



# **NNADIEBUBE JOURNAL OF SOCIAL SCIENCES**

---



---

**Vol. 2 No.1 July-December 2021**

**ISSN (Print) 2636-6398**  
**E-ISSN (Online) 2636-638X**  
**Journal Website (URL): [Https://nnadiebubejss.org](https://nnadiebubejss.org)**



© NJSS

## Copyright

*All rights reserved. No part of this Journal shall be reproduced, stored in any retrieval system or transmitted in any form or by any means in whole or in part without the prior written approval of the copyright owners*

**Published, 2022**

Printed in Nigeria by:

COLLEGE OF EDUCATION IKWO PRINTING PRESS LTD



**RC: 55066**

ADDRESS:

**COEIPP LTD**

**Ebonyi State College of Education,  
Ikwo, Ebonyi State Nigeria,**

**Motto:** *Integrity and Quality Productions*



---

## **EDITORIAL POLICIES**

Nnadiesbube Journal of Social Sciences (NJSS) is published in Faculty of Social Sciences, Nnamdi Azikiwe University, Awka, Anambra State Nigeria. NJSS is an online, open access, peer reviewed, academic journal that publishes original research, well-structured evaluation studies, current case reports, meta-analysis reports, systematic review articles, book review of highly scholarly standards and theoretical manuscript which are aimed at proffering solutions to critical social and behavioral problems in Africa. The core goal of NJSS is the communication of scientific findings and interpretation in a simple manner but without the sacrifice of professional standards. Authors are to visit the journal website: (<https://njss.org>) to register and submit their manuscripts. The Nnadiesbube Journal of Social Science publications shall be both online and off-line. Publication shall be regular and special issues.

1. NJSS Regular Publication: This shall be published twice in a year: January - June and July –December. Unlike Special Issue Publications, authors shall pay publication fees for Regular Publication.
2. NJSS Special Issue Publication: This shall be published once in a year or thrice in three years. Special issue is organized around an integral theme. Special Issue Publications shall be sponsored publications. Unlike Regular Publications, authors shall not pay publication fees for Special Issue Publication.

Authors are to visit (<https://njss.org>) to register and submit their manuscripts. All manuscript for NJSS regular publication shall be sent to [submission.njss@journals.unizik.edu.ng](mailto:submission.njss@journals.unizik.edu.ng). All manuscript for NJSS special issue publication shall be sent to [specialissue.njss@journals.unizik.edu.ng](mailto:specialissue.njss@journals.unizik.edu.ng). Editorial review board members shall return all the reviewed manuscripts and their comments to [editor.njss@journals.unizik.edu.ng](mailto:editor.njss@journals.unizik.edu.ng). Any Information about the journal, publication, or other than publication, shall be sent to [info.njss@journals.unizik.edu.ng](mailto:info.njss@journals.unizik.edu.ng).

## **NJSS Privacy Policy**

The names and email addresses entered in this NJSS publication site will be used exclusively for the stated purposes of this journal and not be made available for any other purpose or to any other party.



---

### **NJSS Guidelines for Submission of Manuscript**

Nnadiesube Journal of Social Sciences (NJSS) is published in Faculty of Social Sciences, Nnamdi Azikiwe University, Awka, Anambra State Nigeria. NJSS is an online, open access, peer reviewed, academic journal that publishes original research, well-structured evaluation studies, current case reports, meta-analysis reports, systematic review articles, book review of highly scholarly standards and theoretical manuscript which are aimed at proffering solutions to critical social and behavioral problems around the globe. The core goal of NJSS is the communication of scientific findings and interpretation in a simple manner but without the sacrifice of professional standards. Authors are to visit the journal website: (<https://njss.org>) to register and submit their manuscripts at [submission.njss@journals.unizik.edu.ng](mailto:submission.njss@journals.unizik.edu.ng).

**Scope :** Papers submitted for review and possible publication may address any aspect of general and applied psychology, work organization research and personnel policy, leadership research and organization science policy, meta-analytical research, progressive reviews, data science, meta-bus research and big data policy, employee-assistance profession research, labor union research and policy, Innovative work behaviors, sociological research and policy, vocational and occupational behavior, economic research and policy, organizational behavior, African business, economic research and policy, consumer behavior, behavioral science research and policy, cross-cultural studies, machine-assisted learning, Higher education and learning technology, drug abuse research and substance abuse policy, political science research and policy, social media research and digital communication policy, brief reports, ethical issues relating to business. NJSS is powered by knowledgeable and resourceful editorial board.

**Submitting your Manuscript:** Authors interested in publishing articles in Nnadiesube Journal of Social Sciences are encourage to submit their manuscripts electronically to the [submission.njss@journals.unizik.edu.ng](mailto:submission.njss@journals.unizik.edu.ng). Manuscript for submission must be written in English Language with double-spacing throughout on one side of A4 or use standard size paper with all margins at least one inch saved as Microsoft word file. NJSS encourage conciseness in writing. Typical manuscripts should normally be between 15 to 35 pages, including references, tables and figures. Longer papers will be considered and published if it met the above criteria. The best ideas are always expressed in simple, direct language. Excessive references are not helpful. Cite only the most representative and authoritative sources to support your points.



NJSS accept only English Language Manuscripts. Poor writing may jeopardize the evaluation of good ideas. Poor grammar impedes communication. NJSS encourage use of a professional copy editing service before submission of the manuscript, especially for non-native English speaking authors. The better developed manuscript and the ideas it contains, the easier it will be to review, and the better it will be received by reviewers. NJSS encourage authors to seek peer reviews on their manuscript prior to submission to NJSS. Each submission should be accompanied by a cover letter addressed to the Editor, indicating that the manuscript is original and not under consideration by any other journal or book. An acknowledgment of receipt will be e-mailed to the author within two days and the manuscript will be sent for external review by three independent reviewers. Once a manuscript is received at NJSS, the editor reads the manuscript for appropriateness for NJSS. Manuscripts prepared in a way that could compromise blind review also may be returned to the author for revision. The American Psychological Association's Publication Manual (7th edition) should be followed when preparing manuscripts. Manuscripts are reviewed by the Editorial Board. NJSS allow up to ten days for commencement of external review, 3 months for a publication decision and up to 1 year for publication.

Authors should supply a cover page with the names and complete contact information for the primary author and any co-authors. Their names should not appear elsewhere in the manuscript. Specifically, the cover page has the title of the paper, the names of all the authors and their affiliation; along with the detailed address of the corresponding author, including postal address, email address, phone number, and fax number. Acknowledgments should be the first entry in the Notes section, which immediately precedes the References. The numbered notes should begin after the acknowledgements. The second page of the paper should have the title of the paper and an informative abstract of no more than 250 words, double-spaced. Provide up to five key words or phrases to help in identifying appropriate reviewers. The body of the paper begins on page 3. It is not necessary to include the title on this page. Primary headings should be capitalized and bold. Secondary headings should be in upper and word capitalized. Third level headings should be italicized with the first word capitalized. All headings should be left justified.

Authors are to organize the manuscript into five main sections: Introduction, Theoretical Background and Literature Reviews (if hypotheses are used, include them in this section), Methods, Result, Discussion and Conclusion. Use secondary headings within each main section to clearly organize the presentation. Put sentences in the active voice (e.g. 'I did it, they did it) instead of the passive voice ('it was done') to make it easy for readers to see who did what. Use the first person ("I" or "We") to



---

describe what you did yourself. Number all the pages, from the cover page to the end of the entire manuscript. Kindly, prepare the entire manuscript (including tables and figures) in Microsoft Word using Times New Roman font, use 12 point size for the body of the paper. NJSS is published twice a year; contributors should e-mail their manuscripts to the Editor at [editor.njss@journals.unizik.edu.ng](mailto:editor.njss@journals.unizik.edu.ng). For additional information, please contact: [info.njss@journals.unizik.edu.ng](mailto:info.njss@journals.unizik.edu.ng).

