

Personality Traits, Perception of Primary Place of Assignment and Gender as Predictors of Work Adjustment among Corps Members in Ife Federal Constituency, Nigeria

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Abstract

Corps members are fresh graduates from tertiary institutions in Nigeria who are on a year compulsory service to the Nation courtesy of National Youth Service Corps (NYSC) scheme. This category of workers are experiencing the world of work for the first time by virtue of deployment into various Primary Place of Assignment (PPA), hence the need for their work adjustment. Thus, the study examined the influence of personality traits and gender as well as perception of primary place of assignment on work adjustment among Corps members in Ife Federal Constituency. This was done with a view to explaining the nature and the probable factors that can predict work adjustment among Corps members. This will help in determining their preparation levels and the pace at which they settle down for work when permanently employed. The study employed a descriptive survey research design. The data were collected from 222 Corps members, drawn using multi-stage sampling technique from four Local Government Areas (Ife-South, Ife-North, Ife-East, and Ife Central) in Ife Federal Constituency, Osun State, Nigeria. Three standardized psychological instruments namely: the Big Five Personality Inventory (BFI), Perception Change of Place of Primary Assignment Scale (PCPPAS), and Work Adjustment Assessment (WAA), were used to collect data from the respondents. Data collected were subjected to both descriptive and inferential statistical analyses. The results showed that personality traits had significant influence on Corps members' work adjustment. Perception of change of PPA has significant influence on Corps members' work adjustment. However, there was no significant gender difference among Corps members' work adjustment. The study concluded that personality traits and perception of change of primary place of assignment had influence on Corps members' work adjustment, while gender had no significant influence on their work adjustment.

Keywords: personality traits, perception, work adjustment, primary place of assignment, gender

INTRODUCTION

In this twenty-first century, the workplace is a fast-paced, dynamic, highly stimulating environment, which brings a large number of adjustments, benefits and opportunities to those who work within it. Adjusting to a new job can be a daunting challenge, whether the job is taken by choice or by necessity. Work adjustment is the act of adapting to situation in workplace no matter how tiresome it might be (Black, 1988). Using the Youth Corps members of Nigeria National Youth Service Corps (NYSC) Scheme; many of them are experiencing work for the first time in their lifetime. They may not have worked before, so for them to cope with work conditions might initially be a challenge but each of them can start learning how to manage work situations and adjust to present work demands, which may largely depend on different factors. Some adjust faster and positively while others may find it difficult to adjust as the case may be.

Adjusting to the workplace culture, whether in a new company or old one can be intensely stressful. Making

one adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioural patterns of the boss as well as the co-workers, can be a lesson of life. Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or with superiors or even with oneself. Previous studies revealed that knowledge of the culture where employees are assigned to, is considered to be an important individual factor that leads to successful adjustment (Black, 1988; Tung, 1988). Corps Members in Nigeria are posted to another state other than their State of origin for a period of one year, most of them come from different cultural settings and different tribes, and with little or no knowledge of the culture practised in the new environment they were posted. This might pose challenge for them to adjust to the new environment and culture they found themselves. However, there is tendency to see some of them adapting easily to the environmental changes and even be intrinsically and extrinsically motivated to get the

best out of the new situation, depending on certain factors that could explain individual uniqueness.

The knowledge about the appropriateness of social customs, business practices, communicative and social behaviours are beneficial for work adjustment in general (Takeuchi, 2002). During transitioning to new work environment people tend to evaluate their new situation in terms of their knowledge. It could be stressed that people who have more knowledge about and previous experience with the new working environment are more likely to be familiar with it than others. For instance, some Corps members may be familiar with the new work environment and the prevalent culture that exist in their respective places of primary assignment; probably as a result of adventures, business trips, study and other possible factors. This may explain their ability to adjust better than those who never had such experiences.

