166(54.8%) were female, educational level data revealed that 2(.7%) have Ph. D, 98(32.3%) have M.Sc, 141(46.5%) have B. Sc.), 16(5.3%) have HND, 28(9.2%) have OND, and 18(5.9%) have SSCE. Marital status data level showed that 123(40.6%) are married, 152(50.2%) are single, 14(4.6%) are separated and 14(4.6%) are divorced. employment status data showed 56(18.5%) are academic staff, 43(14.2%) are administrative staff, 186(61.4%) are management, and 18(5.9%) are technical staff. The participants' ages ranges from 20 to 56

years. The mean age is 29.18 and standard deviation of 4.13.

**Instruments:** Two instruments were used in the study: Job Resources Scale, and Survey of Work Values (SWV). **Job Resources Scale by Jackson and Rothmann (2005)** had A 28 item Scale: It is a subscale of job Demands-Resources (JDRS). The Job Demands-Resources Scale (JDRS) was developed by Jackson and Rothmann (2005) to measure job demands and job resources. The items were rated on a four-point scale ranging from Items are rated on a four-point likert scale ranging from Never=1, Sometimes=2, Not Always=3, and Always=4. Jackson and Rothmann (2005) found that the dimensions of the JRS consisted of three reliable factors, namely organizational support (17 item Scale) that has Cronbach alpha of reliability coefficient of 0.84, growth opportunities (7 item scale) which has Cronbach alpha of reliability coefficient of 0.86, and advancement (4 item scale) that has Cronbach alpha of reliability coefficient of 0.66. And the general scale Cronbach alpha range of 0.87 to 0.89. The researcher reported Cronbach alpha of 0.74 for organizational support, 0.80 for growth opportunity, 0.86 for advancement, and 0.91 for the general scale.

**Survey of Work Values (SWV) by Wollack, Goodale, Wljting, and Smith (1971)** consisted of six items subscales and 18 items scale: Design to measure general attitudes regarding the meaning that an individual attach to his work role, therefore, differs from that of job satisfaction (an attitude toward one's own). Strength of agreement was computed from a 6-point Likert scale, which was also scored dichotomously (agree=1; agree slightly=2; strongly agree=3; disagree=4; slightly disagree=5; strongly disagree). The subscales include: pride in work (3 items), job involvement (3 items), activity preference (3 items), attitude toward earning (3 items), social status of job (3 items), and upward striving (3 items). The subscales have alpha coefficient of Status =0.63; Activity =0.59. Striving=0.63; Earnings=0.63; Pride=0.63 and Involvement =0.53 and test-retest of Status =0.71; Activity =0.71; Striving=0.76; Earnings= 0.65; Pride=0.69 and Involvement =0.68. While the general scales have 0.98

cronbach alpha coefficients as was determined by the authors. In Nigeria, Nwankwo, Okpaleke, Ezeakabekwe and Joe-akunne (2019) reported Cronbach alpha reliability coefficient analysis of Status =0.59; Activity =0.77. Striving=0.59; Earnings= 0.58; Pride=0.59 and Involvement =0.77. In this study, Cronbach alpha of 0.66 was reported.

**Procedure:** A letter of introduction was submitted to research and ethics committee of the institution. When the formal permission for data collection obtained from the committee; the researchers with two research assistants met with the workers in their offices. And the researchers and the assistants briefed them about the objectives of the study and assured them of confidentiality of the information that they are going to provide in the research. To gather

research data in this study, questionnaire method was used due to its ability to collect data from respondents within a limited time frame. Informed consent, of all the participants was sought after which the questionnaires along with demographic sheets were distributed to the participants.

**Design and Statistics:** The study was a cross sectional research because data was collected using survey method (questionnaire). Correlational design was employed for the study because the objective of the study is to establish the relationships that exist between variables of interest (job resources, and work value). Multiple Linear Regression was used in testing the variables in the study using SPSS version 23 for data analysis.

