

# BUREAUCRACY AND AFFECTIVE COMMITMENT IN LAGOS STATE CIVIL SERVICE

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**Abstract:** *The broad objective of this study was to critically examine how bureaucracy influences affective commitment in Lagos State Civil Service. The survey design was adopted in this study. In this study, both the primary and secondary data collection methods were used. The data obtained from the administered questionnaire were analyzed using descriptive statistics (frequencies and percentages) and Pearson's correlation coefficient as statistical tools. Three research hypotheses were formulated and tested. Findings revealed that there is a significant relationship between bureaucracy and affective commitment in Lagos State Civil Service and affective commitment has been noted to be important to the survival and success of any organization. This study concludes that affective commitment which binds the employee to his duties in the organization is largely influenced by bureaucratic principles, especially its overwhelming red-tapism, rigidity, rules and less interest in employee's creativity and ingenuity. The study recommends that organizations should embrace dynamism and creativity as against excessive bureaucratic principles and that employees who are found to be affectively committed to the organization should be encouraged through appreciations and motivational packages because affective commitment, apart from being the most valued type of organizational commitment, is hard to build and maintain.*

**Key Words:** *Affective commitment, Bureaucracy, Civil Service, Lagos State.*

## 1. INTRODUCTION:

Commitment is one of the most important factors that lead to organizational success and productivity. It helps get the job done (Starnes and Truhon, N.d; WeiBo, Kaur and Jun, 2009). Commitment binds the employee to the organization, thus giving little or no room for an employee to want to leave (Anttila, 2014). Commitment makes an employee to see his present organization as a better option compared to other organizations that may require his services (Meyer and Herscovitch, 2001). Affective commitment is one of the components of organizational commitment (Saugan, 2011). Affective commitment has been instrumental to employee behaviour and performance in the work organization (Dinc and Plakalovic, 2016). It is the psychological attachment which binds an individual to an organization, and has been proven to enhance organizational success and productivity (Gozukar and yildirim, 2015). Affective commitment has been influenced negatively by bureaucracy. Bureaucracy is a set of instructions which are made in order to control work activities in the organization. Advocates of bureaucracy believe that its (bureaucracy) application in the work organization promotes rationalization, predictability and creates control (Omoniyi and Etim, 2017). The focus of this study is on the impact of bureaucracy on affective commitment in Lagos State Civil Service.

## 2. OBJECTIVES OF THE STUDY:

The broad objective of this study is to critically examine how bureaucracy influences affective commitment in Lagos State Civil Service. Specifically, the study will examine the following:

- If bureaucracy has influence on affective commitment in Lagos State Civil Service.
- The contributions of job satisfaction to affective organizational commitment in Lagos State.
- The impact of job flexibility on affective commitment in Lagos State Civil Service.

## 3. RESEARCH QUESTIONS:

- To what extent does bureaucracy influence affective commitment to work in Lagos State Civil Service?
- What is the relationship between job satisfaction and affective commitment in Lagos State Civil Service?
- To what extent does job flexibility influence affective commitment in Lagos State Civil Service?

### 3.1 Hypotheses

- There is no significant relationship between bureaucracy and affective commitment in Lagos State Civil Service.

- There is no significant relationship between job satisfaction and affective commitment in Lagos State Civil Service
- There is no significant relationship between job flexibility and affective commitment in Lagos State Civil Service.

#### 4. LITERATURE REVIEW:

##### Affective Commitment

Affective commitment is one of the three (3) types of organizational commitment. Organizational commitment is an important factor in management due to its ability to influence the “stay or leave” decision of an employee. Employees’ commitment is key to the survival and success of any organization (Ezirim, Nwibere and Emecheta, 2012). Organizational commitment as a force, binds the employee to his duties in the workplace (Cohen, 2003; Okpara, 2004; Swailes, 2002), especially when there is job satisfaction (Ayami and Phopoola, 2007; Oyedere, Opute and Akinsowon, 2015). As mentioned earlier, there are basically three types of organizational commitment; normative, continuance and affective commitment (Meyer and Herscoritch, 2001). However, our emphasis in this study is on affective organizational commitment which explains the employees’ emotional attachment to the organization. Affective commitment is influenced by goal and role clarity, equity, job satisfaction, dependability, feedback as well as equity and management’s receptiveness. Affective commitment has more to do with the psychological position of an employee. Therefore, employees develop affirmative psychological feelings toward an organization depending on how they are treated or the satisfaction they derive from carrying out their assigned responsibilities (O’Reily and Chatman, 1986).