New employees in different organizations see activities very tasking and demanding, however, it may take the personality of an employee to adjust better than another. In other words, personality traits have propensity to explain how individuals adjust in workplace (Arkoff, 1968; Black and Gregersin, 1991). Personality refers to generalized traits or traits-like constructs which are relatively stable, universal psychological constructs that vary across individuals, have a relatively high level of heritability and tend to bias cognition and behaviour across a variety of domains (Udoudoh, 2012). Meanwhile, matching personality to job is essential in organizations because that will enable employees to perform better and adjust easily to job pressures. Studies on personality and organizational outcomes have received enormous attention by researchers in the organizational employees' behavioural research stream and it shows that personality affects the environments in which individuals work (Barrick, 2003 and Chen, 2004) and play a significant role in determining the performance level of employees in such organizations. Barrick and Mount (2005), posit that the preference for organizational environments, the cycle of individuals one choose to interact with and the kind of activities one enjoys strongly and most importantly the leadership capacity of the work-place environment greatly determines how efficiently employees perform and how well they adjust to work conditions in an organization.

Furthermore, gender can also play a significant role in whether employees adjust to a particular work setting more than the other. Females generally will adapt more to a working environment that could give them maximum satisfaction and comfortability. Males are considered to be more rugged and are typically known for their ruggedness which may enable them adapt to any working environment as the case may be. The female Corps members are known to always seek for

green pastured work environment; this might be because of a strange environment they are not used to and in which they find themselves. So, they will prefer a place of primary assignment that could give them maximum comfortability and make them feel they are home away from home. This assumption may influence their preference for change of primary place of assignment, which may cause them to adjust better to work in the long run.

Moreover, researchers and business people alike have realized that the first contact that employees have with an organization after being hired is crucial for their success and adaptation in the workplace (Buchanan, 1974). The first contact will definitely influence the Corps member's perception of the kind of organization they are posted to, from that perception alone they can begin to think of so many ways and places they could perform and adjust better if the perception is unfavourable. Besides, these perceptions might be slightly based on individual's uniqueness. For instance, if a Corps member who loves to work hard enough is posted to a primary place of assignment where idleness is being celebrated, such an individual may find it difficult to adjust, hence a desire for change of PPA. So also if the PPA is not meeting Corps member's expectation and renders their ability useless, they will prefer to move to a PPA where their expectations will be met and where they will be fulfilled in utilizing their abilities.

Statement of the Problem

Posting of Corps members in National Youth Service Corps (henceforth NYSC) Scheme in Nigeria has become a major source of concern. It is expected that Corps members are being posted to their respective places of primary assignment after the completion of their three- week orientation activities. However, the posting exercise is often characterized by shady deals such as unnecessary lobbying, nepotism, favouritism, etc. The development may not be unconnected with claims among Corps members that they do not have affinity for some locations where they are actually supposed to be posted to, so they look for all means to influence their PPA postings to where they feel they can adjust better. This seemingly display of apprehension about PPA by Corps members betrays their fear of adjustment in the new environment or with new experience. Thus, Corps members, like any other individual experiencing change(s) face challenges of adjustment. This explains the desire to influence their PPA, which many believe will enable them adjust better to the new environment in which they find themselves. So, in the light of the foregoing, one is apt to ask questions such as; do Corps members' PPA has

anything to do with their level of adjustment and what are the factors influencing better adjustment among them?

In most literature, personality theories have featured prominently to explain people's attitudes and behaviour, and it is often used to predict outcome variable, such as work attitude (Liao, Chuang, and Joshi, 2008), job satisfaction (Heller, Judge, and Watson, 2002), intrinsic task motivation, job involvement, and task performance (Ng, Sorensen, and Eby, 2006), and it also has a significant impact on interaction quality and customer satisfaction (Ekinci and Dawes, 2009). The results of prior studies showed that greater work adjustment is related to greater conscientiousness and openness to experience personality (Ward, 2004; Huang, 2005; Swagler and Jome, 2005; Shaffer, 2006). Another set of studies examined factors contributing to virtual work adjustment, which are structural factors, relational factors and individual factors (Sumita, Raghu, Batia and Vipin, 2000).

