



HIGH-PERFORMANCE WORK PRACTICES AND JOB INVOLVEMENT OF LOCAL GOVERNMENT SERVICE WORKERS IN IMO STATE

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ABSTRACT: *This study examined the relationship between High Performance Work Practices and Job Involvement of Local Government workers in Imo State, Nigeria. A mix of cross-sectional and correlation research designs was adopted. Accessible population is two thousand, six hundred and ten (2610) employees of six local government councils randomly selected. The sample size for this study was 347 (three hundred and forty-seven) employees, which was determined mathematically using Taro Yamane's formula. The simple random technique was applied. Two hundred and sixty-eight (268) copies of the questionnaire were retrieved and analyzed. Structural Equation Modeling, aided by Analysis of Moment Structure version 22.0, was the statistical tool used to test the hypothesis. The findings revealed that the dimensions of high-performance work practices in terms of internal career opportunities and result-oriented appraisal significantly associate with job involvement. Also, that psychological capital significantly moderates the relationship between the predictor and criterion variables. It was then concluded that the implementation of high-performance work practices enhances the performances of employees as they get more involved at work. Thus, it was recommended that local government administrators and Policymakers should strive towards the adoption of high-performance work practices, such as internal career opportunities by making use of the local Government workers in revenue collection contracts should not outsourcing it, as these will elicit a high level of job involvement of the Local Government workers in Imo State, Nigeria.*

KEYWORDS: High-Performance Work Practices (HPWPS), Internal Career Opportunities, Job Involvement, Result-Oriented Appraisal.



INTRODUCTION

Job involvement has been a major discourse amongst business practitioners and scholars across the globe (Srimarut & Mekhum, 2020; Das & Haider, 2020; Akankshi, 2016; Hyeon-Mo & Jung-Soo, 2016; Abdalkrim & Elhalim, 2016; Khan, Dongping & Ghauri, 2014). This is due to job involvement and relevance to organizational sustainability, performance, effectiveness, and profitability. The involvement of employees to their jobs has the capacity of either enhancing organizational performance or reduction in productivity. It is against this premise that McShane and Von Glinow (2018) argued that the more engrossed an employee is involved towards his job, the better the performance of such an employee in the organization. Again, Griffin and Moorhead (2014) are of the view that an employee that does not display a high involvement work attitude would not put his/her best during work hours. Robbins and Judge (2018) added that job involvement is a predictor of retention and affective commitment. The above submission is in line with Colquitt, Lepine, and Wesson's (2017) contention that workers that are highly involved with work will contribute more compared to workers that display low involvement to work.

In addition, it has been shown that job involvement validated measures comprise on-the-job activities, off-the-job activities, Mehta and Sharma (2022). On-the-job activities, learning by doing, after learning how the person is fully involved in their tasks being there on the job. Off-the-job activities involve the various other learning experiences other than doing the work on the job. It basically involved the activities off the job.

On the one hand, job involvement is about the degree to which an employee identifies with the job he/she is doing, participates fully in it, and pays more attention to performance (Karia & Abu Hassan Asaari, 2019; Robbins & Judge, 2018; Kinicki & Fugate, 2016).

However, the involvement of an employee in private and public organisations is largely determined by high-performance work practices that are operational in that geographical work environment (Nasiru & Kwabe, 2020). With high-performance work practices, employees' morale is improved and sustained. Fatima & Akbar (2018) were of the view that human resource practitioners should ensure that high-performance work practices is implemented to boost job involvement. McShane & Von Glinow (2018) added that in the present dynamic business world, organisation's sustainability is no longer depended on the number of employees it has; rather, it is based on their involvement and commitment. It has been shown that high-performance work practices promote employee extra-role behaviour, employee positive attitude towards work and create harmonious working relationships with management (Seung-Yoon, Jooyeon & Hyung-Deok, 2020; Perdomo-Ortiz, Carlos, William & Oswaldo, 2020).

