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PERCEIVED ORGANIZATIONAL POLITICS, JOB STRESS AND JOB INVOLVEMENT OF PUBLIC SECTOR EMPLOYEES IN NIGERIA: THE ROLE OF RESILIENCE

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ABSTRACT

Empirical evidence suggests that only 15% of employees are dedicated and involved in the workplace in Nigeria. The study examined the role of resilience in the relationship between perceived organisational politics, job stress and job involvement among employees in Zamfara state. The research is quantitative in nature employing both survey and cross-sectional research designs. The study utilised purposive sampling techniques as 500 pieces of the questionnaire were distributed to respondents and of which 266 pieces of the questionnaire were valid and used for analysis. The study utilised structural equation modelling to ascertain the hypothesised relationship. The finding revealed that perceived organisational politics and resilience have negative and positive significant effect on job involvement respectively while job stress has negative nonsignificant effect on job involvement. In addition, resilience significantly moderated the relationship between job stress and job involvement but failed to significantly moderate the relationship between perceived organisational politics and job involvement. The study recommended government effort at ensuring that employees' workload is nominal to discourage job stress.

Keywords: perceived organizational politics; job involvement; resilience; job demands-resources model; job stress.

JEL Classification: M10, ML12, ML14

INTRODUCTION

Employees are one of the most important assets any organisation can possess (Ojeleye & Bakare, 2020). As a distinct asset, these employees provide the organisation with a distinctive competitive advantage not easily copied by competitors (Ojeleye & Okoro, 2016). No wonder,

Kusmaningtyas and Nugroho (2021) argued that the success of an organisation cannot be separated from its employees. However, Gallup's (2022) report on the State of Global Workplace 2022 revealed that globally, only 21% of employees across different sectors are dedicated, involved and engaged in the workplace while the rest of the employees perform their tasks merely out of a sense of duty and to receive the remuneration. They also reported that almost US\$8 trillion equivalent to 11% of global gross domestic product (GDP) was lost globally owing to the low rate of job involvement of employees. In the same vein, in the country-based report Gallup (2022) statistics showed that in Nigeria only 15% of the entire workforce is dedicated and involved in the workplace. This involvement figure is low particularly in comparison to 24%, 35%, and 43% of South Africa, Senegal and Mali; countries with similar socio-economic characteristics respectively.

Job involvement is defined as a cognitive state which reflects how an employee psychologically identified with his job by showing enthusiasm, zeal, commitment and interest while performing his job and full confidence in his ability to get the job completed (Kusmaningtyas & Nugroho, 2021). It is the degree to which an employee identifies with his job (Fasanmi, Mazadu, & Ogundele, 2021). The extent to which an individual cognitively associates with his work (Maryati & Kusumayuda, 2020). However, getting employees involved in the workplace poses a serious problem for organisations (Ojeleye & Bakare, 2020). Raaj and Anju (2019) elucidated that these employees are confronted daily with trends, workload, abuses, stress, worries, unfairness and incivility within and outside the workplace capable of depleting resources and rendering them cognitively, emotionally and physically bankrupt. Al-A'wasa (2018) argued that these phenomena and associated job demands are more prevalent in the 21st-century workplace adversely affecting employees' job involvement and efficiency. Oke, Alo, Lanre and Emmanuel (2019) opined that these problems are more common among public sector employees in Nigeria resulting in ineffective structure and poor morale in the workplace.

Oshilim and Akpesiri (2015) noted that the scorecard of the Nigerian public sector has remained a subject of discussion among the academia of public administrators, managers and practitioners as well as the curious-minded citizens as a result of poor performance and inefficiency. The sector has been embroiled in corruption, nepotism, tribalism, and poor service delivery; in that promotions and appointments of employees are hardly made on merit but rather on association, regionalization and religion (Akanni, Omisile, & Oduaran, 2018). Unsurprising, Gallup's (2022) statistics revealed that 24% of these employees reported daily sadness owing to unfairness and injustice within the organisation. In sum, perceived unfairness and injustice pervade the air of public sector employees in Nigeria. Lewin (1938) cited by Delle (2013) argued that individuals respond to their perception of reality rather than reality itself. Hence, employees of this sector going by these assertions, poor dedication and involvement in work could be a consequence of the unfairness and injustice in the perception of organisational politics; defined as a behaviour, formal or informal that is motivated by self-interest, executed with the sole purpose to satisfy individual interest now or in the future (Delle, 2013).