### **Copyright and Licensing Published 2021**

#### **NJSS Copyright:**

All rights reserved. No part of this journal shall be reproduced, stored in any retrieval system or transmitted in any form or by any means in whole or in part without the prior written approval of the copyright owners. NJSS Publication uses the Creative Commons License.

#### **Rights and Responsibilities of author:**

- Author will be responsible for any kind of plagiarism issue
- Article should not be published in multiple journals.
- Author warrant and represent that the work does not violate any proprietary or personal rights of others (including, without limitation, any copyrights or privacy rights)
- the Work is factually accurate and contains no matter libelous or otherwise unlawful
- Author(s) has/have substantially participated in the creation of the Work and that it represents their original work sufficient for them to claim authorship.

#### **Journal Rights:**

- The NJSS Publication has the authority to remove your articles in case if we found any plagiarism issue or copyright infringement.



<b>NNADIEBUBE JOURNAL OF SOCIAL SCIENCE EDITORIAL BOARD</b>			
<b>EDITOR IN CHIEF</b>			
<b>SN</b>	<b>NAME</b>	<b>CONTACT ADDRESS</b>	<b>E MAIL</b>
1	Dr Obiajulu Anthony Ugochukwu Nnedum	Department of Psychology, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.	<a href="mailto:oau.nnedum@unizik.edu.ng">oau.nnedum@unizik.edu.ng</a> or <a href="mailto:nneduma@yahoo.com">nneduma@yahoo.com</a>
		<b>EDITORS</b>	
<b>SN</b>	<b>NAME</b>	<b>CONTACT ADDRESS</b>	<b>E MAIL</b>
2	Dr Tochukwu Onwuegbusi	University of Lincoln, United Kingdom	<a href="mailto:tonwuegbusi@lincoln.ac.uk">tonwuegbusi@lincoln.ac.uk</a>
3	Dr Philip Chukwuemeka Mefoh	University of Nigeria, Nsukka, Nigeria	<a href="mailto:philip.mefoh@unn.edu.ng">philip.mefoh@unn.edu.ng</a>
4	Dr Fabian Onyekachi Ugwu	Alex Ekwueme Federal University Ndefu-Alike, Ebonyi, Nigeria	<a href="mailto:fabian.ugwu@funai.edu.ng">fabian.ugwu@funai.edu.ng</a>
5	Dr Charles Sunday Umeh	University of Lagos, Lagos, Nigeria	<a href="mailto:cumeh@unilag.edu.ng">cumeh@unilag.edu.ng</a>
6	Professor Ernest Ike Onyishi	University of Nigeria , Nsukka, Nigeria	<a href="mailto:ernest.onyishi@unn.edu.ng">ernest.onyishi@unn.edu.ng</a>
7	Rev. Fr Dr Jude Ifeanyichukwu Onebune	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:ji.onebunne@unizik.edu.ng">ji.onebunne@unizik.edu.ng</a>
8	Dr Ethelbert Njoku	Imo State University, Owerri, Nigeria	<a href="mailto:njokuethelbert@imsu.edu.ng">njokuethelbert@imsu.edu.ng</a>
9	Professor Okurame Efevogh David	University of Ibadan, Nigeria	<a href="mailto:daveokurame@yahoo.com">daveokurame@yahoo.com</a>
10	Dr Fasanmi Samuel Sunday	Federal University Gahua, Yobe, Nigeria	<a href="mailto:samuelfasanmi@fugashua.edu.ng">samuelfasanmi@fugashua.edu.ng</a>
11	Professor Titus Okeke	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:tc.okeke@unizik.edu.ng">tc.okeke@unizik.edu.ng</a>
12	Dr Nkechi Bridget Emma-Echiegu	Ebonyi State University, Abakaliki, Nigeria	<a href="mailto:nkechi.echiegu@ebsu.ng">nkechi.echiegu@ebsu.ng</a>



13	Dr Chinwendu Michael Okoro	Coal City University, Enugu, Nigeria	<a href="mailto:chnwendu.okoro@ccu.edu.ng">chnwendu.okoro@ccu.edu.ng</a>
14	Professor Catherine Chovwen	University of Ibadan, Nigeria	<a href="mailto:co.chovwen@mail1.ui.edu.ng">co.chovwen@mail1.ui.edu.ng</a>
15	Dr Blessing Nonye Onyima	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:bn.onyima@unizik.edu.ng">bn.onyima@unizik.edu.ng</a>
16	Dr Ebeh Richards Ebireonwu	Imo State University, Owerri, Nigeria	<a href="mailto:richebeh@gmail.com">richebeh@gmail.com</a>
17	Professor Julie Onyowoicho Enewa Orshi	University of Jos, Nigeria	<a href="mailto:orshij@unijos.edu.ng">orshij@unijos.edu.ng</a>
18	Dr Akanni Abimbola Adesina	Obafemi Awolowo University, Ile-Ife, Nigeria	<a href="mailto:akanniaa@oauife.edu.ng">akanniaa@oauife.edu.ng</a>
19	Dr olusa Abayomi Olubanjo	Adekunle Ajazin University, Akungba- Akoko , Nigeria	<a href="mailto:bjyomsi@gmail.com">bjyomsi@gmail.com</a>
20	Professor Barnabas Nwankwo	Caritas University, Amorji-Nike, Enugu, Nigeria	<a href="mailto:prof.barnabasnwankwo@caritasuni.edu.ng">prof.barnabasnwankwo@caritasuni.edu.ng</a>
21	Dr Olonade Zaccheaus	Osun State University, Osogbo, Nigeria	<a href="mailto:zakiolonade@gmail.com">zakiolonade@gmail.com</a>
22	Dr Ucho Aondoaver	Benue State University, Makurdi, Nigeria	<a href="mailto:uchoaondoaver@gmail.com">uchoaondoaver@gmail.com</a>
23	Professor Ogungbamila Bolanle	Adekunle Ajazin University, Akungba- Akoko , Nigeria	<a href="mailto:bolanleogungbamila@aaua.edu.ng">bolanleogungbamila@aaua.edu.ng</a>
24	Dr Alhassan Emmanuel Onu	Nasarewa State University, Keffi, Nigeria	<a href="mailto:eoalhassan@gmail.com">eoalhassan@gmail.com</a>
25	Dr Ojo Solomon	Osun State University, Osogbo, Nigeria	<a href="mailto:solomon.ojo@uniosun.edu.ng">solomon.ojo@uniosun.edu.ng</a>
26	Professor Elvis Ihaji	Benue State University, Makurdi, Nigeria	<a href="mailto:eihaji@bsum.edu.ng">eihaji@bsum.edu.ng</a>
27	Dr Udedibie Okechukwu Boniface Ikeli	Federal polytechnic Nekede, Nigeria	<a href="mailto:ikeliudedibie@gmail.com">ikeliudedibie@gmail.com</a>
28	Dr Ogunkuade Idowu Micheal	Nigerian CopyRight Commision Abuja, Nigeria	<a href="mailto:idowukuade@gmail.com">idowukuade@gmail.com</a>