Nevertheless, there is a need to further explore the relationship among other personality traits and work adjustment among Corps members given the peculiar nature of their employment. This becomes necessary in view of the fact that the previous studies have only considered the group of employees who have permanent employment status. While a number of studies have examined the influence of personality traits on work adjustment of new academic staff, industrial personnel, bank employees, new students and others, (Shahzad, 2008; Anjum, 2011; Akinyele, 2010; Ahmad, 2011; Rasheed, 2011; Aslam, 2011), none of these studies focuses explicitly on Corps members and how their personality traits influence their work adjustment, hence this study.

LITERATURE REVIEW

Minnesota Theory of Work Adjustment

The Minnesota Theory of Work Adjustment (TWA), developed by Dawis and Lofquist, provides a way of conceptualizing the fit between an individual and a job or organization. It was initially influenced by research into the job placement problems of the physically disabled, which was the focus of a consultancy undertaken at the University of Minnesota as part of the Work Adjustment Project commenced in 1957. This emphasis resulted in a theory that provides a set of clearly testable hypotheses, which has stimulated many decades of research and associated development of instruments and measures. TWA consists of both a structural model and a process model. This is sometimes referred to as the Person-Environment Correspondence

Theory. The more closely a person's abilities (skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the organisation, the more likely it is that they will adjust easily, perform the job well and be perceived as satisfactory by the employer. Similarly, the more closely the reinforcers (rewards) of the organisation correspond to the values that a person seeks to satisfy through his/her work, the more likely it is that the person will perceive the job as satisfying. They list six key values that individuals seek to satisfy: Achievement: conditions that encourage accomplishment and progress; Comfort: conditions that encourage lack of stress; Status: conditions that provide recognition and prestige; Altruism: conditions that foster harmony and service to others; Safety: conditions that establish predictability and stability; Autonomy: conditions that increase personal control and initiative. The degrees of satisfaction and satisfactoriness are seen as predictors of the likelihood that someone will stay on a job, be successful at it and receive advancement.

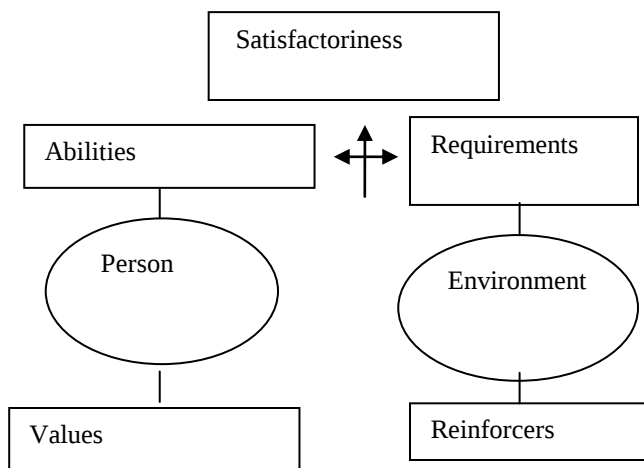


Fig. 1. Degrees of satisfaction and satisfactoriness

The theory acknowledges that the correspondence between person and environment may not be perfect, perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change. The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and/or values and reinforcers. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or

organisational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable, some form of adjustments often take place. These include; active adjustment by the individual involved may try to change his/her working environment. He/she may seek to change the content of the job and therefore its behavioural requirements, to better reflect their abilities. Alternatively, they may try to alter the reinforcements of the job by seeking to gain different rewards. On the other hand, reactive adjustment may involve the individuals trying to change their behaviours to better suit the environment or by changing their personal priorities or work values.

The Theory of Work Adjustment (TWA) is an example of trait and factor psychology used for practical ends in the workplace. Its early versions hypothesized occupational tenure to result from correspondence between attributes of the individual and of the occupational environment (Dawis, Lofquist & Weiss, 1968; Lofquist & Dawis, 1969). Most of the published research on the Theory of Work Adjustment concerns the concepts introduced in this stage of theory development and the person- environment matching model. That may be a result of the availability of instruments to measure the salient constructs explicated in the early theory. The Theory of Work Adjustment implies that flexibility, activeness and reactivity are orthogonal or at most only minimally related. The flexibility dimension indicates the degree of dis-correspondence that a person can tolerate while activeness and reactivity are ways of adjusting. An individual characteristically may use either or both adjustment modes to reduce dis-correspondence once the flexibility threshold has been crossed.

