

Some Psychological Factors as Predictors of Perceived Workers' Productivity in private Organizations in Nigeria

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Received: July 5, 2011

Accepted: July 30, 2011 Published: October 1, 2011

doi:10.5430/wje.v1n2p30

URL: <http://dx.doi.org/10.5430/wje.v1n2p30>

Abstract

The study investigated the influence of some psychological factors on perceived workers' productivity in private organizations in Nigeria. This is for the purpose of ascertaining the contributions of psychological factors to perceived workers' productivity in work organizations in Nigeria. A descriptive survey research design was adopted for the study. A total of 341 respondents were selected for the study, using stratified sampling technique. The instruments used for data collection are structured questionnaires titled "Job Involvement Scale (JIS); Self Efficacy Scale (SES), Job Satisfaction Scale (JSS) and Locus of Control Scale (LCS). The hypotheses generated for the study were tested at 0.05 alpha levels using Regression Analysis statistics. The findings of the study revealed that: The psychological factors were found to have jointly contributed to perceived workers' productivity in private organizations. Relatively, job involvement, self-efficacy, job satisfaction and locus of control have significantly predicted perceived workers' productivity. Based on the findings, it is recommended that workers should be deeply involved in organizational programme of activities in order to create rooms for their participation in the planning and implementation of decision process. This will definitely foster job involvement and job satisfaction among the workers and enhance increased workers' productivity.

Keywords: Psychological factors, Workers, Productivity, Private organizations, Nigeria

1. Introduction

The problem of low or high productivity among workers in work organizations across the world has become a polemical issue in literature. Productivity according to Karrem (2002), Wilberfore (2004) and Wilson (2005) denotes the actual ratio of input to output of any work organization. To Armstrong (2002) productivity is concerned with the process of achieving the ultimate goals of the organization in terms of processing the input to reflect the expected output of the system. The concern of the present study is to assess the contribution of the psychological correlates of workers' productivity.

The locus of control is a concept in psychology, originally developed by Julian Rotter in the 1950s. People tend to ascribe their chances of future successes or failures of either to internal or external causes. Persons with an internal locus of control see themselves as responsible for the outcomes of their own actions. Someone with an external locus of control on other hand sees environmental causes and situational factors as being more important than internal once (Babalola, 2005). Wales and Startles (2005) reported that locus of control has been found to have significantly influenced job performance effectiveness. Contrarily, Flippo (2004) submitted that locus of control did not influence effective workers' performance on the job; since effectiveness on the job is a function of various factors which include; working environment, nature of the job, demographic characteristics and job satisfaction.

Job involvement is a belief descriptive of the present job and tends to be a function of how much the job can satisfy one's present needs (Ojo, 2005). Williams (2004) reported that employees do not get involved on the job only for

self-relational interest fulfillment; they also get involved in the job because they let their emotions play a role. Becoming highly involved in the job often times a response to emotional rather than rational needs. Ashforth and Humphrey (1995) found out that job involvement is correlated with job satisfaction and efficiency on the job among the seasoned teachers

Sylverson (2004) perceived self-efficacy as people's beliefs about their capabilities to produce designated levels of performance that exercise influence over event that affect their lives. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes. They are cognitive, motivational, affective and selection processes. A strong sense of efficacy enhances human accomplishment and personal well-being in many ways. Holland and Steeve (2002) reported that people with high assurance in their capabilities approach difficulties as challenges to be mastered rather than as threat to be avoided. Such an efficacious outlook fosters intrinsic interest and deep engrossment in activities.

Recent research on job satisfaction shows that although intrinsic and extrinsic motivations were initially conceived as a dichotomy and tend to influence efficiency on the job. Many researchers no longer hold to this notion (Akintayo, 2003, Sylverson, 2004, Willey and Thomason, 2004). Several studies showed that extrinsic and extrinsic rewards enhance job satisfaction; but could not necessarily foster organizational effectiveness (Akinola, 2001, Armstrong, 2002, and Mendel, 1997). Washington and Watson (2000) submit that motivation and satisfaction are interrelated and that their interacting could be felt on workers' effectiveness and efficiency.

2. Statement of the Problem

Based on the literature reviewed above, various studies had investigated job satisfaction, leadership style, workers' commitment and demographic characteristics of the workers as they influence workers' performance, effectiveness and efficiency in the management of organizational resources across culture in isolation. However, none of the reviewed studies has investigated combined influence of the various psychological factors (job involvement, self-efficacy, job satisfaction, and locus of control) on perceived workers' productivity in work organizations in Nigeria. There is therefore the need to further investigate the relevance of these psychological factors to workers' productivity in order to bridge the gap created in research endeavor in Nigeria.