29	Professor Allen Nnanwuba Adum	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:an.adum@unizik.edu.ng">an.adum@unizik.edu.ng</a>
30	Dr Owoseni Omosolape Olakitan	Federal University Oye-Ekiti, Nigeria	<a href="mailto:soolakitan@yahoo.com">soolakitan@yahoo.com</a>
31	Dr Legbeti Grace Ohunene	Nigerian Defence Academy, Kaduna, Nigeria	<a href="mailto:gracelegbeti@gmail.com">gracelegbeti@gmail.com</a>
32	Professor Nyitor Alexandra Shenge	University of Ibadan, Nigeria	<a href="mailto:na.shenge@mail.ui.edu.ng">na.shenge@mail.ui.edu.ng</a>
33	Dr Ayinde Adeboye Titus	Obafemi Awolowo University, Ile-Ife, Nigeria	<a href="mailto:ayindade@oauife.edu.ng">ayindade@oauife.edu.ng</a>
34	Dr Nwanzu Lucky Chiyem	Delta State University Abraka, Nigeria	<a href="mailto:nwanzuchiyem@gmail.com">nwanzuchiyem@gmail.com</a>
35	Professor Lawrence Amazue	University of Nigeria, Nsukka, Nigeria	<a href="mailto:lawrence.amazue@unn.edu.ng">lawrence.amazue@unn.edu.ng</a>
36	Dr Imhur Moses Terfa	University of Uyo, Uyo Nigeria	<a href="mailto:mosimbur@yahoo.com">mosimbur@yahoo.com</a>
37	Dr Umokoro Omonigho Simon	Maju Foundation Ibadan, Nigeria	<a href="mailto:simon.umokoro@yahoo.com">simon.umokoro@yahoo.com</a>
38	Professor Alarape Adeyemi Ismail	University of Ibadan, Nigeria	<a href="mailto:ai.alarape@gmail.com">ai.alarape@gmail.com</a>
39	Dr Aighiremhon Ikehide Joseph	Godfry Okoye University, Ugwuomu-Nike, Nigeria	<a href="mailto:jeotriplets@yahoo.com">jeotriplets@yahoo.com</a>
49	Dr Ann Chinazo Onyekelu	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:ac.onyekelu@unizi.edu.ng">ac.onyekelu@unizi.edu.ng</a>
41	Professor Omolayo Benjamin Oluwabunmi	Federal University Oye-Ekiti, Nigeria	<a href="mailto:benbunomolayo@yahoo.com">benbunomolayo@yahoo.com</a>
42	Dr Akinbabolola Olusola Iyabode	Redeemers University, Mowe, Ogun State, Nigeria	<a href="mailto:solaakinbobola@yahoo.co.uk">solaakinbobola@yahoo.co.uk</a>
43	Dr Onuoha Chibuzo Uchenna	Adekunle Ajazin University, Akungba- Akoko , Nigeria	<a href="mailto:nauche2010@yahoo.com">nauche2010@yahoo.com</a>
44	Dr Christopher Ifeanyi Ibenegbu	University of Nigeria , Nsukka, Nigeria	<a href="mailto:christopher.ibenegbu@unn.edu.ng">christopher.ibenegbu@unn.edu.ng</a>
45	Dr Ogochukwu Okafor	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:eo.okafor@unizik.edu.ng">eo.okafor@unizik.edu.ng</a>



46	Dr Ogunola Abiodun Adekunle	Olabisi Onabanjo University, Ago-Iwoye, Nigeria	<a href="mailto:psychabiodun@gmail.com">psychabiodun@gmail.com</a>
47	Dr Uhiara Anayo Chukwunonye	Federal Polytechnic Nekede, Nigeria	<a href="mailto:cuhiara@fpno.edu.ng">cuhiara@fpno.edu.ng</a>
48	Dr Chukwudi Joseph Okonkwo	Imo State Polytechnic Umuagwo, Nigeria	<a href="mailto:jochy2kng@yahoo.com">jochy2kng@yahoo.com</a>
49	Dr Olowodunoye Stella Abiodun	Adekunle Ajazin University, Akungba- Akoko , Nigeria	<a href="mailto:favourolowo2005@gmail.com">favourolowo2005@gmail.com</a>
50	Dr Ugwu Lawrence Ejike	Renaissance University Enugu, Nigeria	<a href="mailto:law.ugwu@gmail.com">law.ugwu@gmail.com</a>
51	Dr Ijide Wilson Ochoroghene Vincent	University of Ibadan, Nigeria	<a href="mailto:wovijide@yahoo.com">wovijide@yahoo.com</a>
52	Dr Uju Regina Ezenekwe	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:ur.ezenekwe@unizik.edu.ng">ur.ezenekwe@unizik.edu.ng</a>
53	Dr Adelusi Johnson Oluwadare	Founiks Health Services, Lagos, Nigeria	<a href="mailto:dadelusi@gmail.com">dadelusi@gmail.com</a>
54	Dr Douglas Nwaonuma Nnachi	Ebonyi State University, Abakaliki, Nigeria	<a href="mailto:douglasnnachi@ebsu.edu.ng">douglasnnachi@ebsu.edu.ng</a>
55	Dr Lawrence Lanshima Orkuugh	Nasarawa State University, Keffi, Nigeria	<a href="mailto:orkuullawrence@gmail.com">orkuullawrence@gmail.com</a>
56	Dr Edward Kuruku	Benue State University, Makurdi, Nigeria	<a href="mailto:edwardkuruku@gmail.com">edwardkuruku@gmail.com</a>
57	Professor Bernard Chukwukelue Chine	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:bc.chine@unizik.edu.ng">bc.chine@unizik.edu.ng</a>
		<b>CONSULTING EDITORS</b>	
<b>SN</b>	<b>NAME</b>	<b>CONTACT ADDRESS</b>	<b>CONTACT E MAIL</b>
58	Professor Rita Orji	Dalhousie University , Canada	<a href="mailto:purity.rita@gmail.com">purity.rita@gmail.com</a>
59	Professor Uche Collins Nwaogwugwu	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:uc.nwaogwugwu@unizik.edu.ng">uc.nwaogwugwu@unizik.edu.ng</a>



60	Professor Ikechukwu Anthony Kanu	University of Jos, Nigeria	<a href="mailto:kanui@unijos.edu.ng">kanui@unijos.edu.ng</a>
61	Rev.Fr. Professor Chuka Mike Ifeagwazi	University of Nigeria, Nsukka , Nigeria	<a href="mailto:chuka.ifeagwazi@unn.edu.ng">chuka.ifeagwazi@unn.edu.ng</a>
62	Professor Benjamin Osayawe Ehigie	University of Ibadan, Nigeria	<a href="mailto:benosang@yahoo.com">benosang@yahoo.com</a>
63	Professor Sylvester Ntomchukwu Madu	Chukwuemeka Odimegwu Ojukwu University, Igbariam, Nigeria	<a href="mailto:madusylvester@yahoo.com">madusylvester@yahoo.com</a>
64	Professor Leonard Ifeanyi Ugwu	University of Nigeria, Nsukka , Nigeria	<a href="mailto:leonard.ugwu@unn.edu.ng">leonard.ugwu@unn.edu.ng</a>
65	Rev. Fr. Professor Jude Obinna Ezeokana	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:jo.ezeokana@unizik.edu.ng">jo.ezeokana@unizik.edu.ng</a>
66	Professor Mathew Mogaji	Benue State University, Markudi, Nigeria	<a href="mailto:a_mogaji@yahoo.com">a_mogaji@yahoo.com</a>
67	Professor Ajila Olugbenga Chris	Obafemi Awolowo University, Nigeria	<a href="mailto:cajila2002@yahoo.co.uk">cajila2002@yahoo.co.uk</a>
68	Professor Andrew Zamani	Nasarawa State University, Keffi, Nigeria	<a href="mailto:zamanie@nsuk.edu.ng">zamanie@nsuk.edu.ng</a>
69	Professor Richard Uwakwe	Nnamdi Azikiwe University, Awka, Nigeria	<a href="mailto:r.uwakwe@unizik.edu.ng">r.uwakwe@unizik.edu.ng</a>
70	Professor Nkam Uwaoma	Imo State University, Owerri, Nigeria	<a href="mailto:nkwam.uwaoma@imsu.edu.ng">nkwam.uwaoma@imsu.edu.ng</a>