Implications of the Theories to this Study

The Minnesota theory of work adjustment provides a way of conceptualizing the fit between an individual and a job or organization. It postulates that the more closely a person's abilities correspond with the requirements of the organization, the more likely it is that they will adjust easily and perform their job well. Such abilities may include: skills, knowledge, experience, attitude and behaviours, among others. This implies that if a Corps member's ability does not correspond to the requirement of the Primary Place of Assignment posted to, he or she will find it difficult to adjust to work there, hence the perception of the need for a change of Primary Place of Assignment (PPA). Similarly, the more closely the rewards of the organization coincide in their characteristics to the value that a person seeks to satisfy through his work, the more

likely it is that the person will perceive the job as satisfying and consequently resulting in maximal adjustment to work. This implies that the degree of satisfaction is seen as a predictor of the likelihood that a Corps member will stay on a job and adjust better in a PPA that gives corresponding satisfaction to his values. Otherwise, a PPA that can enhance his values will be opted for.

REVIEW OF EMPIRICAL STUDIES

There is a need for adjustment of the newcomer, be it a new employee's entry into an organization or an immigrant's entry abroad. In other words, whenever there is a change in an environment, a need for fitting arises (Reiche, 2014). In general individuals exhibit insecurity when entering a new environment (Black, Mendenhall, & Oddou, 1991). Torbiörn (1982) describes adjustment as a dependent relationship, in which changes take place in the individual as a result of new conditions in his surroundings (Kittler, Rygl, & Puce, 2008). In contrast Black (1988) defines adjustment according to the new work role as "the degree to which the person has mastered the role requirements and is able to demonstrate such adjustment via his or her performance".

Recent research by Firth, Chen, Kirkman, and Kim, (2014) takes a closer look at employees' adjustment at the initial stages and its change overtime. These researchers highlighted that although perceptions of adjustment can be formed quite quickly, they tend to change gradually and systematically over time based on accumulated assignment experience and employees' attitude and disposition. To enrich the currently sparse empirical support for this notion, Firth, *et al.* (2014) aimed to examine the nature, antecedents and outcomes of changes in employees' job adjustment. Building the framework, as well as keeping in line with previous research work, Firth and colleagues speculated that motivation and stress related constructs are predictors of employees' job adjustment.

Specifically, literature on work adjustment deals with questions of how individuals accept new work roles and how they adjust. Based on processes of work role adjustment during assignments in general, scholars have explored work adjustment during international assignments, too (Black, Mendenhall and Oddou, 1991). Both streams of literature describes the basic process individuals leave their confident environment and enter a new, unfamiliar terrain. In unknown situations old routines are abolished which leads to psychological uncertainty. In these situations individuals aspire towards reducing uncertainty. Thus, doubtfulness challenges new forms of behaviour because new

behaviours are needed and expected while old routines are considered as inadequate and unacceptable (Black, *et al.*, 1991). Also, in the study of Black (1990), the four personality-related factors; cultural flexibility, social orientation, willingness to communicate and conflict resolution orientation that influence adjustment to the general environment also affirm to work adjustment.

Black (1990) discovered a positive relationship between job adjustments to motivation. This implies that motivation is a person's internal disposition to be concerned with approaching positive incentives and avoiding negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment (Pinder, 2008). While motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence work behaviour and adjustment (Jex, & Britt, 2008). So, it is important for organizations to understand and to structure the work environment to encourage productive behaviours and discourage those that are unproductive given work motivation's role in influencing workplace behaviour and adjustment. Shaffer and Harrison (1998) revealed a significant impact of job satisfaction and promotion on job adjustment. Additional factors having a positive effect on job adjustment are promotion opportunities upon repatriation and compensation level (Parker and McEvoy, 1993).