In line with the above arguments, researchers have demonstrated that high-performance work practices such as internal career opportunities, extensive training, result-oriented appraisal, and employee participation have engendered organizational outcomes in different industrial locations (Perdomo-Ortiz, Carlos, William & Oswaldo, 2020; Mkamwa, 2020; Seung-Yoon, Jooyeon & Hyung-Deok, 2020). Thus, it is against this premise that the adoption of high-performance work practices became necessary for public organisations to enhance job involvement. Conversely, prior studies on high-performance work practices, focuses on organizational performance enhancement other than job involvement thereby creating a lacuna in the area (Bryson & White, 2021; Siddique, Shoaib & Khan, 2020; Perdomo-Ortiz, Carlos,



Williams & Oswaldo, 2020; Nasiru & Kwabe, 2020; Fatima & Akbar, 2018). This was what motivated the researcher to investigate the predictability of job involvement through high-performance work practices in Local Government services in Imo State, Nigeria.

The poor performance of Local Government as a tool for promoting rural development and participatory democracy at the grassroots has been constrained by a wide range of factors. The most notorious of the constraints, according to Bello-Imam (1996) and Enemuo (1999), is inadequate finance. The problem arises from their inability to source for revenue internally, coupled with insufficient allocation from the central government. Other problems as cataloged by Sorkaa (1999), Ameh (2003), Denga (2003), and Ekpe (2006) are lack of skilled manpower to facilitate a high rate of service delivery; excessive interference and control by the central government; and corruption and lack of political will and honesty, to mention but a few.

It was also researched that the low performance of local government councils in Nigeria is caused by several factors ranging from employee low morale, lack of internal career opportunities, inconsistency in salary payment, inadequate training, lack of performance appraisal, and lack of employee participation in decision making (Wilson & Asiegbu, 2021; Hamza & Yahaya, 2019). over time have amounted to poor job involvement which delineates affection and commitment to one's job.

Prior studies has shown that local government employees in Nigeria are not effectively involved in their jobs and thereby portray a negative attitude to work as a result of lack of career satisfaction, inadequate training, lack of result-oriented appraisal, lack of employee participation in decision-making, insufficient working materials, lack of motivation, and non-implementation of promotion policies (Hamza & Yahaya, 2019; Shimawua & Sunday, 2018; Aluko, 2015). These counterproductive work attitudes have negative implications on organizational progress such as low productivity, ineffectiveness, inefficiency, and low performance. However, to overcome the above maladies, human resource scholars have advocated the deployment of high-performance work practices such as extensive training, results-oriented appraisal, and participation (Boxall, 2017; Munteanu, 2014; Armstrong, 2012; Dessler, 2011).

Mkamwa (2020) is of the view that any organization that employs high-performance work practices experiences positive discretionary behaviors at work. This is very significance because lack of training, inadequate appraisal and lack of participation in decision-making at local government councils usually encourage employees not to be totally involved in their work and thereby exhibit nonchalant attitudes such as absenteeism from work, coming to work late as well as social loafing, especially in group assignments (Aluko, 2015; Agba, Akwara, & Idu, 2013).

It is against this backdrop that this study investigates the relationship between high-performance work practices and job involvement in the local government councils in Imo State, Nigeria.

The aim of this study is to investigate the relationship between high-performance work practices and job involvement of local government workers in Imo State, Nigeria. Specifically, the objectives sought to:

- i. Ascertain the effect of internal career opportunities on, off the job involvement of local government workers in Imo State, Nigeria.



- ii. Investigate the impact of Result-Oriented Appraisal on, on the job involvement of local government workers in Imo State, Nigeria.
- iii. Examine the moderating role of psychological capital of the relationship between High Performance Work Practices and Job Involvement of Local Government Workers in Imo State, Nigeria.

In line with the specific objectives, the following research questions were raised.

- i. How does internal career opportunity relate to off-the-job involvement of local government workers in Imo State, Nigeria?
- ii. What is the impact of Result Oriented Appraisal on, on-the-job involvement of local government workers in Imo State, Nigeria?
- iii. How does psychological capital moderate the relationship between high work performance practices and job involvement of local government workers in Imo State, Nigeria?

Research Hypotheses

Based on the research questions above, the following null hypotheses were formulated.

H₀₁: Internal career opportunities have no significant relationship with off-the-job involvement of local government workers in Imo State, Nigeria.

H₀₂: There is no relationship between Result Oriented Appraisal and on-the-job involvement of local government workers in Imo State, Nigeria.