---

**TABLE OF CONTENTS**

Determinants of Indigenous Famers -Fulani Herdsmen Conflicts and Effects on Rural Communities in Awka North Cultural Area of Anambra State <b>Ugochukwu Emmanuel Ubah</b>	<b>1 - 56</b>
Financial Inclusion Variables and Domestic Economy: Nigeria in Perspective (2006 -2019) <b>Nwaonuma Douglas Nnachi PhD, Wilfred Ositaufere</b>	<b>57 - 82</b>
Little Democracy, More Oligarchy: The Bane of Nigeria's Political System <b>Alexander Nnaemeka Agbaenyi, PhD, Basil O. Ibebunjo</b>	<b>82-95</b>
Marketing Psychology: Conceptual Study of Behaviours that Consumers Display in Searching, Purchasing, Using, Evaluating and Display of Products and Services <b>Onyewuchi, Uzoamaka Shirley</b>	<b>96-104</b>
Music and The Problem of Knowing <b>Emmanuel Chukwuemenam Umezina</b>	<b>105-109</b>
Development and Validation of Attitude towards Sacrament of Reconciliation scale among Catholic youths: roles of Self-esteem and Gender <b>Paul Ikeh, (Fr. C.SS. R), Obiajulu Anthony Ugochukwu Nnedum PhD</b>	<b>110-151</b>
Preliminary Validation of Ten-Item Personality Inventory in a sample from Nsukka in Southeastern Nigeria <b>Ndubuisi Nkem Umeaku, Obiajulu Anthony Ugochukwu Nnedum PhD, Harry Obi-Nwosu PhD, Baleguel Francois Nkort</b>	<b>152-174</b>



---

<b>Nigeria National Migration Policy: A Critical Review</b> <b>Ikechukwu Anthony Kanu, Immaculata Olu</b> <b>Omojola and Mike Boni Bazza</b>	<b>175-185</b>
Social Media Advertising and Patronage of Electronic Products: A Study of Consumers in Southern Nigeria <b>Chiyem Okorie, Nwaizugbo Ireneus Chukwudi, Titus Chukwuemezie Okeke, Obiajulu Anthony Ugochukwu Nnedum</b>	<b>186-205</b>
Identification of Difficult Physics Process Skills in Physics Practical Activities among Senior Secondary School Physics Students in Awka Education Zone <b>Okafor T.U PhD</b>	<b>206-217</b>
Effect of Motivational Strategies On Sales Force Performance in The Publishing Industry in Anambra State. <b>Vivian Obianuju Dike, Chukwuemeka Okereke, Ifeanyichukwu Nwadiogo Oranusi and Titus Chukwuemezie Okeke</b>	<b>218-250</b>
Assessment of Student's Linguistic Competence in Anambra State <b>Jude IfeanyiChukwu Onebunne, Chinazom Sylvia Ezeaku, Onyinye Bernadine Ikwaugwu, Ann Uche Obinwa</b>	<b>252-278</b>
Proactive Personality, Psychological Contract as Correlates of Job Satisfaction among Bankers <b>Bernard Chukwukelue Chine PhD, Osinachi Christian and Ogonnia Eze PhD</b>	<b>278-295</b>
Right of Inheritance of Igbo Women within the Context of Igwebuiké Philosophy <b>Mary Winifred Gloria Eche</b>	<b>296-307</b>



---

## Proactive Personality, Psychological Contract as Correlates of Job Satisfaction among Bankers

Bernard Chukwukelue Chine PhD,<sup>1</sup> Osinachi Christian<sup>2</sup>  
and Ogonnia Eze PhD<sup>3</sup>

<sup>1,2&3</sup>Department of Psychology, Faculty of Social Sciences,  
Nnamdi Azikiwe University, Awka, Nigeria

### Abstract

*This study examined impact of proactive personality, psychological contract and job satisfaction among bank workers. One hundred and sixty-three (163) participants were drawn from 6 commercial banks in Owerri city of Imo State using stratified cluster sampling technique. They comprised of 52 women and 110 men. Their ages ranged from 24-47 years with a mean age of 33.28 years. The participants were administered with the psychological contract inventory, proactive personality and job satisfaction scale. Two hypotheses were postulated and tested. Cross sectional survey design was adopted and multiple linear regression was used to analyze data. Result showed that proactive personality had significant impact on job satisfaction among bankers while psychological contract had significant impact on job satisfaction among bankers. The results were discussed based on previous findings and theories.*

**Keywords:** proactive personality, psychological contract, job satisfaction.

### INTRODUCTION

Satisfaction is an intrapsychic state of pleasure, happiness or achievement. It is indeed a nondetachable part of the human well-being (Chine, Nnedom, & Ike, 2018; Nnedom, & Egwu, 2004; Okedeji, Aniebiet, & Nnedom, 2011). Most of all human activities are geared towards attaining this state of contentedness and blissfulness. Satisfaction keeps us aligned to appropriateness in our different engagements towards our long and short time goals. While some people see work as an essential activity merely

geared toward earning a living, others go deep in accepting work as to that which should bring happiness and satisfaction. Job satisfaction is of a paramount desire to all workers. The importance of Satisfaction with job cannot be underrated in the assessment of the wellbeing of individuals and their organizations. Job satisfaction is an individual's subjective viewpoint encompassing the way they feel about their job and the employing organization, job satisfaction is the pleasurable emotional state that results from the



achievement of job values (Cronley & Kim, 2017). Satisfaction is influenced by a broad range of concepts and variables of which personality and environmental factors are strong holds. In this light, this study examines the relationship between proactive personality on job satisfaction. This study also examines the relationship between perceived organizational support as it relates to job satisfaction. And it finally studies the mediating role of self-efficacy between proactive personality, psychological contract on job satisfaction.

Job satisfaction refers to how pleased a worker or an employee is with their current job. It is a state of mind that a worker or employee holds with regards to how comfortable they are with the very job they are doing. Job satisfaction is “the extent to which one is happy with one’s job; hence an employee’s willingness to perform to an optimum level “ (Hoffman- Miller, 2013; P. 156). Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to personal well-being. It implies one doing a job one enjoys doing well and being rewarded for one’s efforts. Job satisfaction further implies “enthusiasm and happiness with one’s work” (Kaliski, 2007;P. 446). Greenberg and Baron (2008) state that Job satisfaction is a feeling that can produce a positive or negative effect towards one’s roles and

responsibilities at work (P.791). Cranny, Smith and Stone (2014) defined job satisfaction as “employees emotional state regarding the job considering what they expected and what they actually got” (P.109). Weiss (2002) stated that job satisfaction is an overall assessment of “an individual’s beliefs, affect, and evaluation of their job which could be positive or negative about his or her job or situation” (P. 175).

One’s satisfaction with job could be greatly related to how one believes in one’s own thoughts and abilities of making things happen, this could be loosely translated to “I can do it” belief. Self efficacy is the belief people have in their own abilities especially in their abilities to meet challenges ahead of them and complete a task successfully (Akhtar 2008). General self efficacy refers to our overall belief in our capability to make it or succeed in our endeavors. According to Bandura (1997) it is the belief that one can perform novel or difficult tasks, or cope with adversity in various domains of human functioning. Self-efficacy also narrows down to the belief in one’s own effectiveness in performing specific tasks, it also furthers into one’s sense of control. This level of one’s sense of control determines the level at which one will engage in productive behaviors. It could go as far as mediating all other factors that influence job satisfaction since it centers on self influenced ability



of succeeding no matter how the situation might be.