Another factor that has been identified as an antecedent of job involvement is job stress (Maryati & Kusumayuda, 2020; Ullah et al., 2019; Babu & Solomon, 2017) and its impact appears to be spiralling in many countries of the world, including Nigeria (Oyewole, Adegoke, & Atoyebi, 2020). This occurs more in the public sector where over 50% of absences from work are stress-related (Naqvi, Khan, Kant, & Khan, 2013; Pratama & Parahyanti, 2019). To Murali, Basit and Hassan, (2017) job stress is the occupational disease of the century for mankind that affects them physically and cognitively. Jamal (1990) cited by Bhatti, Bhatti, Akram, Hashim and Akram (2016) defined job stress as an individual's reactions to features of the work environment that seem emotionally and physically threatening. Amoako, Gyamfi, Emmanuel and David (2017) argued that job stress emanant from the individual or the organisation which leads to emotional discomfort which inevitably affects the physical and psychological condition of the employee. Meanwhile, Gallup (2022) reported that 46% of Nigeria's entire workforce experienced daily stress consecutive

in two years (2021 and 2022) and over 70% of employees are not thriving, struggling or are worried about their present situation and have a negative view about the nearest future. Thus, affecting them cognitively and physically.

Plethora of studies have linked perceived organisation politics and job stress to employee involvement (e.g., Maryati & Kusumayuda, 2020; Ullah et al., 2019; Babu & Solomon, 2017; Thakre & Barua, 2016; Delle, 2013; Opoku & Arthur, 2018). However, most of these studies largely investigated the direct relationship between these constructs. This study takes an in depth look into the mechanisms of resilience on how it can moderate the relationship between perceived organisation politics, job stress and employee involvement; a literature gap the study intends to bridge. Specifically, this study asserted that although perceived organisational politics and job stress may have a negative influence on job involvement, the inclusion of a moderator especially a personal resources or psychological capital *i.e.*, resilience is likely to weaken the relationship between based on the theoretical postulations of job demands-resources (JD-R) model of Bakker and Demerouti (2007). Resilience refers to positive adjustment capacity in response to an adverse situation; it is an innate capacity to fight back against threats, risks and injuries or conditions (Yadav & Banerjee, 2017). Consequently, the ability of an employee to quickly rebound and overcome negative trends like organisational politics and job stress the more likely to buffer the negative effect on job involvement. Thus, the study's main objective is to ascertain the moderating effect of resilience on the relationship between perceived organisational politics, job stress and job involvement of public sector employees in Nigeria.

LITERATURE REVIEW

This section discusses the concept of job involvement, job stress, perceived organisational politics, resilience, theoretical framework and the research model.

Concept of Job Involvement

Job involvement is a relatively broader term and has extensively been defined in various ways (Ullah, Ahmed, & Khan, 2019). In other words, Badu and Solomon (2017) posited that job involvement is still in need of a distinct identity, as there is an issue of semantics. Nonetheless, job involvement is the level at which a person attaches himself cognitively to his work, actively participates in it, and considers his performance necessary for his value (Maryati & Kusumayuda, 2020). To Fasanmi, Mazadu and Ogundele (2021) it is the degree to which an employee is engaged in and enthusiastic about performing their work. Blumberga and Lapkovska (2021) job involvement as the extent to which an employee is physically, emotionally and cognitively active on the job. Buba and Solomon (2017) defined it as the degree to which a person identifies psychologically with his work or the importance of work in his total self-image. Kusmaningtyas and Nugroho (2021) see it as a cognitive state that reflects how an employee psychologically identified with his job by showing enthusiasm, zeal, commitment and interest while performing his job and full confidence in his ability to get the job complete. Job involvement is an individual's cognitive identification or dedication to his job (Griffin, Hogan, Lambert, Tucher-Gail, & Baker, 2010). Empirical evidence suggests that job involvement significantly predicts desirable work outcomes *e.g.*, it boosts employee performance, decreases counterproductive behaviour and improves organisational productivity (Fasanmi et al., 2021; Kusmaningtyas & Nugroho, 2021). This paper defined job involvement as the degree to which an employee is willing to cognitively invest himself in tasks role that promotes connection to work, colleagues and the organisation as a whole.

Concept of Perceived Organisational Politics

Politics is part of human existence and cannot be eliminated in any organisation (Opoku & Arthur, 2018). In the same vein, Lewin (1938) argued that individuals respond to their perception of reality rather than reality itself. Consequently, the perception of organisational politics focused on how employees in the workplace respond to political schemes; arguing people respond to their perception rather than actual political strategies (Opoku & Arthur, 2018). Aslam (2016) sees it as an

important part of the organisation where superiors promote self-interest rather than organisational interest. Delle (2013; 152) defined organizational politics as a behaviour, formal or informal that is motivated by self-interest, and executed with the sole purpose to satisfy individual interests now or in the future. This study defined perception of organisational politics as the subjective appraisal of the extent to which an employee views that the organisation is unfair and unjust in advancing and promoting self-interest at the expense of the organisation and the employees' Inconsistencies in findings have been reported in a plethora of studies between perceived organisational politics and job involvement (*e.g.*, Delle, 2013; Opoku & Arthur, 2018) reported positive significant of perceived organisational politics and job involvement. While (*e.g.*, Aslam, 2016; Bedi & Schat, 2013) reported a negative significant effect of perceived organisational politics on job involvement.

It is based on this inconsistency as suggested by Baron and Kenny (1986) that the study introduced a moderator variable to strengthen, weaken or change the direction of the relationship.