Against this background, the present study investigated the influence of some psychological factors (job involvement, self-efficacy, job satisfaction, and locus of control) on perceived workers' productivity in private organizations in Nigeria. This is for the purpose of ascertaining the relative and combined influence of the psychological factors on perceived workers' productivity in work organizations in Nigeria.

3. Hypotheses for the Study

The following null hypotheses were generated and tested for the purpose of the study:

- a.) There is no significant combined contribution of the psychological factors (job involvement, self-efficacy, job satisfaction, and locus of control) to perceived workers' productivity.
- b.) Job involvement will not significantly predict perceived workers' productivity.
- c.) Self efficacy will not significantly predict perceived workers' productivity.
- d.) Job satisfaction will not significantly predict perceived workers' productivity.
- e.) Locus of control will not significantly predict perceived workers' productivity.
- f.) There is no significant difference in the strength of causation of each independent variable on perceived workers' productivity.

4. Methodology

The descriptive survey research method was adopted to investigate the influence of some psychological factors on perceived workers' productivity in private organizations in Nigeria.

A total of 341 respondents, who had spent at least three years with their organizations, were selected for the study, using purposive sampling technique. The stratified sampling technique was used to select respondents to reflect two strata of service and manufacturing organizations. These organizations include; Nigerian Breweries Plc., Nigerian Textile Industries Ltd., First Bank of Nigeria Plc., and United African Company in Nigeria.

The proportionate random sampling technique was adopted to select respondents from private organizations on the basis of population. The age range of the respondents is between 24- 60 years with mean age of 17.32 and standard deviation of 8.65. The respondents consist of 202 (59.2%) males and 139 (40.8%) females. The 182 (53.4%) of the respondents have spent above ten years while 159 (46.6%) of them have spent below ten years with their organizations. The

respondents, who had spent above ten years on the job were ranked as experienced while those below ten years were ranked less experienced. Also, 210 (61.6%) of the respondents had attained University education while 131 (38.4%) of them had not. The respondents who had attained University education were rated as with high education while those who had not attained University education were rated as with low education.

4.1 Instrumentation

Instruments used in this study are five sets of structured questionnaire which were used for data collection. These include: Psychological Factors Scale (PFS) with five subscales and Productivity Measurement Scale (PMS). Section A of each of the sub-scale contains the socio-demographic information of the respondents, which include: Name of organization, age, gender, marital status, educational qualification, duration of membership of organization etc

4.2 Job Involvement Scale (JIS)

This measure is based on a 10-item scale developed by Kanungo (1982). Sample items are: The most important things that happen to me involve my present job, Most of my personal life goals are job oriented, My active participation in planning and organizing organizational activities is recognize by my boss, Through job involvement, you fulfill the need for emotional experiences. You often remain beyond the required working hours, etc. The measure was assessed on a five-point scale, ranging from 1 = strongly disagree to 5 = strongly agree. The Cronbach's alpha value for this scale was 0.82. But for the present study; the researcher reported Cronbach reliability co-efficient of 0.85

4.3 Self Efficacy Scale (SES)

This measure was evaluated by a scale developed by Harold (1998), and used by Ajala (2001). This measure contains five items (Without any supervision: Overall performance, ability to get long with others, completing tasks on time, quality of performance, and achievement of work goals) that were assessed on a five-point scale (ranging from 1 = strongly disagree to 5 = strongly agree. On the scale, a high score indicates a high reported worker's score. The instrument had a co-efficient alpha of 0.87. For the present study, the researchers reported Cronbach reliability co-efficient of 0.89

4.4 Job Satisfaction Scale (JSS)

This measure is based on a 6-items scale developed and validated by Tsui, Thomas and Edward (1992). Sample items: How satisfied are you with the nature of the work you perform, considering everything, how satisfied are you with your current job situation? Etc. The measures was assessed on a five-point scale (ranging from 1 = very dissatisfied, to 5 = very satisfied). The Cronbach's alpha value for this scale was 0.68. For the present study, the researcher reported Cronbach reliability co-efficient of 0.72

4.5 Locus of Control Scale (LCS)

This measure is based on the scale developed and validated by Allen and Meyer (1990). Sample items are: The measure was assessed on a five-point scale (ranging from 1 = strong disagree, to 5= strongly agree). The Cronbach's alpha value for this scale was 0.73. For the present study, the researcher reported Cronbach reliability co-efficient of 0.76.