Personality factor such as Proactive personality is not left out to ascertain job satisfaction. Proactive personality is an inherent disposition which enables an individual to take actions that are positive in influencing his or her environment. Proactivity refers to “active attempts made by an individual to effect changes to his or her environment” (Zampetakis, 2008; p.154). “individual who are proactive in nature are more likely to be satisfied at work and are dominating, self confident and achieve much” (Claes, Beheydt& Lemens, 2005; P. 476). Crant (2000) described proactivity as taking initiative in improving and challenging the status quo rather than passively adapting to present conditions (P. 435). Personality factor as proactive personality is liable to influence an employee’s love for his or her job and a sense of achievement in life. This dispositional factor of someone’s natural trait and genetics is based on the tendency that one’s satisfaction is partly derived from it “A person’s disposition can leave a significant effect on their job attitudes, this in turn can reflect positively or negatively on satisfaction (Amabile, Barsade, Muller & Staw, 2005; P. 367). Researchers estimate that “30% of an employee’s job satisfaction is associated with dispositional factors” (Kreitener & Kinicki, 2007, P. 212).

Satisfaction with work is also presumed to be relative to employee’s feelings about how their organization has their wellbeing at heart. Attaining satisfaction of any form could be determined by how well our-employers treat us, this goes along way as to how they show interest in our wellbeing. Psychological contract refers to the symbiotic and unwritten expectations or obligations between an employee and employer. These expectations between the employers and employee are informal and unstipulated. It is a product of a give and take situation whereby perception and expectations build with time. An employee would heighten this expectation towards their employer when they have put in a lot of effort towards realizing the employer’s goals. These efforts involve; putting in more time than usual, employing more skills, and efforts, involving in citizenship behavior and more. When employees engage in these, they expect their organization to respond in equal manner, thus, in this reciprocity they expect the organization to care about their well-being by rewarding these efforts by incentives, bonuses, health care, promotion and more. On the first hand, the organization still expects these employees to work towards realizing her goals even when needed actions that are unwritten in the employees job description arise. For example, an





employee staying late to achieve a task before deadline, taking organizations' calls even outside working hours, protecting the interest and property of the organization and more. When there is a balance in these perceptions there comes psychological contract fulfillment. When the expectations of these two parties tally, satisfaction and motivation will be high, provided that these principles and interests of trust and commitment are kept.

Employees will however feel a breach of contract when employers or organization fail to perform according to their expectations. Psychological contract fulfillment reflects "the quality of exchange process between employer and employee, such that individuals are more or less obliged towards their organization in return for a delivery of inducements by employers" (Coyle-Shapiro, 2002; P. 927).

Guest and Conway (2002) assert that psychological contracts are beliefs of promises, obligation and expectations of individuals and organizations to an unwritten reciprocal treatment. Psychological contract can either be fulfilled or breached. When promises are kept and expectation are met, individuals consider psychological contacts fulfilled (Rosseau, 1989, P. 121, Kickul & Gundry, 2002, P. 89). On the other hand when there is a failure to meet the expectations of either of the partners

then there has been a violation or breach (Rosseau, 1989, P. 130). According to Ng, Feldman and Butts (2014) "an organization that upholds and promotes psychological contract fulfillment can improve relationships and satisfaction between the various categories of employees including superiors and colleagues of the organization" (P. 537). Psychological contracts are imbedded deep our minds towards employment relationship. it usually develops over time and is implicit. It does not come spontaneously or by a single interaction or activity and might be developed in an unintentional way. Employees who receive more inducements than promised experience more satisfaction" (Coyle-Shapiro & Kessler, 2000, P. 904). Psychological contracts are of two types: The first is transactional contract and the second is relational contract. The transactional contract focuses on economic and financial exchanges on the extrinsic while the relational contracts are associated with emotional, social and non financial exchanges which are in the intrinsic.

There have been numerous research on satisfaction of employees but there seems to be a scarcity of research cutting across how job satisfaction of employees is affected by self-efficacy, proactive personality and Psychological contract. More specifically as to Nigeria Bank workers. Nigerian banks mete out



unrealistic targets to their staff which keep them busy from dawn to dusk (Vanguard Media, 2010). The fundamental aim of International Labour Organization is the achievement of “decent work and productive work for men and women in conditions of freedom, equity, security and human dignity” (ILO, 2008:P2). These four values are expressed through four objectives; the promotion of workers’ protected rights to dignity, equality and fair labour practices, promotion of social security, social dialogue and doing of job of acceptable quality (ILO 1999:P.3). Amidst these standards, Nigerian banks place difficult and unrealistic targets on their workers, yet many of these workers are not treated as stipulated by the labour law of the ILO (Vanguard Media, 2010), they suffer job insecurity but still smile at work and appear to be the most courteous set of workers of the organized private sector. To this end, this study is poised to investigate whether satisfaction with job of these workers is affected by the personality dispositions they possess or by how they perceive the banking firms to be supportive to their well-being or both. The following research questions were preferred:

Will proactive personality positively predict job satisfaction Will psychological contract positively predict job satisfaction.

Therefore the specific objectives are:

To examine whether proactive personality will correlate with job satisfaction.

To Examine the relationship between psychological contract and job satisfaction.

## **THEORY AND HYPOTHESES**

**Job satisfaction:** Job satisfaction is a vital part of an individual’s life, it takes a whole lot of an individual’s personal and professional time when compared to any other activity. Jobs are means to individual’s livelihood. Satisfaction is the contentment felt after a need has been fulfilled. Job satisfaction is sharply different from happiness. It is an employee’s attitude towards his or her job. It is not the same as motivation. It centers on a psychological state of an employee being happy with the work they do, it also transcends to a feeling of achievement determined by a broad range of internal and external factors available to the individual or employee. Job satisfaction is a worker’s positive affect towards different facets of their job- which can be determined by the worker’s expectation about the job outcome and what actually the job provides.

Salman (2010) investigated the level of job satisfaction among bank workers in Pakistan province of Punjab. A survey collected from 144 respondents from a simple random distribution indicated that



sectoral differences in terms of salary, promotions, job security, recognition and benefits play a significant role in influencing employees' perception of job satisfaction. A study by Baro, Fyneman and Zoukemeffa (2013) conducted to investigate the level of job satisfaction among staff of university libraries in Nigeria. 86 staff from 29 university libraries in Nigeria participated in the survey. Results showed that 86% of the staff were satisfied with their current job. It revealed that these staff are dissatisfied with dimensions such as roles and responsibilities and work place culture. On the other hand, they were satisfied with administration and supervision, performance evaluation and evaluation and opportunities.

**Proactive Personality:** Proactive personality is a dispositional tendency that propels individuals to act in positive ways towards making needful positive change in their environment for sustainability. Proactive personality employees or people who possess proactive personality do not prefer to wait passively for information and chances to present themselves to them, rather the take charge of their environment. Proactive personality is a personal disposition that enables an individual take initiative to make things happen, it goes down to a self awareness responsibility of one's own actions.

people who are not proactive fail to identify differences in their environments and do not take charge of opportunities to act on them.

**Psychological contract:** The term psychological contract commonly refers to the actual but unwritten expectations of an employee towards their employer. This contract is usually seen from the employee to employers view but have its converse side-between both parties. Psychological contract can be simply seen as unspecified expectations between an employee and employer. Psychological contract has two sides; transactional contract and relational contract. The transactional contracts are sets of expectations concerning tangible exchanges like pay, reward and promotion. Relational contract on the other hand involves longer term dealings of emotional attachment such as empathy and care. Psychological contract is a kind of social exchange relationship. When these unwritten contracts are met, it is said that there has been psychological contract fulfillment but when these expectations are not met, it turns around to be a breach of psychological contracts.

Guest and Conway (2002) found that the development of a positive significant psychological contract is positively significant that it contributes to higher commitment in the organization and



better employee satisfaction. The study was a survey involving 1306 senior managers. Findings showed a positive significant relationship between psychological contract and employee satisfaction.