## RESULT

**Table 1: Descriptive statistics table and zero-order matrix correlational coefficient of job resources, and work value**

Variables	Mean	Std.D.	1	2	3	4	5	6
1. Work Value	31.34	6.62						
2. Organizational S.	23.01	4.61	.32**	1.00				
3. Growth Opportunity	9.66	1.99	.24**	.92**	1.00			
4. Advancement	4.99	1.52	.06	.30**	.50**	1.00		

Results from the table 1 above on job resources indicated that there is significant relationship at  $r$  (N=297) = .32\*\*  $p < .01$ , ( $M=23.01$  and  $Std. D=4.61$ ) between organizational support of job resources and work value;  $r$  (N=297) = .24\*\*,  $p < .01$ , ( $M=9.66$  and

$Std. D=1.99$ ) indicated significant relationship between growth opportunity of job resources and work value, and  $r$  (N=297) = .06,  $p > .01$ , ( $M=4.99$  and  $Std. D=1.52$ ) showed no significant relationship between advancement of job resources and work value.

**Table 2: Multiple linear regressions analysis of job resources on work value**

Variables	R	R <sup>2</sup>	Adj. R <sup>2</sup>	Std. E.E	F	df	$\beta$	t	Sig.
Model	.351 <sup>a</sup>	.123	.114	6.23	13.69	3			
OS							.71	4.53	.000
GO							-.45	-2.61	.010
A							.07	.96	.339

From result table 2, showed that job resources dimensions (organizational support, growth opportunity, and advancement) accounted for 12.3% of the work value, with  $R = .351$ ,  $R^2 = .123$ , adjusted  $R^2 = .114$ , ( $F_{3, 293} = 13.69$ ,  $p < .01$ ). That shows that the overall model 1 has significant contribution to work value among Oko Polytechnic workers in Anambra State. On job resources, organizational support predicted work value at ( $F_{3, 293}$ ),  $\beta = .17$ ,  $t = 4.53$ ,  $p < .01$ ; growth opportunity did predict work value at ( $F_{3, 293}$ ),  $\beta = -.45$ ,  $t = -2.61$ ,  $p < .01$ ; and advancement

did not predict work value at ( $F_{3, 293}$ ),  $\beta = .07$ ,  $t = .96$ ,  $p > .01$ .

### Summary of the Findings

1. Organizational support of job resources predicted work value.
2. Growth opportunity of job resources had significant prediction on work value.
3. Advancement of job resources had no significant prediction on work value.

## DISCUSSION

This study examined job resources as predictors of work value among Oko Polytechnic workers in Anambra State. The study stipulated three hypotheses. The hypotheses confirmed that organizational support and growth opportunity of job resources predicted work value, while, advancement of job resources had no significant prediction on work value. This means that as organizational support and growth opportunity increase work value increases among the workers. But as advancement decrease work value decreases. This support the observation of Van Steenberg, van der Ven, Peeters, and Taris (2018) that organizational support via reduction in mental demands and workload and did not harm the relationships with supervisor and co-workers work value. However, advancement, autonomy and possibilities for professional development decreased the workers value. To this Lee, Shin, and Baek (2017) opined that job resources fuel work engagement and values, while job demands (i.e., work overload, emotional demands, and technology demands) affected the workers' values. Similarly, Chavarria (2016) believed that job resources were statistically significant predictors of employee engagement and that job resources and job demands were statistically significant predictors of employee exhaustion.

This finding is further affirmed by Vantilborgh *et al.*, (2016) that job demands and resources are associated with negative and positive value respectively. That people who experienced high job resources were less likely to report psychological contract breach, because they experienced high levels of positive work value. This indicated that negative value was more complex, as it increased the likelihood to perceive psychological contract breach and job resources available for growth.

### Implications of the Study

The study has the following implications:

1. The organization will understand the impact of job resources and role clarity on work value. Since, organizational support and growth opportunity of job resources were factors that predicted work value. With this, they will establish

policies that facilitate mutual understanding among the worker and management.

2. These findings will make workers to seek for ways to understand their roles and advance in their career with every available opportunity for growth, this perhaps, may cause them to value their work because the more they grow and advances in work the more likely they are going to value their work.
3. Further, experts like industrial/organizational psychologists through this study will understand the connections that existed between the variables of the study; this will enable them to proffer solutions and strategies that will help the workers to value their work and organization to set a clear role, growth opportunity for the workers and advancement of the organization.

### Conclusion

The study examined job resources as predictors of work value among Oko Polytechnic workers, Anambra State. In this study, statement of the problem, research questions, purpose of the study and hypotheses were stated and the study observed that organizational support and growth opportunity of job resources predicted work value, while advancement of job resources did not indicate prediction on work value. Thus, the following recommendations were made in order to give solutions to problems raised in the study.