H₀₁: Perceived organisational politics does not have significant effect on job involvement of public sector employees in Zamfara state.

Concept of Job Stress

Job stress occurs when the demand placed on an individual at the workplace exceeds their perceived ability to successfully cope with the situation, resulting in a harmful reaction (Mensah, 2021). It is a condition of tension that creates physical and psychological imbalances, which affect the emotions, thought processes, and conditions of employees (Rivai, 2014 cited by Novitasari, 2020). To Oyewole, Adegoke and Atoyebi (2020) it is a psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. They further categorised stress into two types: (a) Eustress: positive, pleasant or curative stress. (b) Distress: dysfunctional or negative stress with symptoms, including unstable emotions, feelings of restlessness, like being alone, having trouble sleeping, smoking excessively, not being able to relax, being anxious, tense, nervous, increasing blood pressure, and experiencing indigestion (Iskamto, 2021). A plethora of studies have linked job stress to job involvement. While (*e.g.*, Maryati & Kusumayuda, 2020; Ullah et al., 2019; Babu & Solomon, 2017; Thakre & Barua, 2016; Griffin et al., 2010) found that job stress has negative and significant effect on job involvement, Olujide, Igbinoba, Solarin, Ahmadu and Olawunmi, (2017) reported a nonsignificant effect of job stress on job involvement. It is based on this inconsistency as suggested by Baron and Kenny (1986) that this study introduced a moderator variable to strengthen, weaken or change the direction of the relationship.

H₀₂: Job stress does not have significant effect on job involvement of public sector employees in Zamfara state.

Concept of Resilience

Resilience as a concept has been utilised in diverse fields such as entrepreneurship, psychology, management, disaster management, engineering, ecology and sociology (Korber & Mcnaughton, 2018). As such, its conceptualisation has not been uniform (Hodliffe, 2014). Be it as it may, it is described as the ability of an individual to adapt and bounce back from subjectively significant threats, dangers and risks without losing the ability to function optimally (Meintjes & Hofmeyr, 2017). To Yadav and Banerjee (2017) resilience refers to positive adjustment capacity in response to an adverse situation; it is an innate capacity to fight back against threats, risks and injuries or conditions. They also described it as an individual's physiological, emotional, psychological and spiritual ability against the hazardous condition. Kašpárková, Vaculík, Procházka and Schaufeli, (2018) view it as a positive personality trait that enables an employee to adapt, cope, rebound and bounce back from work-related risks, conflicts, threats and failures. This study defines resilience as the psychological capacity of an employee to fight back, rebound and overcome work-related failures, issues and adversities and adjust easily without performance being affected adversely. A plethora of studies (*e.g.*, Black, Balanos, & Whittaker, 2017; Mulliner, 2018; Ojo, Fawehinmi, & Yusliza, 2021; Amir & Mangundjaya, 2021) have established that resilience is a

Ojeleye, Y.C., Salisu, U., Mejabi, B.O. and Mukaila, K.A. (2022), "Perceived organizational politics, job stress and job involvement of public sector employees in Nigeria: the role of resilience", *Management and entrepreneurship: trends of development*, 4(22), pp.17-33. Available at: <https://doi.org/10.26661/2522-1566/2022-4/22-02>

significant predictor of work engagement, employee performance (Kašpárková et al., 2018; Murugesan & Megavannan, 2019), turnover intentions (Hidayah & Ardiansyah, 2018; Zhang et al., 2020)

H₀₃: Resilience does not have significant effect on job involvement of public sector employees in Zamfara state

Resilience as a Moderator

Resilience has been employed as a moderator in a plethora of studies *e.g.*, moderated the relationship between stress and burnout (Stanley, Buvaneswari, & Arumugam, 2021), stress and psychological health (Kashyap & Kumar, SKrishna, 2014), work overload and intimidation (Kimura, Bande, & Fernandez-Ferrin, 2018). Meanwhile, this study employed resilience based on two recommendations. First, Andersson, Cuervo-Cazurra and Nielsen (2014) recommended that the inclusion of a moderator in a study should be based on theoretical postulations rather than trial and error. Thus, to solidify and confirm the theoretical assumptions of the job demands-resources model which asserted that personal resources act as a buffer between job demands *i.e.*, job stress and organisational politics and positive job outcomes. In other words, personal resources *i.e.*, resilience can act as a buffer to weaken the effect of job stress and organisational politics on job involvement. That is, employees who possess high resilience will easily rebound or overcome the negative effect of job stress and organisational politics on their cognitive attachment to the organisation. Second, a moderator was introduced due to inconsistencies in findings that have been reported in previous findings as recommended by Baron and Kenny (1984).

H₀₄: Resilience does not significantly moderate the relationship between perceived organisational politics and job involvement of public sector employees in Zamfara state.

H₀₅: Resilience does not significantly moderate the relationship between job stress and job involvement of public sector employees in Zamfara state.