**Theoretical Framework:** The theoretical framework guiding this study is the combination of Bandura's (1977) Self-efficacy theory and Adam's (1965) Equity theory. Self-efficacy refers to an individual's thought about their ability to execute given tasks. This belief can be motivating in itself in that the individual has an internal drive for the completion of a task or goal. Self-efficacy theory proposes that increasing the self-efficacy of employees will boost satisfaction and performance. Adam's equity theory is centered on achieving a balance between employee's inputs and outputs. The degree of balance would thus, lead to satisfaction or dissatisfaction at their various domains. Adam's equity theory of 1965 is about the efforts or inputs of an employee towards their work and the results they get at the end of the day which is their output. These outputs can be promotion, salary and bonuses. A colourful balance between input and output would keep an employee motivated and satisfied. Adam's equity theory holds that a satisfied worker would perform optimally, but when there is an imbalance of employees'

input outweighing their output the employees would be left unhappy and therefore will not perform optimally.

This summary review of the literature synthesizes that proactive personality and psychological contract are determinants of job satisfaction. Also there is a general consensus among researchers that psychological contract is a key determinant of job satisfaction.

The following hypotheses were tested in the course of this study:

**H<sub>1</sub>:** proactive personality will positively and significantly predict job satisfaction.

**H<sub>2</sub>:** psychological contract will positively and significantly predict job satisfaction.

## METHOD

### Participants:

A total number of 163 bank workers selected from 6 different banks located in Owerri metropolis served as participants in this study. These participants were selected through convenience sampling technique, they were comprised of 110 (67.9%) male and 52 (32.1%) female workers. Their age ranged from 24 year to 47 years, with the mean age of 33.28 years (SD = 6.32). In terms of their marital status, 79 (48.5%) of them were single (not married), while 84 (51.5%) were married. When it comes to their educational qualification, 60 (37.3%) hold B.Sc degree, 88 (54.5%) had masters degree, 10 (6.1%) were PGD



holders, and 3 (1.8%) had Ph.D. 1 of the participants did not state his/her education qualification. Their ranks cut across rank and file, from manager's position to bank teller 2 (cashier). Finally, 131 (80.4%) were core workers (permanent workers) whereas 32 (19.6%) were contract workers.

### **Instruments**

**Job Satisfaction scale;** Job satisfaction scale developed by Cammann, Fichman, Jenkins, and Klesh (1983) was used to measure overall job satisfaction. The questionnaire has three items measured on a 7 point likert format ranging from strongly agree to strongly disagree. Only item 2 is reversely scored. The scale measures an employee's subjective view of how pleased they are with their job. Internal consistency reliability of the scale using Cronbach's Alpha showed .77

**Proactive Personality scale (PPS):** proactive personality scale measures the inclination to take action and change the environment to realize one's goals the 10-item scale was developed by Seibert, Kraimer and Crant (1999) with a .96 reliability from its original 17-item scale. The reliability goes thus, 17-items=.88; 10 items=.86 making the 10-item version comparable to the original 17-item version. The instrument has no reverse items and is scored on a 7 point Likert format.

### **Psychological contract inventory (PCI);**

The psychological contract inventory is used to assess an individual's subjective reports regarding a particular employment relationship between an employer and employee. This is a four item questionnaire is scored on a five point Likert format. It was developed by Rousseau (2000). It has an internal consistency reliability for Employer and Employee Fulfillment of .84 and .74 (Chronbach Alpha) respectively.

### **Procedure**

With a letter of identification collected from the department of psychology Nnamdi Azikwe university Awka, the researcher introduced himself to the different bank managements and sought the consent of the authority to conduct the study. This helped in facilitating the cooperation of the bank workers. These bank workers were briefed that the research was part of the requirements to complete an M.Sc. program in psychology. The participants were informed that their names were not necessary for the study and that objectivity and anonymity would be employed. A total of 300 questionnaires were distributed and 163 were retrieved for the study 137 questionnaires were not used due to improper filling, non-filling and misplacement by the participants.



### Design and Statistics

This was a correlational research design and cross-sectional survey data. Multiple

regression statistics was applied using SPSS statistical software version 23.0.

## RESULTS

**Table 1: Mean, Standard deviation, Cronbach Alpha Reliability and Zero-Order Correlation of the Demographic variables and main variables of the study**

Variables:	M	SD	1	2	3	4
1-Gender	1.32	.46	1			
2-PP	5.32	.82	.08	(.809)		
3-PCF	3.84	.76	.09	.57**	(.728)	
4-Job sat	.61	.77	-.01	.38**	.37**	(.435)

\*\* =  $p < .01$ , \* =  $p < .05$ ,

### OTHER KEYS:

PP = Proactive Personality,

PCF = Psychological Contract Fulfillment,

JOB SAT = Job Satisfaction

significantly with job satisfaction: proactive personality and job satisfaction ( $r = .38$ ,  $p < .01$ ), psychological contract fulfillment and job satisfaction ( $r = .37$ ,  $p < .01$ ), There is also a significant positive relationship between PP and PCF ( $r = .57$ ,  $p < .01$ ), PCF had a significant positive relationship with job satisfaction ( $r = .37$ ,  $p < .01$ )

### Interpretation

In table 1 above, the first variable is a demographic. The scores enclosed in parenthesis along the diagonal represent the Cronbach alpha reliability of the main variable constructs. The demographic variables had non-significant relationship with any of the main variables of the study. The correlation results among the main variables revealed that all the main variables of the study correlated

### Test of Hypotheses

**H<sub>1</sub>:** proactive personality will positively and significantly predict job satisfaction.

**H<sub>2</sub>:** psychological contract will positively and significantly predict job satisfaction.



**Table 2: Summary of Multiple Regression Analysis for the Relationship between Proactive Personality, Psychological contract Fulfillment and Job Satisfaction**

Variables	B	R <sup>2</sup>	Fvalue	Pvalue
PP	.38	.141	26.50	.001
PCF	.37	.129	25.08	.001

\*\* =  $P < .01$ , \* =  $p < .05$ , F = F-value, P = P value

#### OTHER KEYS:

PP = Proactive Personality,  
PCF = Psychological Contract Fulfillment,

#### Interpretation:

As shown in table 2, the result of the first multiple regression analysis showed that proactive personality (PP) was added in the analysis in and the result indicated that PP was significantly and positively related to job satisfaction (JS) ( $\beta = .38$ ,  $p < .001$ ) confirming hypothesis 1. Meanwhile, PP explained a significant 14.10% of the variance in job satisfaction in this study ( $R^2$ -Adjusted = .141,  $F(1,161) = 26.50$ ,  $p = .000$ ). Further, the result of the analysis demonstrated a significant and positive prediction of psychological contract fulfillment (PCF) on JS ( $\beta = .37$ ,  $p < .001$ ), with PCF explaining a significant 12.90% of the variance in JS ( $R^2$ -Adjusted = .129,  $F(1,161) = 25.08$ ,  $p = .000$ ). By this finding, confirming hypothesis 2 of the current study was supported.

#### DISCUSSION

The study examined the relationship between proactive personality, psychological contract and job satisfaction. The statistical data from the analyses confirmed all the stated hypotheses.

**Hypothesis 1** which stated that proactive personality will positively and significantly predict job satisfaction was confirmed. This study indicated that proactive personality positively and significantly correlated with job satisfaction. This result agrees with Koustelios (2001), Spina (2013) and Mincjun (2015) whose studies revealed that proactive personality positively and significantly correlated with job satisfaction.

