

The Predictive Interaction of Age, Gender, Emotional Labour, Job Satisfaction and Commitment on Job Performance of Bank Executives in Southwestern Nigeria

¹Jimoh A.M. and ²Quadri K

¹Department of Guidance and Counseling
Faculty of Education, University of Ibadan, Nigeria

²Federal College of Education (Special) Oyo,
Oyo State, Nigeria.

Corresponding Author: Quadri K

Abstract

The purpose of this study was to investigate the predictive interaction of age, gender, emotional labour, job satisfaction and commitment on job performance of bank in southwestern Nigeria. The sample consists of 2000 bank executives (males =1200 , females = 800) randomly selected from banks in southwestern Nigeria . Measure of demographic data form, emotional labour , job satisfaction ,organizational commitment and job performance were administered on the banks executives .Data collected were analyzed using multiple regression analysis. Results of the study revealed that Emotional Labour, job satisfaction and commitment had significant relationships with job performance. However, age and gender did not. Based on the findings of this study ,it was recommended that Personnel psychologists and human resources managers should take into consideration personality attributes of employee as basis for enhanced job performance in organizations as this will help to significantly influence and determine the performance of duties in the organizations using the variables in the study.

Keywords: job performance, emotional labour, job satisfaction , commitment, age and gender.

INTRODUCTION

Job performance has been described as an accomplishment of assigned duties in accordance with organizational guidelines subject to the normal constraints of reasonable utilization of available resources (Jamal, 1984). Effective job performance has positive effects on both an organization and its employees. For the organization, 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). Having a job has always been a crucial factor in Nigerian society as individuals are identified by their occupations. A person's job reveals his/her personality, and it influences the nature of interactions he/she has with people. It largely determines the individual's social status, affiliation, economic status and self-concept. Job therefore offers a lot of benefits to organizations, Several studies such as Hammed & Jimoh (2007), has aimed to measure the effects of workers productivity of physical features of the environments in which people work. Studies have demonstrated a measurable link between productivity and office design. Westinghouse study for example studied the impact of a major office move on employees' attitudes and activities using employee self- reports of environmental impacts on productivity to measure

the impacts of features like open office design on task performance and it assessed the effects on productivity in terms of employee's salaries. Moreover, several other studies conclude that workspace design can be supportive as well as affecting organizational and job performance.

Many managers especially bank managers are faced with the fact that vast difference exists in the job performance of a group of employees. Some employees always perform at high level, need little or no supervision and appear to enjoy what they are doing. On the other hand, others perform only at marginal levels, require consistent attentions and are often absent from their workstations. The reasons for these differences in performance are varied and complex. These differences could be attributed to certain individual characteristics such as personality, intelligence, interest as well as ability. It could also be focus on organizational influences or the type reward systems use by the organization as contribution to these differences in performance and productivity level. Where productivity and high level of job performance are the ultimate goals of an organization, the employees expect to be handsomely rewarded for the services rendered while the management in that situation sees the continued growth of the organization as a measure of their personal achievement. Nobody wishes to be seen as a failure especially this period when most banks have

just been recapitalized. Every human being that is psychologically normal will see the achievement or success in every endeavour as an ultimate goal (Akinpele, 2003).

Emotional labour is a very vital and essential component of everyday living. The term emotional labour refers to the management of human feelings that occur during the social interaction that take place as part of the labour process. This is clearly different from "emotion at work". During emotion work, the feelings of employees are managed in order to maintain an outward appearance and to produce a particular state of mind in other people for private purposes (Hochschild, 1983).

Emotional labour is to be found in the service sector, though the service element or customer-oriented element of manufacturing has grown and employees there too have been increasingly expected to deliver emotion labour. This is seen as a global phenomenon but the manner emotion labour is elicited, managed and delivered is affected by national, sector and organizational forces as well as gender, race and profession or skill-specific characteristics (Hochschild, 1983).

Job satisfaction is another factor that is very vital to job performance. It is the enjoyment which individual derives in doing his or her job. Job satisfaction is a predictor of how much pressure and stress someone can handle while on the job. If employees are enjoying their job, they are more likely to be effective in the handling of the daily stress that they might encounter while performing their daily job task. Job satisfaction enables an individual to determine the kind of roles he is expected to play in any organization or situation in which he finds himself. However, care has to be taken to ensure that employees are satisfied in order to perform very well.