### Recommendations of the Study

The following recommendations were made, based on the findings of the study:

1. Organizations are encouraged to give room for growth among its workers, since, the more exposed the workers become the more they are likely to perform optimally well and value their work. This also will make the productivity of organization to be high and standard. Growth opportunity of job resources and role clarity did not predict work value.

### Limitations of the Study

The present study only considered workers in Oko Polytechnic, Anambra State and did not include workers of other institutions.

### Suggestions for Further Studies

There is need for inclusion variables like work ethics, social capital and prosocial traits to be considered in further studies. The inclusion of such variables in future studies will help expand knowledge in this area of study.

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#### APPENDIX Job Resources

Four-point Likert scale ranging from Never=1, Sometimes=2, Not Always=3, and Always=4.

S/N	Items	1	2	3	4
	<b>Organizational Support</b>				
1	Counting on colleagues when you come across difficulties in your work				
2	Asking colleagues for help if necessary				
3	Getting on well with colleagues				
4	Counting on supervisor when you come across difficulties				
5	Getting on well with your supervisor				
6	Feeling appreciated by your supervisor				
7	Knowing exactly what other people expect of you in your work				
8	Knowing exactly for what you are responsible				
9	Knowing exactly what your direct super-visor thinks of your performance				
10	Receiving sufficient information on the purpose of your work				
11	Receiving sufficient information on the results of your work				
12	Direct supervisor informs you about how well you are doing your work				
13	kept adequately up-to-date about important issues within the organization				
14	Ability to discuss work problems with your direct supervisor				
15	Ability to participate in decisions about the nature of your work				
16	Having a direct influence on your organization's decisions				
17	Having contact with colleagues as part of your work				
	<b>Growth Opportunities</b>				
18	Doing work that makes sufficient demands on your skills and capacities				
19	Having enough variety in your work				
20	Having a job which offers you opportunities for personal growth and development				
21	Having the feeling that you can achieve something				
22	Having a job which offers you the possibility of independent thought and action				
23	Having freedom in carrying out your work activities				
24	Having influence in the planning of your work activities				
	<b>Advancement</b>				
25	living comfortably on your pay				
26	thinking that you are paid enough for the work that you do				
27	having the possibility to progress financially				
28	experiencing that your job gives you the opportunity to be promoted				

Developed by Jackson and Rothmann(2005)

#### Survey of Work Values (SWV)

Agree=1; Agree Slightly=2; Strongly Agree=3; Disagree=4; Slightly Disagree=5; Strongly Disagree=6

S/N	Items	1	2	3	4	5	6
	<b>Activity Preference</b>						
1	A worker should feel some responsibility to do a decent job whether or not his supervisor is around.						
2	If the person can get away with it, he should try to work just a little slower than the boss expects him to.						
3	The best job that a worker can get is one which permits him to do almost nothing during the working day.						
	<b>Pride in Work</b>						
4	A man should feel a sense of pride in his work.						

5	If a worker keeps himself busy on his job, the working day passes more quickly than if he were loafing.								
6	A worker who does a sloppy job ought to feel a little ashamed of himself.								
	<b>Upward Striving</b>								
7	If a man likes his job, he should be satisfied with it and should not push for a promotion to another job.								
8	A worker is better off if he is satisfied with his job and is not concerned about being promoted to another job.								
9	A promotion to a higher-level job usually means more worries and should be avoided for that reason.								
	<b>Social Status of Job</b>								
10	The man who holds down a good job is the most respected man in the neighborhood.								
11	My friends would not think much of me if I did not have a good job.								
12	Having a good job makes a person worthy of praise from his friends and family.								
	<b>Job Involvement</b>								
13	Doing a good job should mean as much to a worker as a good paycheck.								
14	A man should always be thinking about pulling himself up in the world and should work hard with the hope of being promoted to a higher level job.								
15	There is nothing as satisfying as doing the best job possible.								
	<b>Attitude toward Earnings</b>								
16	A man should choose the job which pays the most.								
17	A man should take the job which offers the most overtime if the regular pay on the job is about the same.								
18	A man should choose one job over another mostly because of higher wages.								

Developed by Wollack, Goodale, Wijting, and Smith (1971)