H₀₃: Psychological capital does not moderate the relationship between high-performance work-related practices and job involvement of local government workers in Imo State, Nigeria

REVIEW OF RELATED LITERATURE

Underpinning Theories

Expectancy Theory

Expectancy theory was proposed by Victor Vroom in the 1960s. This theory states that individual motion regarding the amount of work is because of rational calculation. There is a link between the type and amount of effort invested and the amount of effort invested and the type of reward received. Managers can motivate employees by understanding and modifying the scenario such that the amount of reward received is valued by the employee.

The expectation theory is a step forward from the preceding theories developed by McGregor, Herzberg, and Abraham Maslow. The effect of task rewards on motivation, according to Vroom (1964), is conditional on the values held by the individual. The strength of a tendency to act in a given way is reliant on the strength of an anticipation that the act would result in a specific consequence and the individual's attractiveness to that outcome, according to Vroom (1964). Another important point to remember about motivation is that people will generally



avoid rewarding themselves with things they find distasteful or engage in undertakings that have relatively limited prospects of accomplishment.

Victor Vroom's motivation theory lends support to these intuitive findings of human behavior. To him, three factors influence a person's willingness to exert some level of effort: the individual's expectation (in terms of probability) that his or her effort will result in performance; instrumentality, or the perceived connection (if any) between successful performance and actually obtaining the rewards; and valence, which represents the perceived worth that an individual assigns to his or her own efforts (Dessler, 2005). Or, to put it another way, anticipation is a person's belief that his or her efforts will result in successful performance. This theory establishes a link between High Performance Work Practices and Job Involvement

Ability-Motivation-Opportunity (AMO) Theory

The AMO Theory was proposed by Applebaum et al (2000). It focuses on helping to choose from HRM practices that foster organization performance. The AMO framework was initially proposed by Bailey (1993) who suggested that ensuring the employee discretionary effort needed three components; employees had to have the necessary skills they needed, appropriate motivation and employers had to offer them the opportunity to participate (Appelbaum et al., 2000). In brief, AMO suggests that performance is a function of ability (training and selection), Motivation (Incentives and Feedback) and Opportunity (Environment). These three factors affect Employee Performance and Job Involvement

The Ability–Motivation–Opportunity theory is a theory based on psychological concepts which brings together three (3) vital concepts that relate to Behaviour and Performance. The first concept –Ability- relates to an individual's capabilities and skills towards attaining performance. Motivation—a driver towards certain traits and behavior; and Opportunity – those constraints and strengths that might hinder or enhance performance of a behavior or service (Hughes, 2008). Gruen, Osmonbekov and Czapski (2006) defined it as the extent at which essential resources are made available in expectancy of the happening of a predetermined outcome. Also, Ryan and Deci (2000) opined that the move to carry out some duties and/or action is motivation, as described by Blumberg and Pringle (1982) described. Opportunity as the alignment of those forces available in a person's environment for the attainment of specific job performance and involvement. It must be noted, according to Hughes (2008), that it is only motivation that has direct influence on behavior while opportunity and ability play a moderating role in achieving the right behavior or service. Appelbaum, Barley, Berg, and Kalleberg (2000) referred to the study of Bayton (1958) as the pioneer research of Ability-Motivation-Opportunity (AMO) theory.