PURPOSE OF THE STUDY

The purpose of this study was to investigate the predictive interaction of age, gender, emotional labour, job satisfaction and commitment on job performance of bank Executives in southwestern Nigeria.

LITERATURE REVIEW

Job Performance

Job performance is an important concept in industrial and organizational psychology. Much of the research and practice in this field focuses on employee selection, training and motivation with the ultimate goals of improving human performance by encouraging behaviour that contributes to organizational effectiveness and discouraging behaviour that detracts from organizational effectiveness (Hedge, 2000). Recent efforts to bring order to research on job performance distinguish two

broad types of performance. They differ according to the reason that behaviour subscribed under each type of organizational effectiveness. One type is called task performance that refers to behaviour that directly helps or hinders the organizational 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 casting checks in a bank. The other type is called contextual performance because it refers to behaviour that helps or hinders organizational effectiveness through its effects on the psychological, social and organizational context of work. It involves activities such as volunteering to carry out task activities that are not formally a part of the job, persisting with extra effort when necessary to complete tasks successfully, helping and cooperating with others, following organizational rules and procedures even when personally in convenient endorsing, supporting and defending organizational objectives.

Owolabi (2006) view job performance to mean the relationship of some volume of output to a specific volume of input. He drew attention that performance does not mean or indicate how hard an individual had worked. He argues that worker's efficiency and productivity can be increased by other methods apart from skill improvement. Since the term is defined as the ratio of input to that of output, he opined that anything that affects input will change performance. This means that inputs, outputs and environment must be considered along with the transformation process. From this definition, performance is concerned with efficiency and effectiveness. Efficiency seeks to compare the resources expended (inputs) with the results (output) obtained while effectiveness evaluates the degree to which a chosen course of action leads to the attainment of the results which it was design to achieve.

The cognitive approach to expectancy theory views people's actions as behaviour to reduce some biological need. In short, one's behaviour is determined by one's expectancies or thoughts about future outcomes and about how one's current action can help individual to achieve whatever him or her want in life. This basic fact underlies the expectancy theory is a major theory of work performance. The main crux of this theory was that individual motivation is depend upon expectation that increased work performance will be instrumental in obtaining positive reward and avoid negative outcomes. In a similar vein the work of Vroom (1964) known as valency instrument and expectancy (VIE) valency according to him denotes the attracting or repelling psychological factors in the environment is increase in pay, promotions, more work, longer hours and a sense of astonishment to recognition. The

instrumentality component is need-oriented, relating to the value attached to the first outcome by the individual. Thus, the theory has the following three basic conditions before a motivated behaviour can take place.

Emotional Labour

For a long time it was believed that it was possible to leave our emotions at the threshold of the workplace. This vision sees an opposition between emotion and reason and suppresses emotions in order to achieve efficiency and productivity at work (Hochschild, 1983). This Cartesian rationality also manifests itself in analyses of work. The “body” and the “soul” of the workers are separated, simplifying the complexity and heterogeneity of work processes and causes an underestimation of the effects of work on emotional and physical well-being. As in all other human activity, work sets the stage for the (re) production of different emotions: one is afraid of having an accident; of being ill because of work; or of losing one’s job. We are satisfied and proud of work well done, angry in the face of injustices at work, and elated upon getting a promotion certainly introduces complexity in the analysis of work and its relation to physical and mental health. It also provides the possibility of a more accurate and just understanding of work, its organization, and its effects on health. Over the course of the last decade, there has been growing interest in emotions at work.

Hochschild’s (1983) seminal work *The Managed Heart: Commercialization of Human Feeling* has inspired a body of research that is yet to reach consensus upon the definition, conceptualization and operationalization of emotional labour. Even though there is widespread divergence in opinion on the nature of emotional labour, agreement generally prevails that emotional labour calls for the management of emotions and emotional expression in order to conform to organizational requirements and expectations (Grandey 2003). The term emotional labour refers to the management of human feelings that occur during the social interaction that takes place as part of the labour process. This is clearly different from emotion work. During emotion work, the feelings of employees are managed in order to maintain an outward appearance and to produce particular states of the mind in other people for private purposes. Hochschild (1983) identified two forms of emotional labour, where employees induced or suppress their feelings, or emotions, as part of the labour process. First, surface acting involves pretending “to feel what we do not”. Second, deep acting means to deceive “oneself as much as deceiving others.