In research development in the areas of personality, individual differences and personnel psychology (Lounsbury, Loveland, Sundstrom, Gibson, Drost & Hamrick, 2003) indicated that, in addition to the Big Five, other personality traits which denote more narrow domains of behaviour, can add to the predictability of job performance and adjustment, which is beyond what can be accounted for by the Big Five. Specifically, the Personal Style Inventory (PSI) measures the following narrow traits that have been found to predict job and job adjustment in various work settings (Lounsbury, Loveland, Sundstrom, Gibson, Drost, & Hamrick, 2003).

SUMMARY OF THE LITERATURE REVIEWED

The previous review had described the existing literature related to personality traits and employees work adjustment. It is evident from the review that the influence of personality traits on employee's work adjustment had received the most of research attention. Attitude of employees in adjusting to work conditions had also been studied by a number of scholars. It should be noted that much of this review involved studies employing passive research designs and reliance on

correlational data. Due to the associative nature of the research methodology employed, causation between variables cannot be established with confidence. Notwithstanding this quantitative surveys are conducive for collecting data from individuals, most especially Corps members who are actively engaged within their respective places of primary assignment. Therefore, the findings from these studies have merit in describing the naturalistic phenomena associated with influence of personality trait on work adjustment.

Although a few of the aforementioned studies found contradictory results, a review of the employee's adjustment literature highlights consistent themes regarding employees. These findings strongly suggest that employees work adjustment is influenced either negatively or positively by the type of personality they have, and how they perceive the nature of their present work. Meanwhile, institutional and demographic variables which could influence employee's work adjustment were found wanting in many of the studies reviewed. Examples of these variables include gender, perception of primary place of assignment, allowance, work perception, location, etc. The present study seeks not only to measure the influence of personality traits on a Corps member's work adjustment, but to include some other organisational variables.

METHODOLOGY

Research Design

The study adopted a descriptive survey design that seeks to describe the influence of personality traits and some other organisational variables on Corps members' work adjustment. The primary data was obtained from a structured questionnaire, and secondary data was sourced from books, bulletins, e-library and internet among others. The independent variables are personality traits, gender and perception of change of primary place of assignment; while the dependent variable is work adjustment.

Study Population

The study population consists of Corps members who reside and have their primary place of assignment (PPA) in Ife Federal Constituency. This constituency comprises Ife-South with headquarters in Ifetedo, Ife-North with headquarters in Ipetumodu, Ife-East with headquarters in Oke-Ogbo Ile-Ife and Ife Central with headquarters in Ajebamidele Ile-Ife. The choice of this category of employees was informed by the unique nature of their mode of employment which is temporary and their limited or no experience in the labour market. Their employment was inspired by the National Youth Service Corps scheme (NYSC) by the decree No. 24 of the 22nd May, 1973 of Nigeria's constitution, which

stated that the NYSC is being established “with a view to fostering development of communities among the youths of Nigeria and the promotion of national unity”. The decree stipulates a year of compulsory service to the nation by fresh graduates from different higher institutions of learning in Nigeria. Pre-field study revealed that there are a total number of 894 Corps members in four different Local Government Areas in Ife Federal Constituency which was explicitly stated in the Corps members’ distribution list obtained from the Zonal Inspectors in these Local Government Areas.

Sample and Sampling Procedure

Multi-stage sampling technique was used in this study. First, purposive sampling technique was used to select the categories of workers (Corps members) and selection of Federal Constituency, thereafter stratified sampling technique was used to select respondents from four Local Government Areas in Ife Federal Constituency. Corps members were selected randomly during their community development service (CDS) meetings which usually takes place on Thursdays in the selected Local Government Areas.

Research Instrument

The Bio-data: This is the section A of the research instrument. It measures the socio- demographic variables of respondents such as age, gender, marital status, state of origin, place of primary assignment (PPA), employment history, and whether they changed PPA or not.