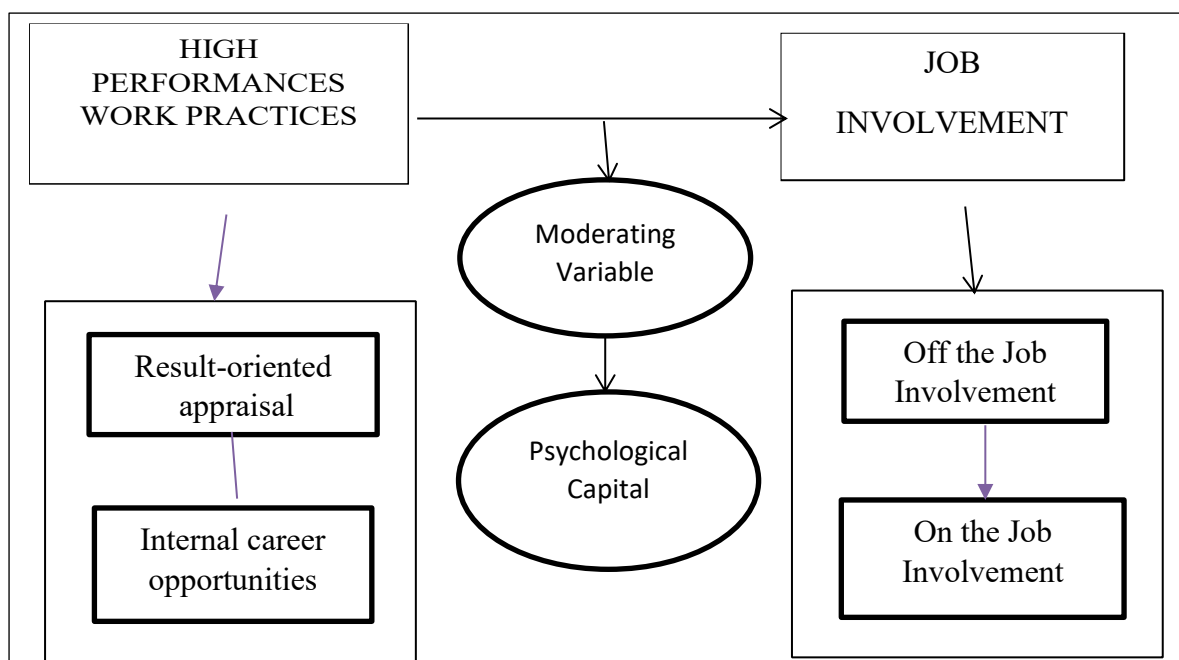
The AMO model also posits that HPWS enhances motivation by means of policies that mainly fall within the “appraisal and rewards” component of HPWS (Bamberger & Meshoulam, 2000): results-oriented performance appraisals, availability of valued rewards, and internal career ladders (e.g., Appelbaum *et al.*, 2000; Jiang *et al.*, 2012; Lepak *et al.*, 2006; Prieto & Santana, 2012; Subramony, 2009). This should also augment individual employees' PsyCap. For example, results-oriented appraisals serve as goal-setting mechanisms: challenging targets are agreed upon, and ways to reach them are negotiated. Challenging goals along with roadmaps and tools to attain them should nurture hope and energy directed towards a goal, along with awareness of different pathways to reach that goal (Snyder, Irving, & Anderson, 1991; Snyder, 2002). Furthermore, clear goals, the skills to achieve them, and feedback on goal



attainment create a positive psychological state of flow (Csikszentmihalyi, Abuhamdeh, & Nakamura, 2005). Flow is accompanied by the conviction that one is able to meet demands and bring positive outcomes on one's own (Bakker, 2008), which means self-efficacy (Bandura, 1997) and optimism (Seligman, 1998), respectively.

Finally, according to the AMO model, HPWS enhances opportunity via the "employee relations" component (Bamberger & Meshoulam, 2000): offering employees chances to participate in decision-making, setting open communication channels, and allowing autonomy in utilization of skills, knowledge, and experience (Lepak *et al.*, 2006; Prieto & Santana, 2012; Subramony, 2009). Opportunity enhancement should also be linked with an increase in PsyCap. Knowing they can mobilize skills and knowledge according to their own choices should foster employees' self-efficacy, a firm belief that one can organize, utilize, and direct one's resources as needed (Bandura, 1997). The belief that they can influence future directions by inputting decisions should boost optimism and positive expectations about future outcomes (Schneider, 2001). Open communication and involvement in decision-making should increase awareness of developments and changes, hence, the capacity to react and bounce back in the face of challenging and adverse events, which is resilience (Masten & Reed, 2002). Finally, autonomy and opportunities to deploy the entire repertoire of one's talents should boost hope through awareness that alternative routes to reach a goal are available (Snyder *et al.*, 1991). This theory explains the moderating variable of Psychological Capital as it links to high-performance work practices and job involvement in the Local Government Service in Imo State.

Conceptual Framework showing the Relationship between High Performance Work Practice and Job Involvement



Source: Predictor variable dimensions were adapted from Delery & Doty (1996) and Sun, Aryee & Law (2007); criterion variable measures were adapted from Mehta and Sharma (2022). Moderating Variable was adapted from Luthans, Avolio, Avey, & Norman (2007) and Cesaro (2016).