Furthermore, Taylor (1998) identifies three characteristics that define emotional labour distinguish it from emotional work. First, feelings

management is performed as part of paid work. Second, emotional labour is predominantly undertaken during social interaction within the workplace. The product of emotional labour is often a change in the state of mind or feeling within another person, most often a client or a customer. Third, there must be some attempt to prescribe or supervise and measure employee performance.

Emotional labour essentially refers to the result (someone else’s emotion transformed by the production process), it corresponds literally to emotional products as defined above. In the discussions, which took place during the above-mentioned meeting, the equivalent expression “I do an emotional job” was common currency (and understood by all). Work involving observation/perception is also work on oneself; this is certainly more intense, the greater the challenge to one’s emotions and therefore form a significant part of such jobs. The expression “emotional labour” denotes this work on oneself. The need to acquire a greater capacity for work on oneself is essential to all jobs, but also different sectors, social classes, societies and for entire cultures, presumably being greater in the west because of the haphazard and mechanical way in which we are schooled in emotions.

However, in most Nigeria organizations employees come to work with different types of emotions such as anger, love, joy, sadness, fear and the likes which influence their level of performance positively or negatively. Meanwhile, special skills are needed to manage these various types of emotions could be done through emotional labour in order to increase workers performance. Understanding emotions at work has been significantly helped by a model called affective events theory (AET). AET demonstrates that employees react emotionally to things that happen to them at work and that this influences their level of job performance, satisfaction and commitment in the organization.

Job Satisfaction

The study of job satisfaction grew out of several schools of management theories dating back to Fredrick Taylor early application of scientific method of factory problems in the first part of the 20th century. Vroom’s (1964) expectancy theory of human motivation is a significant contributing factor, which is beyond the simple behavioural concept of stimulus response and the reinforcement of behavioural psychology. It explains the outcome of actions that are highly desired. The theory takes into account the intrinsic values that affect satisfaction and work which research has often found to be at least equally important to job satisfaction than the extrinsic values.

According to Hellman (1997), unmet needs can frustrate an employee and will continue to influence his behaviour until he satisfied such needs. Herzberg (1995) motivation-hygiene theory directly address issues of satisfaction and dissatisfaction which arise due to absence of hygiene actor such as salary, job security, status, company policy, quality of supervision, working conditions and quality of interpersonal relationships. These factors are causes of job dissatisfaction if they are not present, consequently, they do not result in job satisfaction in the present. According to Herzberg, it is the motivation factor intrinsic to job and related to job content that have power to increase job satisfaction.

Job satisfaction is so important that its absence often lead to worker lethargy and reduced organizational commitment. In fact, job dissatisfaction has been noted as a great predictor of quitting a job or a career (Hellman 1997, Jamal, 1997). Sometimes workers may quit from public of the private sector (Hellman, 1997) and vice versa. At other times the movement is from one profession to another that is considered a greener pasture. This latter is common in countries grappling with dwindling economy and it concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997).

However, researchers such as Cramming, Smith and Stone (1992), argue in favour of the control of job satisfaction by factors intrinsic to the workers. Such argued that worker' job satisfaction does not depend as it were; on factors outside of themselves: Workers deliberately decided to be fond of their jobs and perceive them as worthwhile. Such workers cherish most, their possible contributions and their organizational commitment.

Job satisfaction is a predictor of how much pressure and stress someone can handle while on the job. If employees are enjoying their job, they are more likely to be more effective in handling the daily stressors that they will encounter. Job satisfaction can be referred to as individual general attitude towards his or her job. An individual with high level of job satisfaction have a positive attitude towards his or her job. When referring to employees' attitude it means job satisfaction. Bamigbose (2006) defines job satisfaction as the enjoyment that a worker derives from doing a particular unit of job. When a worker derives satisfaction in his job, he will not be in a rush to leave the job for another job. Job satisfaction refers to the degree to which a person reports satisfaction with intrinsic features of the job .