**Hypothesis 2** which stated that Psychological contract will positively and significantly predict job satisfaction was accepted. Result of this study indicated that psychological contract positively and significantly predicted job satisfaction. This finding tallies with Lijo



and Wanlamkupar (2016); Dhani and Sonal (2016) whose research indicated that psychological contract significantly and positively predicts job satisfaction, in a similar vein, the study by Milanovic, Dokic and Dordevic (2018) conducted to examine the influence of Psychological contract breach on job satisfaction indicated that psychological contract breach negatively affected job satisfaction. Based on the outcome of the findings: Proactive personality positively and significantly correlated with job satisfaction at  $p < .01$  level of significance; whereas Psychological contract fulfillment positively and significantly correlated with job satisfaction at  $p < .01$  level of significance.

### **Limitations of the Study**

The findings of this study have some limitations such as the usage of small sample size. Secondly, the data was obtained from a conveniently selected group of bankers from a designated location thus, not harboring other samples from different parts of the country, thus, limits generalization of the study.

### **Suggestion for Further Studies**

The results of the study could be a bidirectional. To provide cause-effect relationship, experimental study or

longitudinal method of assessment is needed. Also larger sample size be employed cutting across other regions and metropolis across the nation and beyond.

### **Implications of the Study**

Based on the results of the current study, within the banking industry employees with high proactive individuals better satisfied with their jobs, this is evident in that when proactive personality correlated positively and significantly Self-efficacy additionally mediated between them. Also Psychological contract was positively perceived to correlate significantly towards job satisfaction.

### **CONCLUSION**

Based on the result of the current study, it will be essential while recruiting bank employees to focus not only on their academic qualifications and requisite skills but also to consider underlying personality trait such (Proactive Personality) and attitude to working partner (Psychological Contract) because this is likely to provide necessary indicators to ascertain job satisfaction at the workplace.





## REFERENCES

- Adams, J. S. (1965). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436.
- Akhtar, M. (2008). What is self-efficacy? Bandura's 4 sources of efficacy beliefs. *Positive Psychology*.
- Amabile, T. M., Barsade, S. G., Muller, J. S., & Staw, B. M. (2005). *Affect and Creativity at work. Administrative Science Quarterly*, 50(3), 367-403
- Appiah, F. A., Akwetea, E. B., & Bamfo A. B. (2016). The effects of Psychological contract on job satisfaction and competitive Advantage. *International Journal of Arts & Science*, 09(2) 17-40
- Arvey, R. D., Bouchard, T. J., Segal, N. L., & Abraham, L. M. (1989). Job satisfaction: Environmental and genetic components. *Journal of Applied Psychology*, 74(2), 187-196.
- Azim, A. M., & Ahmad, A. (2011). Work-family psychological contract as mediator in relationship between work-family factors and organizational commitment. *International journal of Business and social science*, 2(22), 228-235
- Baggerly, J., & Osborn, J. (2006). School Counselors' career satisfaction and commitment: Correlates and predictors. *Professional school counselling*, 9, 197-205.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioural change. *Psychological Review*, 84, 191-215.
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37(2), 122-147.
- Baro, Fyneman & Zoukemefa (2013). Job satisfaction among cataloguer Liberians in Universities in Nigeria. *Cataloging and classification Quarterly* 51(6) 675-696
- Bateman, T. S., & Crant, J. M. (1993). The Proactive component of Organizational Behaviour. *Journal of Organizational Behaviour*, 14, 103-118.
- Baumruk, R. (2004). The missing link: The role of employee engagement in Business Success. *Workspan*, 47, 48-52.
- Belkis K., & Mithat K. (2014). Relationship between Teacher's self-efficacy perceptions and job satisfaction level. *Procedia Social and Behavioural Sciences*, 116, 826-830
- Blau, P. M. (1964). *Exchange and power in Social Life*. Wiley, New York
- Boudreau, J. W., Boswell, W. R., & Judge, T. A. (2001). Effects of



- personality on executive career success in the united states and Europe. *Journal of vocational behaviour*, 58(1), 53-81.
- Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1983). Assessing the attitudes and perceptions of organizational members. New York: Wiley
- Castro, M., & Martins, N. (2010). The relationship between organizational climate and employee satisfaction in a South African Information and Technology Organizaiton. *SA Journal of Industrial Psychology*, 36(1)
- Chen, J., & Silverstone, C. (2008). The impact of locus of control on job stress, job performance in Taiwan. *Leadership & Organization development Journal*, 29(7)
- Chine, B. C., Nnedum, O. A. U., & Ike, P. (2018). Product Packaging and Advertising as correlates of consumer buying behavior in Awka Urban, Anambra State, Nigeria. *International Journal of Health and Social Inquiry*, 4(1), 1-22.
- Claes, R., Beheydt, C., & Lemmens, B. (2005), Unidimensionality of abbreviated proactive personality scales across cultures. *Appl. Psychol*, 54, 476-489.
- Coyle-Shapiro, J., & Kessler, I. (2000). Consequences of the Psychological contract for the employment relationship: A large scale survey. *Journal of Management Studies*, 37(7), 903-930
- Coyle-Shapiro, J. A. M. (2002). A psychological contract perspective on organizational citizenship behaviour. *Journal of Organizational Behaviour*, 23(8), 927-946.
- Cranny, E. R., Smith, I. I., & Stone, T. U. (2014). Determinants of job satisfaction among police officers. *International Rel.Modern Sociol*, 24(1), 109-160.
- Crant, J. M. (2000). Proactive behaviour in Organizations. *Journal of Management*, 26, 435-462
- Cronley, C., & Kim, Y. K. (2017). Intentions to turnover: testing the moderated effects of organizational culture as mediated by job satisfaction within the salvation Army. *Leadership & Organizational Development Journal*, 38(2), 194-209
- Diana, B., Niko, S., & Bernarto, I. (2018). The effects of transformational leadership, perceived organizational support on job and life satisfaction of pre



- school teachers. *International informational institute*, 21(4), 1301-1320
- Dhani, C., & Sonal, B. (2016). Analysis of Psychological contract and its relationship with job satisfaction: An Empirical study. *Splint International Journal of Professionals*, (3), 92-101
- Dunlop, W. L., Beatty, D. J., & Beachamp, M. R. (2011). Examining the influence of other Efficacy and self-esteem on personal performance. *Journal of Sports & Exercise Psychology*, 33, 586-593
- Donnellan, M. B., Trzeniewski, K. H., & Robins, R. W. (2009). An emerging epidemic of narcissism of much ado about nothing? *Journal of research in personality*, 43, 498-501
- Erdogan, B., & Bauer, T. N. (2005). Enhancing career benefits of employee proactive personality: The role of fit with jobs and organizations. *Personnel Psychology*, 58, 859-891.
- Farshad, T., Mohammad, R. E., & Reza, B. (2013). The effect of Self-efficacy on job satisfaction of sport Referees. *European Journal of experimental Biology*, 3(2), 219-225
- Fuller, J., Kester, K., & Cox, S. (2010). Proactive personality and job performance: Exploring job autonomy as a moderator. *Journal of managerial issues*, 22, 35-51
- Goldberg, L. R. (1993). The structure of phenotypic personality traits. *American Psychologist*, 48(1), 26-34
- Graen, G., & Cashman J. (1975). A role making model of leadership in formal organization a developmental approach. In: Hung, J.G and Larson, L.L., *Leadership frontiers*, Kent State University press, Kent, 143-165.
- Greenberg, R. U., & Baron, I. F., (2008). Pay enough or don't pay at all. *Q. Journal of Economics*, 115, 791-810.
- Greguras, G. J., & Diefendorff, J. M (2010). Why does proactive behaviour predict employee life satisfaction and work behaviour? A field investigation of the mediating role of self-concordance model. *Personnel Psychology*, 63, 539-560
- Griffin, M. A., Neal, A. & Parker, S. K. (2007). A new model of work role performance: positive behavior in uncertain and independent contexts. *Academy of Management Journal*, 50(2), 327-347
- Griffin, M. A., Parker, S. K., & Mason, C. M. (2010). Leadership vision