Concept of High-Performance Work Practices

The high-performance work practices are considered an organizational strategy for managing the employment relationship. As a specific combination of practices, HPWPs has intended to increase employees' productivity by maximizing their competencies, motivation, commitment, communication, involvement, and flexibility. The impact of HPWPs on the organizational performance is achieved through three basic elements: 1) increasing the employees' knowledge, skills, and abilities; 2) employees' empowerment and participation in decision-making and problem-solving; and 3) motivating employees through incentives to make additional discretionary work effort (MacDuffie, 1995). As a strategic management approach to employees, HPWPs are far from Taylor's scientific management and bureaucratic work organization, and they create conditions for employee identification with organizational goals. They indicate the extent to which the firm invests in the best possible human capital and indicate the value and importance of this capital as a source of sustainable competitiveness (Takeuchi, 2009).

HPWPs represent a multidimensional construct, and definition of its components (dimensions) always comes from studies of four sub-functions: selection, training, evaluation, and compensation (Boxal & Purcell, 2000). The three fundamental elements of HPWPs comprise a diverse group of practices (dimensions). HPWPs increase employees' knowledge, skills, and abilities (KSAs) through extensive recruitment, selective staffing, training, job design and compensation related to skills development. Practices such as incentive compensation, performance evaluation, internal promotion, employment security, flexible work schedules, grievance procedures, and high compensation are incentives that create motivation and commitment.

Dimensions of High-Performance Work Practice

The following are the dimensions of High-Performance Work Practices;

Internal Career Opportunities

Internal career opportunities are defined as "the extent to which an organization has an ICL or provides internal career opportunities for its employees."

It has been shown that policies of internal career opportunities are related to higher employees' pay satisfaction and job satisfaction. Employees who are not satisfied are likely to seek career opportunities outside the organization and are less willing to put in extra effort to comply with the organization policy. Specifically, having a policy of internal career opportunities reflects an organization's commitment to its employees. As such employees who believe their organizations are committed will be more secure and are more willing to put in more effort than what is required of them. The wide range of HRM practices employed in past empirical studies includes providing TR programs, incentive systems, employee participation, clearly defined jobs, internal career opportunities, and selectivity practices. Thus, for the employees in the initial stage of their career path, a bright long-term future is very important. Thus, the organization providing such career ladders has a high level of belief of organization support.



Result-Oriented Appraisal

Performance appraisal an antecedent factor of SHRM practice is a part of performance management based on organizational and employee goals. Performance appraisals are conducted once a year and help employees to focus on the formal goals and performance expectations that influence their pay, rewards, or promotions.

According to Jordan (2009), performance appraisals evaluate and support employees in their job performance. It is an important tool for the management to assess organizational performance and identify the ability of employees to perform associated tasks. Performance appraisals seeks to resolve communication challenges, increase productivity by providing timely feedback to employees, and make effective organizational decisions on pay, professional development, and promotion (Coens & Jenkins, 2002; Daley & Vasu, 2005). This sentiment was mirrored by Mayer and Davis (1999), who argued that perceptual reactions to the appraisals are equally important to build trust and performance. We argued that employees evaluate trust and commitment based on their perception of the appraisals and the possibility to benefit from them.

Concept of Job Involvement

Job involvement is a descriptive belief of the present job and tends to be a function of how much the job can satisfy one's current needs (Kanungo, 1982). Paullay, Alliger, and Stone-Romero (1994) as quoted in Lubakaya (2014) conceptualized job involvement as the degree to which individuals are cognitively preoccupied with, engaged in, and concerned with their present job. The term "Job Involvement" was first coined by Lodahl and Kejiner (1965), as revealed in Khan and Nemati (2011).

According to Khan and Nemati (2011) and Lubakaya (2014), job involvement is the psychological perception of an individual about the work or significance of work in the individual's self-image. Kanungo (1982) found that job involvement is likely to be a function of how much the job can satisfy an employee's immediate needs. Further, he found that individuals who proved high work involvement considered their jobs a significant part of their identity.

Measures of Job Involvement

On-the-job activities/involvement

It involves learning by doing. After learning how the person is fully involved in their tasks, being there on the job. The term "on-the-job training" can cover a wide range of instructional methods, but they all have two things in common: 1) training is done while performing the actual task and 2) the learner is given immediate feedback and positive reinforcement; this positive reinforcement is what job involvement connotes.