4.6 Procedure

The researchers administered the measuring scales, which guarantee confidentiality and anonymity of the respondents, personally with the assistance of three trained research assistants. A consultation with the Director of Personnel Administration in each of the selected private organizations in Nigeria was done, in order to intimate them with the purpose of the study. However, it took the researchers a period of four weeks to administer and retrieve the distributed measuring scales due to geographical location. Meanwhile, out of 350 copies of questionnaire administered in the selected organizations, 335 completely filled copies of the questionnaire were utilized for the purpose of the study.

4.7 Analysis of Data

The data collected was analyzed using percentage and frequency counts for demographic information about the respondents. All the hypotheses were tested at 0.05 alpha level of significance using Multiple and Linear Regression Analysis statistics.

5. Results

The results of the study were presented on the bases of the six hypotheses generated for the study.

H₀₁: There is no significant combined contribution of the psychological factors to perceived workers' productivity.

<Table 1 about here>

In Table 1, all the psychological factors taken together account for 63.1% of the total variance in perceived workers'

productivity ($R^2 = 0.631$). This percentage is high and statistically significant. Psychological factors therefore are important predictors of perceived workers' productivity. In essence, psychological factors, such as; job involvement, job satisfaction, self-efficacy and locus of control jointly influenced perceived workers' productivity. Thus, hypothesis one was not confirmed.

Ho2: Job involvement will not significantly predict perceived workers' productivity.

<Table 2 about here>

In Table 2, job involvement as a psychological factor singularly accounts for 27.2% of the total variance in perceived workers' productivity ($R^2 = 0.272$). This percentage is statistically significant. It is also highest score among the selected psychological factors considered in this study in order of prediction. Thus, workers' level of job involvement is very important in perceived workers' productivity. The finding of the study shows that job involvement has significant influence on perceived workers' productivity. The finding indicates that hypothesis two was not confirmed.

Ho3: Self-efficacy will not significantly predict perceived workers' productivity.

<Table 3 about here>

In Table 3, self-efficacy singular account for 14.2% of the total variance in perceived workers' productivity ($R^2 = 0.142$). This percentage is statistically significant. Thus, workers' self-efficacy is very important in the prediction of perceived workers' productivity at workplace. The finding indicates that self-efficacy has significant influence on perceived workers' productivity in private organizations in Nigeria. The finding shows that hypothesis three was not confirmed.

Ho4: Job satisfaction will not significantly predict perceived workers' productivity.

<Table 4 about here>

In Table 4, job satisfaction account for 11.2% of the total variance in perceived workers' productivity ($R^2 = 0.112$). This shows that job satisfaction has significant influence on perceived workers' productivity. The finding shows that hypothesis four was not confirmed.

Ho5: Locus of control will not significantly predict perceived workers' productivity.

<Table 5 about here>

In Table 5, locus of control account for 0.8% of the total variance in perceived workers' productivity ($R^2 = 0.008$). This percentage is low and not statistically significant. The finding of the study shows that locus of control has no significant influence on perceived workers' productivity. Thus, hypothesis five was confirmed.

Ho6: There is no significant difference in the strength of causation of each independent variable on perceived workers' productivity.

<Table 6 about here>

In Table 6, job involvement, job satisfaction, self efficacy and locus of control have joint significant influence on perceived workers' productivity. However, three out of the four selected psychological factors have significant influence on perceived workers' productivity. In considering the absolute beta value to determine the relative strength of influence or causation, job involvement has the most significant casual effect. This is followed by the job satisfaction and self efficacy. The order of causation is: Job involvement > job satisfaction > self efficacy > locus of control. Locus of control has lowest causal influence on perceived workers' productivity.

6. Discussion of Findings

This study investigated the influence of psychological factors on perceived workers' productivity in private organizations in Nigeria. The first hypothesis predicted that there is no significant combined contribution of psychological factors (Job involvement, job satisfaction, self efficacy and locus of control) to perceived workers' productivity. The finding of the study shows that the psychological factors, when taken together, have significant prediction of perceived workers' productivity. The finding indicates that a significant relationship exist among job involvement, job satisfaction, self-efficacy, and locus of control on one side and have joint influence on perceived workers' productivity on the other. Also, it has been revealed in the finding that the interaction of the predictor variables (psychological factors) with the dependent variable (perceived workers' productivity) enhance effective utilization and management of resources and virtually foster achievement of organizational goal (productivity). The finding implies that effectiveness in utilizing and managing organizational resources for results could be better guaranteed when various variables other than one, such as job involvement, job satisfaction, self efficacy and locus of control are jointly

combined by the workers in any work organization.