Cramming, Smith and Stone (1992) say that job satisfaction is seen to be effective reactions to a job that result from employees' comparison of actual outcome with those that are desired. job satisfaction is a pleasurable or emotional state resulting from the

appraisal of one's job as achieving or facilitating the achievement of one's job values. . It is an effective response of the worker to his job; hence, satisfaction is similar to pleasure. Grandey (2003) highlights the four determinants of job satisfaction. They are mental challenging work, equitable rewards, supportive working conditions, and supportive colleagues. Employees tend to prefer job that give them opportunities to use their skills and abilities, offer a variety of tasks, freedom and feedback on how well they are doing. Equitable rewards: Employees want pay system and promotion policies that are just, fair, and unambiguous which is in line with their expectations. When individual pay is seen as fair based on job demands, individual skills, community pay standard, satisfaction is likely to result. Also, promotions provide opportunities for personal growth, increased responsibilities and social states. Employees that perceive promotion decision as air are likely to experience job satisfaction.

Supportive Working Conditions: Employees are concerned with their work environment for both personal comfort and to facilitate job. Employees prefer physical surrounding that are not dangerous or unpleasant. Likewise, employees like to work with modern facilities.

Supportive Colleague: Friendly and supportive co-workers tend to increase job satisfaction. Also, if one's immediate superior shows some level of understanding. This can increase job satisfaction among employees.

Alexander (1998) come up with a proposition that persons with lower level needs obtain satisfaction and dissatisfaction from the content element of a job such as company policy, working conditions, salary, supervision, job security, administration, interpersonal relations. On the other hands persons with higher level need obtain satisfaction and dissatisfaction from the content element of the job like achievement recognition, participation and innovations.

Maloney and Jones (1957) state that people are motivated to do things that they feel have a high probability of leading towards heir value. An employee who says he is satisfied is saying that his expectations are satisfied as a result of doing his job. Thus, according to this view, high satisfaction will lead to low absenteeism because a satisfied workers will be motivated to go to work when his important need are satisfied.

Herzberg's motivator-hygiene theory, an early model of job satisfaction proposes that every worker has two sets of needs. Motivator needs and hygiene needs, motivator needs are associated with the work itself and the challenges presented by the job. Job facets

such as interesting work, autonomy on the job, responsibility to meet motivational needs, when their needs are met workers are satisfied and when these needs are not met workers are not satisfied.

Hygiene needs are associated with the physical and psychological context by which the work is performed job facets such as working, conditions, pay and job security meet hygiene needs. When those needs are met workers will not be dissatisfied, but when those need are not met, workers will be dissatisfied.

Bottom Up and Top Down Theories

These two social theories compete to explain what determine job satisfaction. The bottom-up theory basically states that individuals have needs and they will be happy if there needs are satisfied. The sum of positive and negative effect is used to determine happiness. If the positive effect is great than the negative effect, individuals will judge their live as happy. In contract, top down theory states that there is global propensity to experience things in a positive to be happy and this attitude will be the major influence on their lives. Maslow’s hierarchical model of human needs states that individual experience hierarchy of needs from the lower level to the higher level of psychological needs. Maslow model is used by individuals to develop a sense of satisfaction in their job if they utilize a bottom up prospective in job satisfaction.

Research Questions

- 1: What is the composite contribution of age, gender, emotional labour, job satisfaction and commitment to the job performance of Bank Executives in southwestern Nigeria?
- 2: What is the relative contribution of age, gender, emotional labour, job satisfaction and commitment to the job performance of Bank Executives in southwestern Nigeria?

RESULTS

Table 1: Summary of Regression Analysis on Sampled Data

R	R Square	Adjusted Square	R	Std. Error of Estimate
0.965	0.931	0.928		3.0501

ANOVA					
Source	DF	Sum of Square	Mean Square	F	Sig
Regression	5	11880.47	2376.094	255.40	0.000
Residual	494	4595.68	9.303		
Total	499	16476.15			

Table 1 shows the total contribution of all the independent variables on the dependent variable and this correlated with the five predictor variables. It could be observed that the correlation is high (R = 0.965). The adjusted R-square indicated that 92.8% of the variance in academic achievement as accounted for by all the five predictor variables when

taken together. This implies that other variables not taken into consideration (within and outside Banking sector) age, gender, emotional labour, job satisfaction and commitment to the job performance of Bank Executives in southwestern Nigeria. The table further strengthened the effectiveness of the prediction as the F-ratio is 255. 40 significant at $\alpha = 0.001$, implies that 92.8% of the variance in job performance of Bank Executives is truly due to the effect of the five independent variables and not to chance

Research Question 2

Table 2: Relative Contribution of the Independent Variables to the Dependent Variable