Off-the-Job Activities/Involvement

This involves the various learnings other than doing the work on the job. It basically involved the activities off the job. Training provided away from the workplace is called "off-the-job training." The working environment is duplicated and is used for training. Hence, this method is also called vestibule training. Generally, this type of training is followed for the new employees who have zero knowledge of the working environment and do not have the skills



for the current job. Also, when a large number of employees need to be trained, the off-the-job training method is the best option.

Psychological Capital

Human resources play a central role in the success of nearly all businesses, necessitating careful and effective analysis. The concept of positive psychological capital originates in “postmodern positive psychology” (Wyk, 2013) and includes the strengths and positive aspects of human behavior.

The terms "psychological capital" and "positive psychological capital" are used by various authors and sources synonymously. At the same time, psychological capital emphasizes personal psychological sources with their basic four components (self-efficacy, hope, optimism, and resiliency) (Gooty, Gavin, Johnson, Lance & Snow, 2009); therefore, it is named and similarly associated with the theory of positive psychological capital. It should be noted that this term carries a changing feature based on situations rather than having a stable characteristic feature.

Relationship between High-Performance Work Practices and Job Involvement

One of the main research goals in the field of SHRM is to establish a clear connection between the HR practices and organizational performance. The results of much research confirmed that a higher level of SHRM effectiveness creates higher results in the performance. A Combs meta-analysis shows that until 2006 there were 92 studies (19 319 researched organizations) that show relevant statistics for HPWPs and performance relationships (Combs *et al.*, 2006). And this led to high involvement.

MacDuffie (1995) argued that there is “organizational logic” in firms. It will exert a powerful pull toward internal consistency within the bundles of HR practices and a complementary relationship between them. Thus, it is problematic to apply a single practice to capture the effect of the entire HR system (Ichniowski *et al.*, 1997). Huselid’s (1995) finding indicates that complementarities or synergies among practices of HPWS will increase a firm’s performance. Therefore, in this research, HPWS is defined as a system that comprises interdependent HR practices, and it may lead to superior performance through the synergies among these HR practices. Thereby, Eliciting High Involvement of workers in the organization.

EMPIRICAL PREVIEW

Sandhya, M. (2021), in his work on Development of Job Involvement Scale for Teachers discussed that Teachers are considered the pillars of society and the architects of any system of education. The teachers who are totally involved in their job prove to be an asset to the nation. The study aimed to propose and validate an instrument to measure job involvement of teachers. The same was done with the help of exploratory factor analysis (EFA) establishing the dimensions, namely on-the-job factors, off-the-job factors, passion, and commitment. Confirmatory factor analysis (CFA) was used to verify the factor structure of observed variables.

Obeng et al (2021) examined a study on High-Performance Work Practices and Turnover Intention investigating the mediating role of Employee morale and the moderating role of



Psychological Capital. This study also examined the effect of High-Performance practice on Turnover Intention through the mediating role of employee morale and turnover intention. With the aid of questionnaire administration, the study collected 469 valid responses from Frontier employees in the Hospitality sector of Ghana. Findings from the hierarchical regression analysis showed that training and empowerment had a significant positive effect on Job Satisfaction. Empowerment, on the other hand, had a significant positive influence on affective organizational commitment. Both affective organizational commitment and Job satisfaction significantly influenced turnover intention. Also, self-efficacy moderated the relationship between Job Satisfaction and Turnover Intention.

RESEARCH METHODOLOGY

A mix of cross-sectional and correlational research designs was adopted. The population of the study consists of all 10,972 (ten thousand, nine hundred, and seventy-two) confirmed employees working at the 27 (twenty-seven) Local Government Councils of Imo State, Nigeria. The target/accessible population is two thousand, six hundred and ten (2610) employees of six local government councils randomly selected due to convenience and cost. The sample size for this study was 347 (three hundred and forty-seven) employees, which was determined mathematically using Taro Yamene's formula. The simple random technique was applied. Two hundred and sixty-eight (268) copies of the questionnaire were retrieved and analyzed.

The face, content, and construct validity were used to ascertain the validity of the instrument. A reliability benchmark of 0.70 was used to ascertain the reliability of instrument Nunnally (1978) instrument model. A pilot study was also conducted. Indicators of High-Performance Work Practices (HPWP) were measured with 8-items and job involvement was measured with 7-items. AND Psychological Capital was measured with 12 statement items. All on a five-point Likert Scale. Structural Equation Modeling, aided by Analysis of Moment Structure version 22.0, was the statistical tool used to test the hypothesis.