The finding of the study tallies with Babalola (2002), Taiwo (2003), Flippo (2004), Steeve (2002) and Olajide (2003), who reported that effectiveness and efficiency of workers on the job is a function of various factors, such as; effective leadership style, motivation, self efficacy, personality and job satisfaction, with the exclusion of job involvement and locus of control which the present study has just revealed. The finding, however, disagrees with Akinola (2002), Allen and Meyer (2001), who reported that psychosocial factors such as; organizational incentives, nature of the job, training and development opportunities, entry educational qualification, gender and working experience as the correlates of workers' efficiency on the job.

Hypothesis two predicted that job involvement will not significantly predict perceived workers' productivity. The finding revealed that job involvement has significantly influenced perceived workers' productivity. The finding shows that the more workers are involved in organizational activities the more likelihood for their efficiency and effectiveness on the job with direct implication for increased productivity. The finding disagrees with Jeffrey and Clair (2004), Akintayo (2006) and Adetunji (2005), who submit that workers productivity is usually being determined by the skills possessed by individuals and extent of their utilization at workplace and the pattern of compensation for the utilization of such skills by the employers.

Hypothesis three predicted that job satisfaction will not significantly predict perceived workers' productivity. The finding reveals that job satisfaction has significant influence on perceived workers' productivity. The finding indicates that the workers were satisfied with their work conditions and have been virtually found to be effective in managing organizational resources. The finding also implies that the level of the workers' job satisfaction has influenced the supportiveness and co-operation among the workforce. This suggests that the team spirit being cultivated among the workforce tends to create enabling environment for effective communication, interpersonal relations vis-à-vis participation of personnel in the management of the organizational resources for results. The finding corroborates Olaniyi (2002), Odunayo (2003), Akila (2004), Sylversen (2004), Willey and Thomason (2004) and Fredrick (2005) who reported that job satisfaction has been found to have significantly influenced workers' efficiency and organizational goal achievement.

Hypothesis four predicts that self-efficacy will not significantly predict perceived workers' productivity. The finding of the study reveals that self-efficacy has significant influence on perceived workers' productivity. The finding indicates that the workers' ability to perform their duties independently without much supervision to the extent of fostering increased productivity presupposes their self efficacy. This finding implies that workers derive such efficiency from working experiences, acquired skills and cooperation from their co-workers, which tend to enhance their effective skill utilization and management of organizational resources for results. The finding supports Akinjide (2001) and Olaifa (2003) who reported that self efficacy of the personnel often determine their level of efficiency on the job, even when surrounded with able workforce. The finding disagrees with Akinlabi (2005); Ashforth and Humphrey (1995); and Washington and Watson (2000) who posited that workers' effectiveness and efficiency on the job is not a function of self-efficacy, rather of the leadership style, experience, personality and situational favorableness. This suggests that self-efficacy of the workers could not sufficiently guarantee workers' productivity, unless the support of co-workers and appropriate leadership behavior are enlisted.

Hypothesis five predicted that locus of control will not significantly predict perceived workers' productivity. The finding reveals that locus of control has not been found to have influenced perceived workers' productivity. The finding implies that effectiveness of the workers in managing organization resources was due to organizational support system. The finding indicates that workers' efficiency on the job vis-à-vis their perceived workers' productivity could not be attributed to the internal efficiency of the workers, but rather is a function of external efficiency. The external efficiency in this regard embraces the influences of the task and internal environments of the organization. In essence, the workers could be effective in managing organizational resources for results, when the task and internal environment, which includes: The suppliers, competitors, co-workers' supportiveness, customers, legal, political, technological, socio-cultural and economic environments are favorably disposed to effectiveness in managing organizational resources for results. The finding of the study tallies with Olatunji (2003), Adigun (2004), Phillipson and Dave (2003), Armstrong (2002) and Quinn (2002) who submitted that locus of control which attribute performance to internal efficiency, could not guarantee productivity and efficiency on the part of the workers. The authors argued further that workers' productivity is a function of combination of internal and external efficiency, rather than the locus of control as an entity. The finding implies that locus of control is central to individual management of self rather than effective management of organization.

Hypothesis six predicted that there is no significant difference in the strength of causation of each independent variable,

such as; job involvement, job satisfaction, self efficacy and locus of control to perceived workers' productivity. The finding reveals that each of the psychological factors significantly contribute to the perceived workers' productivity. However, job involvement, job satisfaction, and self- efficacy, except locus of control have respectively different magnitude of influence on perceived workers' productivity. The finding of the study corroborates Akintayo (2003), Babajide (2002) and Bolman and Deal (2000) who reported that leadership style , job satisfaction, motivation, personality trait and self-efficacy of the personnel significantly influenced their effectiveness in utilizing and managing organizational resources toward corporate goals achievement.