The Big Five Personality Inventory (BFI): This is the second section of the research instrument. The BFI will be used to source information on personality traits, the independent variable in the study. The BFI developed by John and Srivastava, (1999) is a self-report inventory designed to measure the Big Five personality traits. Umeh (2004) has adapted the original BFI for Nigerian samples. This is the version that was used in this study. It has 44 items and consists of short phrases with relatively accessible vocabulary. For the purpose of this study we used 15 items only which will represent all the five personality dimensions on this scale which were picked at random. Respondents were asked to express the opinions of themselves on the BFI items on a 5-point Likert-type response scale. The response alternatives include “disagree strongly”, “disagree a little”, “neither agree” nor “disagree”, “agree”, and “strongly agree”. These responses were scored 1,2,3,4, and 5 respectively.

Perception Change of PPA Scale (PCPPAS): This is the section C of the questionnaire. It was developed by the researcher and it contains ten (10) items which

assessed the Perception of Corps Members about change of Place of Primary Assignment (PPA). The responses of the measures were obtained by using Likert type response option where participants answered on a 5-point scale ranging from ‘strongly disagree’, through ‘disagree’ and ‘neutral’, to ‘agree’ and ‘strongly agree’. These responses were scored 1, 2, 3, 4, 5, respectively. These items scored were summed across all 10 items to obtain a global score of perception of Corps Members about change of Place of Primary Assignment (PPA).

The higher the score, the more the Corps members willing to change PPA. This scale was validated for the purpose of this research, as part of the instrument, through face validity, which was done by the project supervisor and a pilot study which was carried out on twenty five (25) respondents to further determine the reliability of the instrument. A Cronbach alpha coefficient of 0.80 was obtained.

The Work Adjustment Assessment (WAA): This is the section D in this questionnaire.

The WAA scale developed by Schwarzer& Jerusalem (1995) is a 10-item general self-efficacy scale where respondents were asked to report how confident they were in their ability to manage challenges associated with the work environment. This scale was used to assess the degree to which Corp Members assess their ability to tackle situations for easy work adjustment. The responses of the measures were obtained using Likert type response option where participants answered on a 4-point scale ranging from “Not at all True”, through “Somewhat True” and “moderately true”, to “very true”. The higher the overall score the more the level of adjustment. The scale was validated for the purpose of this research, as part of the instrument for this research, through face validity, which was done by the project supervisor and a pilot study was carried out on twenty five (25) respondents to further determine the reliability of the instrument. A Cronbach alpha coefficient of 0.62 was obtained.

Administration of the Research Instrument

Test instrument for this study was administered to Corps members in Ife Federal constituency during their Community Development Service (CDS) Thursdays’ meetings. The test instrument was distributed to the selected respondents without interference. The questionnaires were later collected by the researcher after proper monitoring of the administration of it. A total number of two hundred and seventy-three (273) questionnaires were administered, but two hundred and sixty (260) was recovered. This shows that thirteen (13) questionnaires were not returned. Out of the two hundred and sixty questionnaires recovered thirty- eight

(38) were not useful, while two hundred and twenty-two (222) were considered useful for analysis.

Treatment of Data

The data obtained from the completed questionnaires was subjected to descriptive and inferential statistics. Descriptive statistics was used to analyse the data generated from the socio-demographic variables. The Linear Regression analysis, and T-test were used to analyse the other part in order to provide answers to the research questions and test the hypotheses that were formulated for the study. All the hypotheses for the study were subjected to appropriate statistical analyses and tested at 0.05 level of significance.

RESULTS ANALYSIS

Descriptive Analysis of Data

A total of two hundred and twenty-two (222) subjects responded to the instrument. Out of the number, one

hundred and fifteen (115) representing 51.8% were Male while the remaining one hundred and seven (107) representing 48.2% were Female.

Test of Hypothesis

Hypothesis One: This hypothesis states that personality traits will have significant influence on Corps members' work adjustment

In testing this hypothesis, the data collected on Big-Five personality traits and work adjustment were subjected to Linear Regression analysis. The data collected on personality traits was measured at three levels; strong, moderate, and weak personality trait. Work adjustment was also measured at three levels; low, moderate, and high work adjustment.