DATA ANALYSIS

The employed data were analysed using different statistical methods and regression analysis as an undertaking using Structural Equation Modelling. First, percentages and charts were used to analyse the demographic and background data. The import of the analysis was to place the questionnaire responses in context. Second, charts, means, standard deviations, and correlations were used to describe the main study variables. The main objective was to give illustrations behind the data, detect outliers and coding errors, and ensure that all data satisfy the statistical requirements for quality empirical and econometric analysis.

Third, confirmatory factor analysis was conducted to further validate the data on the independent variables and to test the theoretical link between the items and the underlying constructs. The main objective is to further confirm that all study variables are validly measured in terms of convergent and discriminant validity.



Finally, consistent with the main study objectives, a cross-sectional regression was conducted to empirically examine the structural relationships being investigated, and all the specified hypotheses were tested based on the results.

Univariate Analyses

Data Distribution of Study Variables

Table Showing the Dimension of High-Performance Work Practices (Internal Career Opportunities)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Internal.Career.Opp	0				
ICO1 (Individuals in this job have clear career paths within the organization)	268	1	5	2.91	1.467
ICO2 (Individuals in this job have very little future within this organization. (R))	268	1	5	2.91	1.467
ICO3 (Promotion in this organization is based on seniority.(R))	268	1	5	2.91	1.467
ICO4 (Employees' career aspirations within the company are known by their immediate supervisors.)	268	1	5	2.91	1.467
ICO5 (Employees in customer contact jobs who desire promotion have more than one potential position they could be promoted to.)	268	1	5	2.91	1.467
Valid N (listwise)	0				

SPSS output, Version 20 – Field Survey, 2022

Table Showing the Dimension of High Performance Work Practices (Result-Oriented Appraisal)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ResOrie.App	0				
ROA1 (Performance is more often measured with objective quantifiable results.)	268	1	5	3.68	1.249



ROA2 (Performance appraisals are based on objective quantifiable results)	268	1	5	3.68	1.249
ROA3 (Employee appraisals emphasize long-term and group-based achievement.)	268	1	5	3.68	1.249
Valid N (listwise)	0				

SPSS output, Version 20 – Field Survey, 2022

Table Showing the Measure of Job Involvement (On the Job Involvement)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OntheJobAct	0				
OJI1 (I don't mind stretching my work timings for completing my work)	268	1	5	3.44	1.409
OJI2 (My work is more important than any breaks. I don't mind cutting short even my lunch break)	268	1	5	3.44	1.409
OJI3 (I volunteer to do extra paperwork in my job, which is not really required of me)	268	1	5	3.44	1.409
OJI4 (I put my heart and soul into discharging my duty)	268	1	5	3.44	1.409
OJI5 (While at work, I seldom think of anything other my work)	268	1	5	3.44	1.409
Valid N (listwise)	0				

SPSS output, Version 20 – Field Survey, 2022

Table 4.14: Measure of Job Involvement (Off-the-Job Involvement)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OfftheJobAct	0				
OFJI1 (I genuinely enjoy all activities related with my job)	268	1	5	3.50	1.508
OFJI2 (I like to prepare my work schedules at home so that I may perform my well at work)	268	1	5	3.50	1.508
OFJI3 (I prefer spending my free time with other related activities to my job)	268	1	5	3.50	1.508
Valid N (listwise)	0				

SPSS output, Version 20 – Field Survey, 2022



Table showing Indicators of Psychological Capital as a Moderator Variable

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Psych. Capital	0				
PC1 (I feel confident in representing my work area in meetings with management)	268	1	5	4.15	1.132
PC2 (I feel confident contributing to discussions about the company's strategy)	268	1	5	4.15	1.132
PC3 (I feel confident presenting information to a group of colleagues)	268	1	5	4.15	1.132
PC4 (If I find myself in a jam at work, I could think of many ways to get out of it)	268	1	5	4.15	1.132
PC5 (Right now I see myself as being pretty successful at work.)	268	1	5	4.15	1.132
PC6 (I can think of many ways to reach my current work goals.)	268	1	5	4.15	1.132
PC7 (At this time, I am meeting the work goals that I have set for myself.)	268	1	5	4.15	1.132
PC8 (I can be "on my own" so to speak, at work if I have to)	268	1	5	4.15	1.132
PC9 (I usually take stressful things at work in stride.)	268	1	5	4.15	1.132
PC10 (I can get past difficult times at work because I've experienced difficulty before)	268	1	5	4.15	1.132
PC11 (I always look on the bright side of things regarding my job.)	268	1	5	4.15	1.132
PC12 (I'm optimistic about what will happen to me in the future as it pertains to work)	268	1	5	4.15	1.132
Valid N (listwise)	0				