7. Conclusion

The findings of the study established that psychological factors have significant contribution to perceived workers' productivity in private organizations in Nigeria. The finding implies that workers' efficiency in managing resources for organizational goal achievement (productivity) is a function of factors central to internal and external efficiency of the workers. Also, it has been established that all goal-oriented organizations require job satisfaction, job involvement and self efficacy of workers for it to achieve qualitative and quantitative goals of the management system in Nigeria.

Moreover, the conducive working environment coupled with the organizational support system, skills acquired by the workers and their working experiences tend to foster their productivity at workplace. In addition, provision of adequate job incentives, which tend to facilitate satisfaction with job conditions on the part of the workers are strong factors in the prediction of workers' productivity. The finding implies that job involvement, job satisfaction and self-efficacy of the workers tend to enhance effective management of the organizational resources for goal achievement. The finding submitted that any low productivity experienced by the organization requires adequate attention through organizational support system; in order to eliminate interference in workers' job performance effectiveness, efficiency and productivity at workplace,

8. Recommendations

Based on the findings of the study, the following recommendations are made:

- (1) Workers should be deeply involved in organizational program of activities in order to create rooms for their participation in the planning and implementation of decision process. This will definitely foster job involvement among the workers. Besides, participatory management style with appropriate communication structure, which tends to amalgamate democratic and autocratic management trait should be adopted by the managers in order to enhance increased workers' productivity.
- (2) The workers should be exposed to skill development program on the job and on continuous basis in order to update their skills, knowledge, values, and receive proper orientation regarding the correlate of organizational productivity. The cost of workers' training should be borne by the employers in order to facilitate improved productivity. This will enable them aware of the influence of the working environment on their productivity and aver the danger of attributing productivity to self efficacy and locus of control.
- (3) The problem of job dissatisfaction which often result to low productivity among the workers needs to be ameliorated through organizational support system. Job incentive such as increased wages and salaries, improved condition of service, promotion as at when due, provision for retirement benefits and other fringe benefits should be adequately provided by the employers. This will definitely motivate the workers toward heavily investing their skills and talents on the job and virtually increase their job commitment vis-à-vis productivity. Infact, the government should increase the minimum wage and salaries of the workers and monitor its implementation across public and private organizations in Nigeria in order to cushion the effects of hyper inflation that characterized Nigerian economy. This will definitely foster job satisfaction among the workers and virtually encourage increased productivity.

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Table 1. Psychological factors as predictors of perceived workers` productivity

R= 0.703; R Square = 0.631; Adjusted R Square = 0.512; Standard Error= 7.065						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig.	Remark
Regression	17555.036	1	17555.036	453.435	.000	Significant (P < 0.05)
Residual	41792.383	832	50.231			
Total	59347.420	833				

Table 2. Job Involvement as a predictor of perceived workers` productivity

R= 0.447; R Square = 0.272; Adjusted R Square = 0.231; Standard Error= 7.2371						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig	Remark
Regression	11869.449	1	11869.449	411.342	.000	Significant (P < 0.05)
Residual	47477.971	832	57.065			
Total	59347.420	833				

Table 3. Self-efficacy as a predictor of perceived workers` productivity

R= 0.320; R Square = 0.142; Adjusted R Square = 0.1311; Standard Error= 7.101						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig	Remark
Regression	6091.729	1	6091.729	123.428	0.000	Significant (P < 0.05)
Residual	53255.690	832	64.009			
Total	59347.420	833				

Table 4. Job satisfaction as a predictor of perceived workers' productivity

R= 0.0671; R Square = 0.112; Adjusted R Square = 0.1100; Standard Error= 7.2614						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig.	Remark
Regression	210.100	1	210.100	18.362	0.000	Significant (P < 0.05)
Residual	59137.320	832	71.019			
Total	59347.420	833				

Table 5. Locus of Control as predictor of perceived workers' productivity

R= 0.042; R Square = 0.008; Adjusted R Square = 0.012; Standard Error= 7.34342						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig	Remark
Regression	58.289	1	58.289	6.391	0.422	Not Significant (P < 0.05)
Residual	59289.130	832	71.261			
Total	59347.420	833				

Table 6. Strength of causation of each of the psychological factors to perceived workers' productivity

	Unstandardized Coefficient		Standardized Coefficient	T	Sig	Remark
	B	Std Error	Beta			
Job involvement	.758	.054	.374	16.023	.000	Significant (P < 0.05)
Job satisfaction	.343	.022	.255	13.213	.000	Significant (P < 0.05)
Self- efficacy	-.104	.051	-.059	9.045	.000	Significant (P < 0.05)
Locus of control	3.084.02	.054	.014	.323	.262	Not Significant (P < 0.05)