Table 1. : Summary of the Linear Regression Analysis Showing the Influence of Personality Traits on Corps Members' Work Adjustment

Multiple R	0.620					
R. Squared	0.385					
Adjusted R Squared	0.382					
Standard Error	10.80239					
Variable	B	Std. Error	Beta	Df.	T	Sig.
Personality Traits	0.416	0.035	0.620	221	11.734	0.000
(Constant)	52.135	2.294			22.730	

($R=0.416$, $p=0.000$)

The result as presented in table 1. It indicates that there is statistically significant influence of Corps members' personality traits on their work adjustment ($R = 0.416$, $p < 0.05$). The result reveals that the constant term is 52.135, indicating that corps members whose personality trait is at level 0 will be + 52.135 standard deviation above the mean for their work adjustment. More so for every improvement recorded in personality trait, work adjustment improves by 0.416. That is, the stronger the personality trait, the higher the work adjustment.

Hypothesis Two: The hypothesis states that perception of change of PPA will have significant influence on Corps members' work adjustment

In testing this hypothesis, the data collected were also subjected to independent samples t-test analysis. The data collected on perception of change of PPA was measured at two levels; positive and negative perceptions. The result of the analysis is presented in table 2.

Table 2: Summary of the Independent T-test showing the Influence of PCPPA on Corps Members' Adjustment to Work

Work Adjustment	N	Mean	Std. Dev.	T	DF	Sig.	P-value
Positive	176	80.2699	12.70162	5.926	220	.000	□ 0.05
Negative	46	67.7174	13.13209				

($t = 5.926$, $p = .000$)

The result of the analysis shows that respondents with positive perception of change of PPA ($N=176$, $\bar{X}=80.2699$, $SD=12.70162$) displayed significantly

different work adjustment from respondents with negative perception of change of PPA ($N=46$, $\bar{X}=67.7174$, $SD=13.13209$), ($t(220) = 5.926$, $P \square 0.05$).

The analysis result indicates that there is a significant difference in work adjustment of Corps members with positive perception of PPA and negative perception of PPA. Thus, Corps members' perception of PPA influenced their work adjustment.

Hypothesis Three: The hypothesis states that gender will have no significant influence on Corps members' work adjustment.

In testing the hypothesis, the data collected were subjected to independent samples t-test analysis. Gender was measured at two different levels; male and female. The result of the analysis is presented in table 3.

Table 3. : Summary of Independent T-test showing the Influence of Gender on Corps members' Work Adjustment

Work Adjustment	N	Mean	Std. Dev.	T	DF	Sig.	P-value
Male	115	78.9348	13.72594	1.426	219	.155	>0.05
Female	107	76.3084	13.69455				

(t = 1.426, p= 0.155)

From table 3. (see Appendix page) the result of the analysis shows that male study participants ($N=115$, $\bar{X}=78.93$, $SD=13.72$) did not display significant different work adjustment than their female counterparts ($N=107$, $\bar{X}=76.31$, $SD=13.69$), ($t(219)= 1.426$, $p=>0.05$). The analysis of the result indicates that there is no significant gender influence on work adjustment among the respondents. In essence, being either male or female does not determine the level of adjustment achieved by Corps members.

DISCUSSION OF FINDINGS

The study was carried out with a view to contributing to the understanding of how Corps members adjust to the work setting given their antecedent and the probable number of factors that impact Corps members' adjustment process. Regarding the hypotheses tested in the study, hypothesis one, which states that personality traits will have significant influence on employees' work adjustment was confirmed. This implies that there is a significant influence of personality traits on Corps members' work adjustment in Ife Federal Constituency. This finding is corroborated by the work of Porter, Steers, Mowday & Boulian, (1974) who maintained that the person whose values match the operating values of the organization would be more committed to the organization. The finding also finds support in the work of Heller and Mount (2002) who opined that personality also plays an important role in the organizational performance. Other researchers whose works are also in line with this finding are Beck (2003) who found that individual characteristics can affect motivation in organization, and Judge, Bono & Locke (2000) who found that the personality dimensions define the organizational commitment and engagement of the employees. The justifiable reason for this development may not be unconnected with the fact that personality

characteristics can influence how individuals interpret situations that arise and the likelihood that they react in an interpersonally facilitative manner. For example, individuals with low emotional stability tend to view situations in a negative light (Costa & McCrae, 1992).