Job Demands-Job Resources (JD-R) Model

The job demands-resources model was propounded in 2006 by (Bakker & Demerouti, 2007) was used to underpin this study. The theory is used to explain certain job attributes such as demands and resources contribute to explaining the variance in employee job involvement (Jackson, 2014). The theory posited that job characteristics are divided into two categories *i.e.*, job demands and job resources with distinct outcomes (Bakker & Demerouti, 2018). Job demands are negative job features that result in physical and psychological costs (Bakker & Demerouti, 2014). For instance, job stress and perceived organisational politics are negative aspects of an employee's job that depletes the employee cognitively and reduce his capacity to job done. While job resources are the aspect of a job that help minimises the negative effect of job demands and associated physical and cognitive costs while promoting self-improvement and advancement (Airila, Hakanen, Schaufeli, & Luukkonen, 2014). For instance, support systems within the organisation (*i.e.*, co-worker support and supervisory support) are job resources that help employees cope with their job demands and help promote wellbeing in the workplace (Nielsen et al., 2017). Meanwhile, the theory added the third category termed personal resources with a similar positive drive as job resources but are innate to the employees (Bakker & Demerouti, 2018). Personal resources are collectively unique and valuable innate capacities of self-efficacy, hope, optimism, trust and resilience (Shu-ling, Chih-ting & Nai-wen, 2018). Personal resources have been reported to buffer the negative influence of job demands on desirable job outcomes (Anjum, Liang, Durrani, & Parvez, 2020). In sum, the study posited that the ability of an employee to quickly bounce back (resilience) as a personal resource from job demands and associated costs will to a larger extent influences his/her cognitive alertness in the workplace.

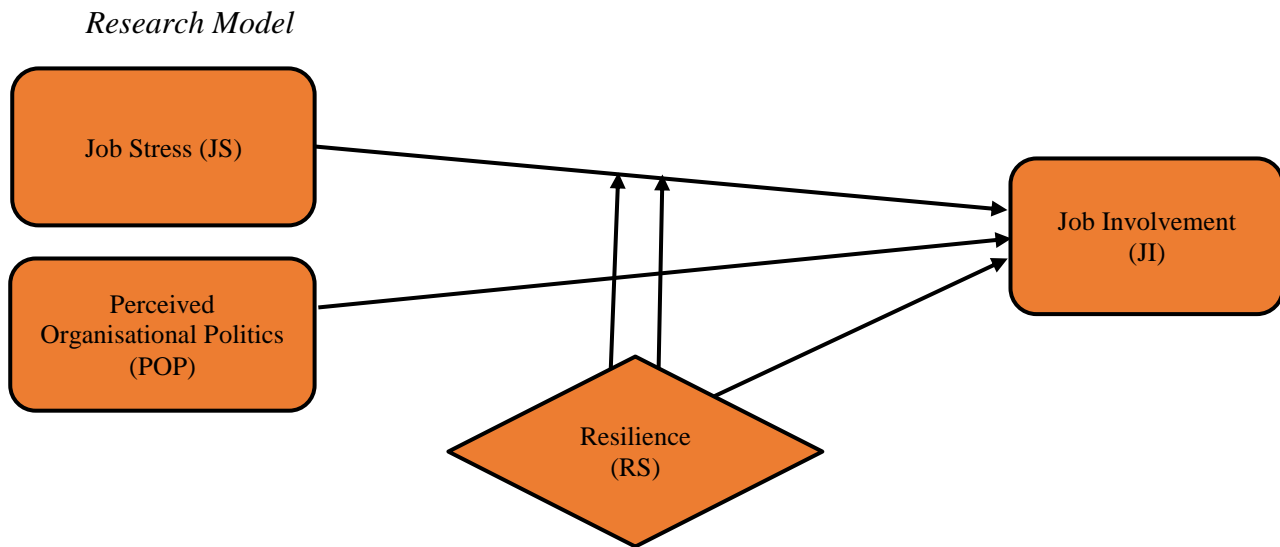


Figure 1: Conceptual Framework

The conceptual framework depicts the two predictors (JS and POP) and the moderator (RS) variables predicting the criterion variable JS.

METHODOLOGY

The paper used a quantitative research design which entails the use of numeric data to analyse the relationship between two or more variables using statistical procedures (Creswell & Creswell, 2018). Specifically, the study employed survey and cross-sectional research designs. In a cross-sectional study, the researcher measures the outcome and the exposures of the study participants at the same time (Setia, 2018). In survey research, researchers select a sample of respondents from the population and administer a standardized questionnaire to them (Odoh & Ihedigbo, 2014). The study employed a purposive sampling technique as a total of 500 pieces of the questionnaire were distributed to employees in tertiary institutions and civil servants in Zamfara state both in federal and state establishments and of which 384 (77%) were returned. Ali, Ciftci, Nanu, Cobanoglu and Ryu (2020) argued that there is no "consensus" among scholars as to what is the acceptable response rate in a given study. However, Malhotra and Grover (2001) suggested that a 50% response rate is adequate to make a credible generalisation. As such, the present study's 77% response rate is considered adequate to make a relevant recommendation. Furthermore, 118 pieces of the questionnaire were invalid due to 97 missing values and 27 multivariate outliers. Hence, a total of 266 pieces were valid and subsequently used for the analyses.