##### Bureaucracy

The term “bureaucracy” dates back to the eighteen century during the era of absolute monarchies who developed a centralized form of administration (Omoniyi and Etim, 2017). The term was initially used by Gourney in 1712 to describe unproductive civil servants (Theuvsen, 2004). However, it is important to note that the description still holds water today, due to the excessive waste of talents and creativity in today’s bureaucratic settings owing to unnecessary red-tapism and bottlenecks. Bureaucracy was modernized by Max Weber to represent rationalized, impersonal and legally established rules, hierarchy and division of labour (Tieran and Bratucu, 2009; Jain, 2004). Bureaucracy explains inflexible rules and technical based employment and promotion (Allan and Allan, 2005; Ritzer, 2004). In a bureaucratic setting, employees are subjected to strictly defined and laid down rules and regulations and are more often than not interested in correctness, no matter the situation that surrounds them at a given period of time (Sweldberg and Agevall; Ritzer, 2004). Most recently, bureaucracy have been show-cased as a justification for red-tapism and inflexibility in many work organizations (Vocabulary.com, 2017; Management Study HQ, 2017).

#### 5. METHODOLOGY

The survey design was adopted in this study. The population for the study consisted of staff of Lagos State Civil Service which is divided into nine sectorial distributions: General Public Service sector, Health sector, Education sector, Recreation Culture & Religious sector, Environmental sector, Economic sector, Housing & Community Amenities sector, Public Order & Safety sector, Social Protection sector, with a staff strength of 15582. A Simple Random Sampling was used in the study. In this study, both the primary and secondary data collection methods were used. The data obtained from the administered questionnaire was analyzed using descriptive statistics (frequencies and percentages) and Pearson’s correlation coefficient as statistical tools. Pearson’s product moment correlation coefficient was used to examine the relationship between Bureaucracy and affective commitment in the Lagos State Civil Service.

#### 6. RESULTS/FINDINGS:

##### Hypothesis 1

There is no significant relationship between bureaucracy and affective commitment in Lagos State Civil Service. The mean scores of bureaucracy and affective commitment variables were 2.58 and 2.54 respectively while their standard deviation values were 1.313 and 1.001 respectively. This produced a positive direct relationship between the two variables, with the coefficient of .251. The two tailed test yielded a value of .000 which is significant at .01 level. Hence, the null hypothesis was rejected. This implies that affective commitment in Lagos State Civil Service is influenced by bureaucracy (See tables 5 and 6). This lends credence to the fact that commitment is key to the survival and success of any organization (Ezirim, Nwibere and Emecheta, 2012) and this commitment is often hindered by bureaucratic bottle-necks and rigidity in the work organization.

Table 5: Descriptive Statistics of bureaucracy and affective commitment in Lagos State Civil Service

Variables	Mean	Std. Deviation	N
Bureaucracy is the best form of management in Lagos State Civil Service	2.58	1.313	389

Bureaucracy influences affective commitment in Lagos State Civil Service	2.54	1.001	
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Table 6: Correlation of bureaucracy and affective commitment in Lagos State Civil Service

Correlation		Bureaucracy is the best form of management in Lagos State Civil Service	Bureaucracy influences affective commitment in Lagos State Civil Service
Bureaucracy is the best form of management in Lagos State Civil Service	Pearson Sig. (2 Tailed) N	1 389	.251** .000 324
Bureaucracy influences affective commitment in Lagos State Civil Service	Pearson Sig. (2 Tailed) N	.251** .000 389	1 389

\*\*Correlation is significant at the 0.01 level (2-tailed).