The result obtained for hypothesis two revealed a significant relationship between perception of change of PPA and Corps members' work adjustment. The finding indicated that the positive perception of Place of Primary Assignment (PPA) motivated Corps members to stay in a place for the period of service year and this results in better work adjustment. The finding is in line with the work of Beck (2003), who maintained that individuals who move more from one organization to another have a low level of work adjustment. For instance, there is no how a Corps member will keep changing PPA and be committed fully to a particular PPA at a point in time. They usually have a sense of "I will soon leave so don't let me waste my effort adjusting to situations here". Such individuals are characterized with low level of organizational commitment and high level of turnover. Such Corps members put their own interest over and above the interest of the organization.

Hypothesis three states that gender will have no significant influence on employees' work adjustment. The finding from the hypothesis showed that gender has no significant influence on employees' work adjustment. This implies that Corps members, irrespective of their gender have similar disposition to work adjustment. This finding is corroborated by the work of Batson (1998) who concludes that "sometimes the sex...makes no difference". Furthermore, findings from the previous gender comparative studies reported no significant gender differences (Cole and McNulty 2011; Mériqnac 2009). Other studies also found that

female expatriates can be at least as successful in their job as men on international assignments (Tung 2004). This explains that the work situations experienced by Corps members at their various PPA may not be fully distinct and thus makes no difference to their work adjustment process. Therefore, Corps members, just like the expatriates, are also on assignment to serve the nation, and the assignment can take them out of their States of origin to another irrespective of gender, since gender does not determine where they are being posted to either. It is just a professional circumstance which does not have anything to do with gender.

IMPLICATION OF THE STUDY

The present study has helped to dig further on the subject of work adjustment and personality traits and has created an improvement on existing data within the growing body of knowledge in this area by considering in addition, perception of change of primary place of assignment (PPA) and gender based on the nature of the population (Corps members) considered in the study. In addition, this study has provided important insight which could serve as empirical basis for government, policy makers, NYSC officials, Corps members themselves, and employers generally. This will enable them become familiar with how perception of change of work environment affects work adjustment of Corps members, and employees generally. Given this important insights, the policy makers, most importantly NYSC officials would be better equipped to take informed decisions on issues pertaining to Corps members' posting to places of primary assignment and thereby strengthen the programme and prevent unnecessary lobbying among them. If they keep changing PPA the communities or organizations they were originally posted to will lose the benefits these Corps members would have offered them through Community Development Service (CDS). Premised on the findings from the study, a number of recommendations were suggested; The Directorate of National Youth Service Corp (NYSC) should endeavour to carry out personality test on Corps members during their orientation camp (the period of three weeks training) preceding their assignment to primary places. This will no doubt help to take informed decisions and thereby reduce the spate of lobbying to change PPA among Corps members and consequently stabilise their work adjustment. All the implications and recommendations highlighted in the study, by extension, are applicable to employers – new employees' relationships within the organisation at large.

CONTRIBUTION TO THE BODY OF KNOWLEDGE

The study contributed to the general theme of work adjustment, which comprises structural, relational and individual factors from the perspective of group of non-permanent workers (Corps members) who are on a year compulsory service to the Nation. Certain personality traits were also established as precursor of work adjustment among this group of workers.

LIMITATION TO THE STUDY

The research was conducted among Corp members in Ife Federal Constituency, Osun State, Nigeria. Thus, the results may not be generalized to other group of workers in Nigeria. Also, as with other research that uses questionnaire as the instrument to collect data, there may be a problem of social desirability. Some respondents may have the tendency to exaggerate or provide responses deemed to be desirable by others, instead of giving honest responses. Furthermore, the Corp members used in this study are youth, and youthful stage is one out of the many phases of life we have as human beings. The question is how do we validate the result gotten from this study to determine the influence of personality traits on work adjustment during adulthood? There may be tendency that as one is growing older one's personality drive becomes weaker and which may affect how we perceive things and situations around us. If this occurs, there is probability that it may change the way we perceive things and this may affect how we adjust to work as an adult.

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