SPSS output, Version 20 – Field Survey, 2022



Test of Hypotheses

Result of Standardized and Unstandardized Regression Estimate of the Model.

S/N	Moderation Stage	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark
1	ICO →OFJI (Hypothesis 1)	Internal Career Opportunities and Off-the-job involvement	0.91	7.09	0.20	3.07	0.00	Not Supported
2	ROA →OJI (Hypothesis 7)	Result-oriented Appraisal and On-the-job involvement	0.97	1.37	0.21	4.21	0.00	Not Supported
3	PC→HPWP HPWP →JI PC→JI (Hypothesis 3)	Psychological Capital Vs. HPWP and JI.	0.69 0.59 0.68	0.83 0.72 1.42	0.52 0.71 0.53	2.07 2.25 1.98	0.00 0.00 0.00	Not Supported

Source: Amos Version 22.0.0 output on research data, 2022

DISCUSSION OF FINDINGS

The study examined the relationship between high-performance work practices and job involvement of local government workers in Imo State, Nigeria; three (3) hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus internal career opportunities significantly contribute to job involvement (JI) of Local government workers in Imo State, Nigeria. The result of the tested H_{01} revealed the existence of a significant relationship between internal career opportunities and off-the-job involvement (where $\beta=0.91$, $t=7.09$, $p<0.005$); this empirical finding is corroborated by Swart, Mann, Brown and Price (2005) by stating that usually the senior management of a company tries to fill skill gap by opting for ‘off-job training’ as a ‘planned intervention that is designed to enhance the determinants of individual job performance’ (Chiaburu & Takleab, 2005)

Result-Oriented Appraisal significantly contributes to job involvement (JI) of Local government workers in Imo State, Nigeria

The result of the tested H_{02} revealed the existence of a significant relationship between result-oriented appraisal and on-the-job involvement (where $\beta=0.97$, $t=1.37$, $p<0.005$); reviews from literature highlighted that performance appraisals seeks to resolve communication challenge, increase productivity by providing timely feedback to employees, and make effective organizational decisions on pay, professional development, and promotion (Coens & Jenkins, 2002; Daley & Vasu, 2005).

The H_{03} showed the moderating effect of psychological capital on the relationship between high performance work practices and job involvement: $\beta=$ for PC→HPWP= 0.691; HPWP



→ $Jl = 0.59$; $PC \rightarrow Jl = 0.68$, and $t = 0.83$; 0.72 ; 1.421 ; $p < 0.005$. To support this empirical position; HPWS adoption is therefore important as it invests in the human capital that creates value and improves organizational performance. Further, the implementation of HPWS improves an organization's position in the market as well as its ability to respond to change which can affect the overall performance in unexpected scenarios (Alatailat *et al.*, 2019; Prince, 2019). Similarly, psychological capital emphasizes personal psychological sources with their basic four components (self-efficacy, hope, optimism, and resiliency) (Gooty, Gavin, Johnson, Lance & Snow, 2009); therefore, it is named and similarly associated with the theory of positive psychological capital.

CONCLUSION AND RECOMMENDATION

The findings of this study revealed that the dimensions of high-performance work practices in terms of internal career opportunities and result-oriented appraisal and participation significantly associate with job involvement measures such as on-the-job involvement and off-the-job involvement and that psychological capital significantly moderates the relationship between the predictor and criterion variables. It was then concluded that the implementation of high-performance work practices enhances the performances of employees as they get more involved at work. Thus, it was recommended that local government administrators and Policymakers should strive towards the adoption of high-performance work practices such as internal career opportunities by making use of the local Government workers in revenue collections contracts, not outsourcing it. And implementing regular appraisals of their workers, promoting them when due. All these will lead to a high level of job involvement of the Local Government workers in Imo State, Nigeria.

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