### Hypothesis 2

There is no significant relationship between job satisfaction and affective commitment in Lagos State Civil Service. The mean scores of bureaucracy and affective commitment variables were 2.58 and 1.62 respectively while their standard deviation values were 1.313 and 1.354 respectively. This produced a positive direct relationship between the two variables, with the coefficient of .762. The two tailed test yielded a value of .000 which is significant at .01 level. Hence, the null hypothesis was rejected. This implies that there is a positive relationship between job satisfaction and affective commitment in Lagos State Civil Service (See tables 7 and 8). This supports the fact that affective commitment as a force, binds the employee to his duties in the workplace (Cohen, 2003; Okpara, 2004; Swailes, 2002), especially when there is job satisfaction (Ayami and Phopoola, 2007; Oyedere, Opute and Akinsowon, 2015).

Table 7: Descriptive Statistics of job satisfaction and affective commitment in Lagos State Civil Service

Variables	Mean	Std. Deviation	N
Does work life balance make employees happy and more committed to work?	2.58	1.313	389
Are role clarity and management’s responsiveness drivers of job satisfaction?	1.62	1.354	

Table 8: Correlation of job satisfaction and affective commitment in Lagos State Civil Service

Correlation		Does work life balance make employees happy and more committed to work?	Are role clarity and management’s responsiveness drivers of job satisfaction?
Does work life balance make employees happy and more committed to work?	Pearson Sig. (2 Tailed) N	1 389	.762** .000 389
Are role clarity and management’s responsiveness drivers of job satisfaction?	Pearson Sig. (2 Tailed) N	.762** .000 389	1 389

\*\*Correlation is significant at the 0.01 level (2-tailed).

### Hypothesis 3

There is no significant relationship between job flexibility and affective commitment in Lagos State Civil Service. The mean scores of bureaucracy and affective commitment variables were 2.54 and 2.41 respectively while their standard deviation values were 1.279 and 1.247 respectively. This produced a positive direct relationship between the two variables, with the coefficient of .421. The two tailed test yielded a value of .000 which is significant at .01 level. Hence, the null hypothesis was rejected. This implies that there is a significant relationship between job flexibility and affective commitment in Lagos State Civil Service (See tables 9 and 10). The importance of job flexibility was established in the work of Smith and Gardner (2007) who noted that flexibility is necessary for productivity and organizational commitment.

Table 9: Descriptive Statistics of job flexibility and affective commitment in Lagos State Civil Service

Variables	Mean	Std. Deviation	N
Do employees feel more committed to their jobs in a flexibly work environment	2.54	1.279	389
Job flexibility can enhance affective commitment in Lagos State Civil Service	2.41	1.247	

Table 10: Correlation of job flexibility and affective commitment in Lagos State Civil Service

Correlation		Do employees feel more committed to their jobs in a flexibly work environment	Job flexibility can enhance affective commitment in Lagos State Civil Service
Do employees feel more committed to their jobs in a flexibly work environment	Pearson Sig. (2 Tailed) N	1 324	.421** .000 389
Job flexibility can enhance affective commitment in Lagos State Civil Service	Pearson Sig. (2 Tailed) N	.421** .000 389	1 324

\*\*Correlation is significant at the 0.01 level (2-tailed).

## 7. CONCLUSION:

This study concludes that affective commitment which binds the employee to his duties in the organization is largely influenced by bureaucratic principles, especially it's overwhelming red-tapism, rigidity, rules and less interest in employee's creativity and ingenuity. It was discovered that job satisfaction is one of the contributing factors to affective commitment especially when the employee feels needed and respected in the organization. This perceived relevance makes an employee develop passion for his organization and would hardly consider an alternative employment. Also, job flexibility enhances satisfaction and will help the employee to balance work with private life. In summary, job flexibility leads to satisfaction and satisfaction leads to affective commitment. However, affective commitment remains threatened by bureaucratic principles which give little room to the previous two.

## 8. RECOMMENDATIONS:

Organizations should embrace dynamism and creativity as against excessive bureaucratic principles. Employees who are found to be affectively committed to the organization should be encouraged through appreciations and motivational packages because affective commitment, apart from being the most valued type of organizational commitment, is hard to build and maintain. Managers should always enquire to know how satisfied their employees are on the job and what needs to be done to increase their loyalty to the organization. It is not totally out of place for managers to investigate or ask questions concerning what may be that thing that could cause an employee to want to leave the organization. With these, it becomes a little easier to build and maintain affective commitment in the organization.

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