Variables	Unstandardized Coeff. β	Std. Error	Std. Coeffs. Beta	t	Sig
Age	0.223	0.024	0.264	9.343	0.000
Gender	0.202	0.019	0.309	10.774	0.000
Emotional Labour	0.210	0.020	0.341	10.316	0.000
Job Satisfaction	0.170	0.024	0.276	7.055	0.000
Organizational Commitment	0.179	0.019	0.353	9.533	0.000

Table 2 reveals the relative contributions of the five independent variables to the dependent variable, expressed as beta weights. The partial correlation coefficients of age, gender, emotional labour, job satisfaction and commitment to the job performance of Bank Executives in southwestern Nigeria. The positive value of the predictor variables implies that the job performance of the Bank Executives is hanging on these variables. Using the standardized regression coefficients to determine the relative contributions of the independent variables to the explanation of the dependent variables to the explanation of the dependent variable, commitment factor ($\beta = 0.353$) is the most potent contributor to the prediction followed by emotional labour factor ($\beta = 0.341$), followed by gender factor ($\beta = 0.309$), followed by job satisfaction factor ($\beta = 0.276$) and finally by age ($\beta = 0.264$) in that order.

DISCUSSION

The results in Table above indicate that the independent variables had significant predictive effects on the job performance of bank workers in south-western Nigeria. The observed F- ratio is significant at the 0.05 level – an indication that these variables when put together enhance the job performance of bank workers. The magnitude of the significant effects of these variables is reflected in the values of the regression, R = 0.729, Adjusted R = 0.531 and multiple R2 adjusted = 0.529 as shown in

Table 4.1. It may thus be said that 53 percent of the total variance of job performance is accounted for by a linear combination of the independent variables, so the variables are potent predictors of the Job Performance of bank workers .

IMPLICATIONS OF THE FINDINGS

The results of the present study demonstrated that job performances are influenced by emotional labour, job satisfaction and commitment. A worker with high ability to manage his/her emotion will perform better in the organization. The implication of these findings is that retaining committed and emotional stable workers becomes the concern of both the organization and the individual workers.

LIMITATIONS AND FUTURE DIRECTIONS

Some limitations of this study are worth mentioning. Although this study utilized validated and usable measures. The data collected were from self-report measures that have their obvious limitations. Future studies on the topic could add interview schedules to augment data collection from questionnaires. The data collected were from bank workers, future studies could include workers from other sector, namely insurance, marketing and advertising institutions. The limitations notwithstanding, this study has contributed significantly in demonstrating the influence of emotional labour, job satisfaction and commitment on job performance of banks executives.

REFERENCE

Abraham. R., 2003 Social identity theory and emotional labour in organization. *Academy of Management Review*, 14(1), 20-39.

Adana, B.S. 1986. Job finding. In T. Ipaye (Ed.). *Education and vocational guidance: Concepts and approaches*. Ibadan: Bezekos

Akinpele J. T. 1992. The criterion problem: 1917-1992. *Journal of Applied Psychology*, 77(6), 836-874.

Avolio, O. 1990. Developing transformational leadership. *Journal of organizational performance*, 12,125-140.

Barrick, M. R. and Mount, M. K. 1991. The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1-26.

Brayfield-Rothe, C. 2001. Job Performance rating, non – psychometric perspectives. *Journal of applied psychology, an international review*, 51, 479- 503.

Grandey, A. 2003. Emotional labour." A concept and its correlates. Paper presented at the First Conference on Emotions in Organizational Life, San Diego, CA

Guion, R. M. 1998. *Assessment, Measurement and Prediction for Personnel Decisions*. Mahwah, NJ: Lawrence Erlbaum Associates.

Hedge, W.O 2000. The Impact of Interpersonal Environment on Burnout and Organizational Commitment. *Journal of Organizational Behaviour*, 9(4), 297-308

Hochschild, A. R. 1983. *The managed heart: The commercialization of human feeling*. Berkeley, CA: University of California Press.

Jamal M. 1984. Job stress and job performance controversy: An empirical assessment. *Organization Behaviour and Human performance*. 32. 1-21.

James, N. 1989. Emotional labour: Skill and work in the social regulation of feelings. *Sociological Review*, 37(1), 15-42.

Owolabi. D.A. 2006, The relationship between length of service and employee job performance *Academy of Management International*, 12,147-158

Taylor S. 1998. Becoming a character for commerce emotion. *Management Communication Quarterly*, 14. 90-128