Measures

Instruments from previous studies were adopted to measure the study's constructs. First, perceived organisational politics was measured using the short version Kacmar and Carlson (1997) perception of politics scale. A sample of the item is: "Telling others what they want to hear is sometimes better than telling them the truth" with the response of 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha for the scale was 0.70; indicating that the scale is consistent and appropriate for the study. Secondly, job involvement was measured using Kanungo's (1982) 10-item job involvement scale. A sample of the item is; "I live, eat and breath my job" with a possible response of 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha for the scale ranged from 0.70 to 0.81 indicating that the scale is reliable and appropriate for the study. Thirdly, job stress was measured using 9-item De Bruin and Taylor (2005) general work stress scale. A sample of the item is: "Do you spend a lot of time worrying about your work? with the response of 1

(strongly disagree) to 5 (strongly agree) and Cronbach's alpha of 0.89. Lastly, resilience was assessed using the 6-item brief resilience scale of Smith et al. (2008). A sample of the item is: "I tend to bounce back quickly after hard times" with a possible response of 1 (strongly disagree) to 5 (strongly agree) and Cronbach's alpha ranging from 0.8-0.91 showing the consistency of the scale and its appropriateness for the current study.

Data Analysis

Preliminary analyses and data screening such as checking and treatment of missing values, outlier, normality test, common method variance and multicollinearity test were undertaken on the retrieved data using SPSS 24. These tests were carried out to ascertain the nature of the data and to ensure that they are cleaned and ready for further analyses. In addition, the study employed structural equation modelling specifically, Smart-PLS 3.2.8 to compute the two basic models of partial least square (PLS) path modelling which are the measurement model and structural model. This is utilised owing to its flexibility in terms of distribution and study population and accuracy in computation of mediation and moderating effect as it accounts for errors capable of deflating or inflating possible relationships (Garson, 2016).

Research Findings and Discussions

The study's findings are discussed under the two basic models of structural equation modelling (SEM); the measurement and structural models used below:

Measurement Model

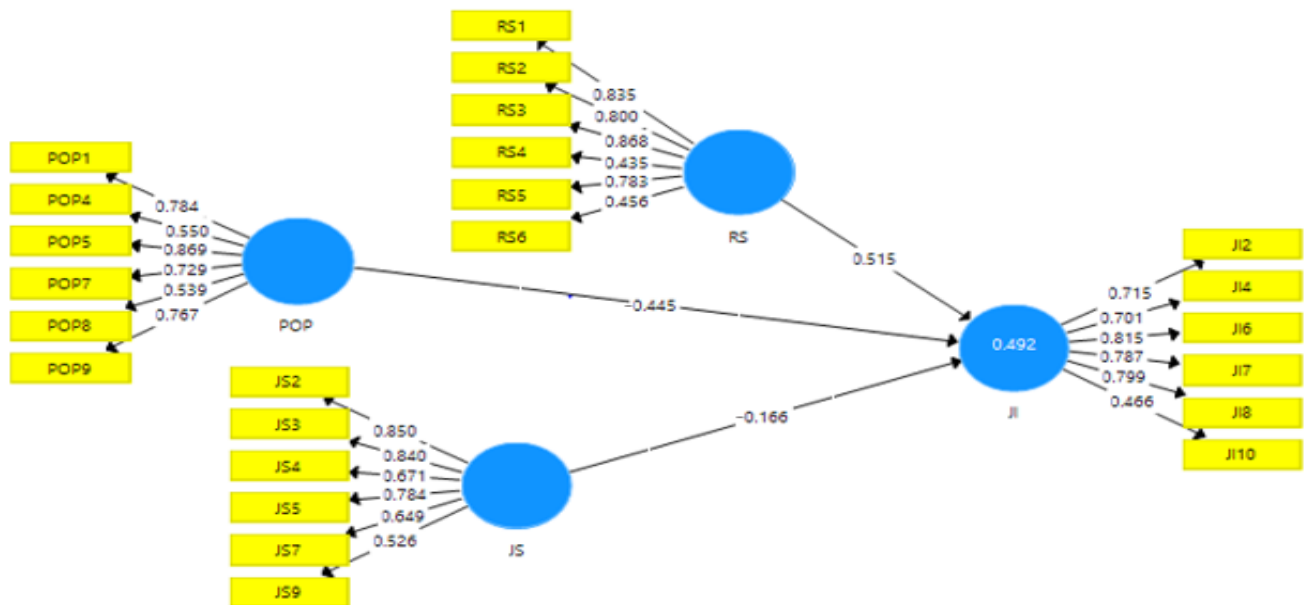


Figure 2: Pictorial display of measurement model

The factor loadings, reliability (*i.e.*, composite reliability), and validity (*i.e.*, convergent and discriminant) were investigated in the measurement model. In respect of factor loadings, only items that loaded above 0.4 were retained as recommended by (Hair, Hult, Ringle, Sarstedt, Danks & Ray, 2021) while items that loading below the stipulated threshold were deleted (*i.e.*, POP2, POP3, POP6, POP10, JS1, JS6, JI1, JI3, JI5 & JI9). Furthermore, the constructs' reliability was assessed using the composite reliability and all reached the established threshold of 0.700 as suggested by (Sekaran & Bougie, 2016). The values range from 0.858 to 0.869. In the same vein, average variance extracted (AVE) was examined to confirm the constructs' convergent validity and as recommended by Fornell and Larcker (1981) the values are all above the 0.5 threshold.

Table 1: study(n=266): Factor Loadings, Reliability and Convergent Validity (AVE)

Construct	Indicators	Loadings	Composite Reliability	AVE
Job Involvement	JI2	0.715	0.865	0.524
	JI4	0.701		
	JI6	0.815		
	JI7	0.787		
	JI8	0.799		
	JI10	0.466		
Job Stress	JS2	0.850	0.869	0.532
	JS3	0.840		
	JS4	0.671		
	JS5	0.784		
	JS7	0.649		
	JS9	0.526		
Perceived Organisational Politics	POP1	0.784	0.860	0.514
	POP4	0.550		
	POP5	0.869		
	POP7	0.729		
	POP8	0.539		
	POP9	0.767		
Resilience	RS1	0.835	0.858	0.517
	RS2	0.800		
	RS3	0.868		
	RS4	0.435		
	RS5	0.783		
	RS6	0.456		

To confirm the discriminant validity, the study utilised Heterotrait-Monotrait (HTMT) ratio proposed by Henseler, Ringle and Sarstedt (2015) owing to its superiority over cross-loading and Fornel and Larcker criterion as they are unable to detect the absence of discriminant validity in certain research situations depicted in table 2 below

<i>Table 2: HTMT Ratio of Correlations for Discriminant Validity</i>				
Construct	JI	JS	POP	RS
JI				
JS	0.593			
POP	0.675	0.703		
RS	0.727	0.437	0.621	

The Heterotrait-Monotrait (HTMT) ratio of correlations is used to assess the discriminant validity of the constructs. The construct intercorrelations are all smaller than the suggested conservative threshold of 0.85 for conceptually distinct constructs as recommended (Hair et al., 2021), to confirm that discriminant validity exists. Meanwhile, discriminant validity revealed that a tested construct is not substantially related to other tests. In essence, it measures conceptually distinct ideas (Kline, 2016).

Structural Model

The structural model was employed to test the hypothesised relationship (path coefficient) between the variables. Bootstrapped 5000 was utilised for both direct and indirect (moderated) relationships. Furthermore, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2) and effect size of predictive relevance (q^2) were also analysed and discussed.

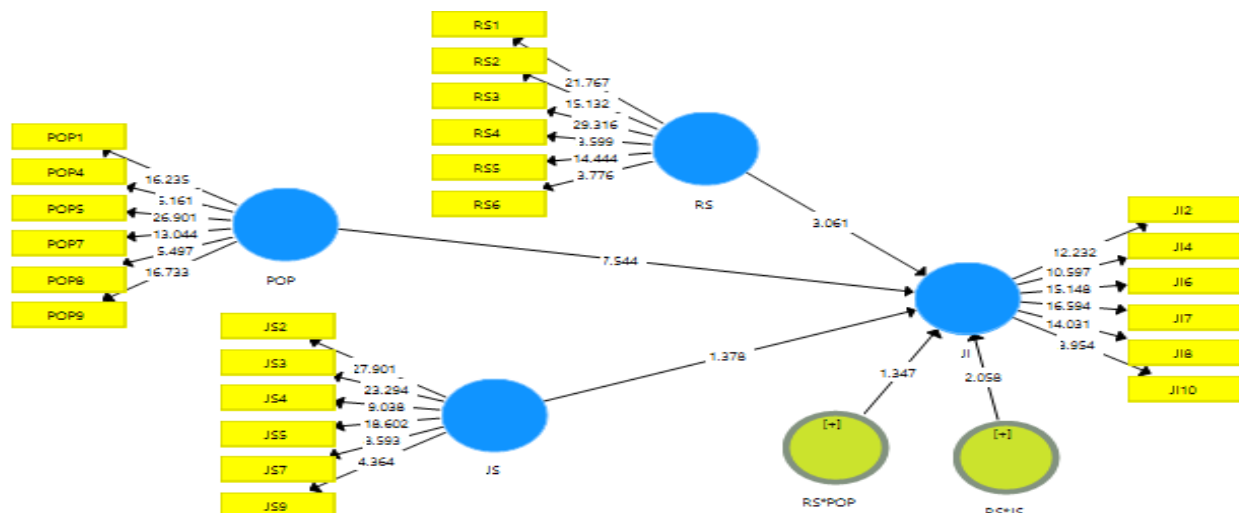


Figure 3: Pictorial display of structural model

Test of Hypotheses

Table 3: Path Coefficient

Hypothesis	Relationship	Beta	Standard Error	T-value	P-value	Decision
H ₀₁	POP-> JI	-0.445	0.066	7.544	0.000	Rejected
H ₀₂	JS -> JI	-0.166	0.154	1.378	0.169	Failed to be Rejected
H ₀₃	RS->JI	0.515	0.164	3.061	0.002	Rejected
H ₀₄	RS*POP	0.097	0.072	1.347	0.178	Failed to be Rejected
H ₀₅	RS* JS	0.210	0.102	2.058	0.040	Rejected