- and development of adaptive and proactive performance: A longitudinal study. *Journal of Applied Psychology*, 95(1), 174-182.
- Guest, D., & Conway, N. (2002). Communicating with the Psychological contract; an employer perspective. *Human Resource Management Journal*, 12, 22-38
- Guest, D. E., & Conway, N. (2002). *Pressure at work and the psychological contract*. London: CIPD
- Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159-170.
- Harvey, S., Blouin, C., & Stout, D. (2006). Proactive personality as a moderator of work outcomes for young workers experiencing conflict at work. *Personality and individual difference*, 40(5), 1063-1074
- Herzberg, F. (1966) *Work and Nature of Man*. Cleveland: World Publishing.
- Hoffman-miller, P. M. (2013). Expectancy theory. Salem Press Encyclopedia. <http://www.coursero.com>.
- International Labour Organization. (2008). *The Labour Principles of the United Nations Global Compact*. Geneva
- Judge, T. A., Thorsen, C. J., & Patton, G, K. (2001). The job satisfaction-job performance relationship: a qualitative and quantitative review. *Psychology bulletin*, 127(3), 376-407
- Kalisiski, B. S. (2007). *Encyclopedia of business and finance*, second edition. Detroit: Thompson Gate.
- Kickul, J., & Gundry, L. K. (2002). Prospecting for strategic advantage: The proactive entrepreneurial personality and small firm innovation. *Journal of Small Business Management*, 40, 85-97
- Koustelious, A. D. (2001). Personal attributes and job satisfaction of Greek teachers. *International Journal of Management*, 15(7), 354-358
- Kreitner, R & Kinicki, A. (2007). *Organizational Behaviour*. 7<sup>th</sup> ed. McGraw-Hill Inc. New York
- Lijo, K. J & Wanlamkupara S. L. (2016). Psychological contract pinpoints. *Journal of managerial psychology*, 20(2), 150-163
- Locke, E. A, & Henne, D. (1986). Work motivation theories. In Cooper, C., Robertson, I., (Eds.), *International review of Industrial and Organizational Psychology*. Chichester, England: Wiley Ltd.



- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive Psychological capital: measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, 541-572
- Maslow, A. H. (1943). A Theory of human motivation. *Psychological Review*, 50(4), 370-396.
- McClelland, D. (1961). The achieving Society. Van Nostrand
- Meyer, R. D., Dalal, R. S., & Hermida, R. (2010). A review of Situational strength in the organizational science. *Journal of management*, 36, 212-140
- Milanovic, S., Dokic, M., & Dordevic, B. (2018). The influence of Psychological contract breach on job satisfaction. *Economics and Organization* (15) 203-215
- Mingjun. (2015). Proactive personality and job satisfaction: the mediating effects of self-efficacy and work engagement in teachers. <http://www.researchgate.net>
- Mischel, W. (1977). The interaction of person and situation. In D. Magnusson & N. S. Endler (Eds). *Personality at the crossroads: Current Issues in Interactional Psychology* (pp. 333-352). Hillsdale, NJ: Lawrence Erlbaum.
- Moe, A., Pzzaglia, F., & Ronconi, L. (2010). When being able is not enough. The combined value of positive affect and self efficacy for job satisfaction in teaching. *Teaching and Teacher Education*, 26(5), 1145-1153.
- Muhammet, E. T, Ramazan C. & Hanifi, P. (2017). Examining relationship between teachers' self-efficacy and job satisfaction. *Universal journal of Educational Research*, 5, 765-772
- Ng, T. W., Feldman, D. C., & Butts, M. M. (2014). Psychological contract breaches and employee voice behaviour: The moderating effects of changes in social relationships. *European Journal of Work and Organizational Psychology*, 23(4), 537-553.
- Ning. L., & Jian. (2010). The role of proactive personality in job satisfaction and organizational citizenship behaviour. *Journal of Applied Psychology*, 95(2) 395-404.
- Nnedum, O. A. U. & Egwu, U. E. (2004). An Evaluation of intrinsic Job Satisfaction among TQM-Driven Workers in Nigeria. *Nigerian Journal of Management and Social Sciences*, 1(2), 161-165.
- Norizan, B. R, & Siti, R. M. (2015). The influence of positive career development behaviours on psychological well-being among Malaysian Engineers. *Asian*



- Academy of Management Journal*, 20(2), 127-146
- Ohly, S., & Fritz, C. (2007). Challenging the status quo: what motivates proactive behavior? *Journal of occupational & organizational psychology*, 80, 623-629
- Okedeji, A. A., Aniebiet, S., & Nnedum, O. A. U. (2011). Influences of Perceived co-worker involvement and support on job satisfaction. *Ife Psychologia*, 9(2), 28-42.
- Prabhu, V. P. (2007). Understanding the effects of proactive personality on job related outcomes in an organizational change setting (Doctoral dissertation, Auburn University).  
[http://etd.auburn.edu/etd/bitstream/handle/10415/935/PRABHU\\_VEENA\\_58.pdf](http://etd.auburn.edu/etd/bitstream/handle/10415/935/PRABHU_VEENA_58.pdf)
- Rajesh, M. J. (2007). Quality of work life and Job satisfaction in information Technology Industry. Unpublished Ph.D Thesis, S.K University.
- Rosita, S. (2017). Psychological contract on job satisfaction and organizational commitment in state owned enterprise in the province of Jambi, Indonesia. *International Journal of Economics, commerce and Management*, (11) 118-126
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2, 121-139
- Rousseau, D. M. (2000). Psychological contracts in the United States: Associability, individualism and Diversity. In D.M Rousseau and R. Schalk [eds.] psychological contracts in employment: cross-national perspectives. Newbury Park, CA: Sage, in press.
- Salman. K. (2010). Job Satisfaction among Bank employees in Pakistan: a comparative study. *Journal of Socian sciences*, 17(4), 570-577
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84(3), 416-427.
- Sonnentag, S., & Spychala, A. (2012). Job control and job stressors as predictors of proactive work behavior: is role breadth self-efficacy the link? *Human Performance*, 25(5), 412-431
- Spina, P. F. (2013). The effects of proactive personality on the levels of job satisfaction and burnout for licensed mental counselors (Doctoral dissertation) Retrieved from



- Proquest dissertation and Thesis database (Umi No. 357142)
- Staw, B. M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. *Journal of Applied Psychology*, 70(3), 469-480.
- Strauss, K., Griffin, M. A., & Rafferty, A. C. (2009). Proactivity directed towards the team and organization: the role of leadership, commitment and role-breadth self-efficacy. *British journal of management*, 20(3), 279-291
- Tornau, K., & Frese, M. (2013). Construct clean-up in proactive research: A meta analysis on nomological net of work-related proactivity concepts and their incremental validities. *Applied Psychology*, 62(1), 44-96
- Turnly, W. H., & Feldman, D. C. (2000). The impact of psychological contract violation on exist voice, loyalty and neglect. *Human relations Journal*, 52, 585-608
- Vanguard Media Limited. (2010). Sad tale of Nigerian workers. <http://www.Vanguardngr.com/2010/08/sad-tale-of-nigerian-bank-workers/%3famp>
- Voon, M. L. and Ayob, N. B. (2011). The Influence of Leadership styles on Employees' job satisfaction in public sector organizations in Malaysia. *International Journal of Business, Management and Social Sciences*, 2(1), 24-32.
- Weiss, H. M. (2002). Deconstructing job satisfaction; separating evaluations, beliefs and affective experience. *Human resource management Review*, 12(2), 173-194.
- Zampetakiis, L. A. (2008). The role of creativity and proactivity on perceived entrepreneurial desirability. *Thinking Skills and Creativity*, 3, 154-162