$$R^2 = 0.492$$

The first finding showed that perceived organisational politics has negative and significant effect on job involvement. A 1% increase in perception of organisational leads to a 0.497% decrease in employee job involvement. Thus, the first hypothesis is rejected. Contrarily, the second outcome of the study revealed that job stress has negative and non-significant effect on job involvement. Hence, the second hypothesis failed to be rejected. Furthermore, the third finding depicted that employee resilience has positive and significant effect on job involvement. A 1% increase in employee resilience results in a 0.502% increase in job involvement. The fourth hypothesis showed that employee resilience did not moderate the relationship between perceived organisational politics and job involvement. Finally, in contrast, the fifth finding revealed that employee resilience significantly moderates the relationship between job stress and job involvement.

The coefficient of determination (R^2) explains the degree of variance in the endogenous variable (JI) that is jointly explained by the exogenous and moderator variables (POP, JS & RS). According to Chin (1998) coefficient of determination values of 0.67, 0.33, and 0.19 are regarded as substantial, moderate, and weak respectively. Therefore, the R^2 value of 0.492 (49%) is moderate and explains that 49% of the variance in job involvement is jointly explained by perceived organisational politics, job stress and employee resilience.

Predictive Relevance (Q^2)

Garson (2016) stated that the Q^2 value of 0 or negative showed that the model is irrelevant in predicting the endogenous variable. According to Avcilar and Özsoy (2015), the Q^2 value bigger than 0 for a certain reflective endogenous latent variable indicates the path model's predictive relevance for a particular construct. Consequently, the Q^2 value of 0.220 in table 5 below shows that the study possesses predictive relevance.

<i>Table 4: Predictive Relevance (Q^2)</i>			
Construct	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Involvement (JI)	594.000	463.509	0.220

Effect Size (f^2)

Effect size assesses the quantitative measure of the magnitude of the experimental effect of the exogenous variables on endogenous variable using the Cohen (1988) threshold. Cohen (1988) advanced that (f^2) values of 0.02, 0.15, and 0.35, to represent small, medium, and large effects respectively. Thus, POP and RS*JS have a medium size effect, JS and RS have a small effect while RS*POP has no effect. In addition to the effect size (f^2) evaluation, the relative measure of the predictive relevance can be assessed through the (q^2) values of 0.02, 0.15, and 0.35 indicating small, medium or large predictive relevance of an exogenous construct explaining the endogenous latent variable under investigation (Hair, Risher, Sarstedt, & Ringle, 2018). The result revealed that all the latent constructs have a medium size effect presented in the table below:

Table 5: Effect Size and Effect size of Predictive Relevance						
Construct	R² included	R²excluded	f²	Effect size	q²	Effect size
POP	0.492	0.390	0.202	Medium	0.178	Medium
JS	0.492	0.485	0.014	Small	0.219	Medium
RS	0.492	0.433	0.116	Small	0.186	Medium
RS*POP	0.492	0.490	0.004	No effect	0.219	Medium
RS*JS	0.492	0.406	0.169	Medium	0.216	Medium

RESULT AND DISCUSSION

The outcome of the first hypothesis established that perceived organisational politics has negative and significant effect on employee job involvement. The result showed that there is an inverse relationship between perceived organisational politics (POP) and job involvement (JI). In other words, when employees' subjectivity appraises the organisational politics and they view it as unfair, unjust and biased, it will adversely affect their involvement in the workplace. In addition, based on the postulations of the JD-R model which posited that job demand *i.e.*, POP has psychological and physiological costs which negatively affect their job outcomes (Bakker & Demerouti, 2014). Furthermore, this finding is in congruence with previous studies (*e.g.*, Aslam, 2016; Bedi & Schat, 2013). However, it is in contrast with past studies (Delle, 2013; Opoku & Arthur, 2018). The second hypothesis, contrary to expectation found that job stress did not significantly influence employee job involvement. Although the effect was negative it was not found to be significant. This is not far-fetched since working in civil service in Nigeria is naturally stressful (Ojeleye, Bakare, & Kareem, 2020) and perhaps the employees are used to the stress. In other words, employees in the Nigerian civil service likely have a large capacity to withstand stress owing to the perceived privilege of working in a government establishment and the mass unemployment rate in the state and country at large. The finding is in contrast with previous studies (*e.g.*, Maryati & Kusumayuda, 2020; Ullah et al., 2019; Babu & Solomon, 2017; Amin, Khattak, & Khan, 2018; Thakre & Barua, 2016; Griffin et al., 2010). The third hypothesis found that resilience has a positive and significant effect on job involvement. The finding is consistent with the theoretical assumptions of the JD-R model which argued that personal resources play a similar role as job resources in favourably predicting job outcomes *i.e.*, involvement (Bakker & Demerouti, 2018). In the same vein, resilience; self-evaluation predict goal-setting, motivation, life satisfaction, involvement and desirable job outcomes (Bakker & Demerouti, 2014).

The fourth and fifth hypotheses highlighted the moderating effect. The outcomes of the fourth hypothesis found that resilience did not significantly moderate the relationship between POP and JI. This may be because the understudy construct has to do with perception and not reality. As such, there was no need to bounce back or rebound. Lastly, the fifth hypothesis established that resilience significantly moderated job stress and job involvement. The sign of moderation is called mitigating effect as established by (Gardner, Harris, Li, Kirkman, & Mathieu, 2017). The type of moderation exists when the coefficients of predictor variable *i.e.*, job stress and the moderator variable have a different direction (positive or negative). As the value of the moderator increases, that of the predictor variable decreases. This type of moderator according to Gardner et al. (2017) is used to explain the buffering effect. Consequently, resilience buffered and diminished the negative effect of job stress on employee job involvement. In other words, employees with a high innate ability to rebound and overcome work-related challenges are more likely to weaken the negative effect of job stress on their involvement in the workplace. This is consistent with the theoretical postulation of personal resources buffering the negative effect of job demands on desirable job outcomes (Bakker & Demerouti, 2014).

CONCLUSION

Employees are one of the most important assets of any organisation owing to their roles in advancing competitive advantage. Consequently, since every organisation desires to be competitive and relevant, it is sacrosanct that management and government across all tiers make a concerted effort at ensuring that these employees are cognitively and physiologically alert. These can be assured by ensuring that job demands categorise such as job stress and organisation politics are adequately managed and minimised in the workplace.

Hence, based on the research findings the following recommendations are advanced

i. Political behaviours should be avoided in the workplace as they can result in organisational discomfort and subsequently result in a decline in employee job involvement.

ii. Job stress should eliminate optimal in the workplace by ensuring that employee workloads are nominal.

iii. Although resilience is innate, nonetheless management psychologists and therapists have been enabled to train employees on coping strategies. Thus, training and development are needed to boost employees' resilience in the workplace.

iv. Counterproductive organisational politics should be discouraged in the workplace. This can be done by ensuring that the organisation is fair and equitable for all categories of staff and erring employees punished.

v. Resilience as a coping strategy to minimise the influence of job stress on job involvement be encouraged in the workplace.

LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES

Despite the fascinating findings, the study is not without some established limitations. First, the study is solely quantitative in design employing both survey and cross-sectional designs. One of the known established problems of cross-sectional research is the common method variance; biases attributed to the measurement procedures rather than the construct of study. To mitigate this problem longitudinal research techniques can be adopted in future studies. In addition, qualitative research can also be studied to better understand the established relationship. Second, the study utilised a purposive sampling technique; a nonprobabilistic sampling design that does not give respondents an equal chance of being selected and generalisation of research findings. Future studies should employ a more robust methodology with a larger sample size for easy generalisation of research findings. Third, the study was limited to public sector employees ignoring the private

sector. Besides, the study's sample is small to make a crucial generalisation. Future studies can also be undertaken on private-sector employees or both sectors in a meta-analysis study. Lastly, psychological capital/ personal resources consist not only of resilience but also of self-esteem, self-efficacy, hope and optimism. Future research can apply any of these constructs as a moderator or mediator of the established relationship in this study.

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ОРГАНІЗАЦІЙНА ПОЛІТИКА, СТРЕС НА РОБОТІ ТА ЗАЛУЧЕННЯ ПРАЦІВНИКІВ ДЕРЖАВНОГО СЕКТОРУ В НІГЕРІЇ: РОЛЬ СТІЙКОСТІ

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В статті розглянуто роль стійкості у зв'язку між сприйнятою організаційною політикою, стресом на роботі та залученням до роботи серед працівників штату Замфара. У дослідженні використовувалися методи цілеспрямованої вибірки, оскільки респондентам було роздано 500 частин анкети, з яких 266 частин анкети були дійсними та використовувалися для аналізу. У дослідженні використовувалося моделювання структурних рівнянь, щоб встановити гіпотетичний зв'язок. Висновки показали, що передбачувана організаційна політика та стійкість мають негативний і позитивний значний вплив на участь у роботі відповідно, тоді як робочий стрес має негативний незначний вплив на участь у роботі.

Ключові слова: сприймання організаційної політики; залучення до роботи; стійкість; модель вимог до роботи та ресурсів; робочий стрес.