

## Chapter One

### Introduction

#### 1.1 Background of Study

Employees' attitude – (like or dislike or favourable or disfavourable disposition) of their employment or elements related to it, is significant to organizational goal, growth, employers' intention attainment, profitability, team formation, team cohesion, productivity, and organizational health, and by extension national development<sup>1, 2</sup>. How skilled employees perceive their jobs as a result of how they think, feel, and work while at work is very essential to an organization's profitability and competitiveness<sup>3</sup>.

Employees' attitude is a contributing factor to gross domestic product (GDP), gross national income (GNI) or economic wellbeing of any country and more significantly nations like Nigeria in today's multicultural, globalized and knowledge-based economy<sup>4</sup>. Gross domestic product – (GDP) is the value of the finished domestic goods and services produced within a nation's borders while gross national income – (GNI) is the total amount of money earned by a nation's people and businesses. It is used to measure and track a nation's wealth from year to year. The number includes the nation's gross domestic product (GDP) plus the income it receives from overseas sources<sup>5</sup>. World Bank economy grouping of countries based on their economic viability and strengths, grouped Nigeria among the least industrialized, developing economies of the world with downturn economy<sup>6, 7</sup>. This phenomenon according to Organization for Economic Co-operation and Development – OECD assertion that

“Privileged and educated members of the society: “scholars are expected to play a key role in society because they drive forward advances in knowledge, science and technology”

Open up a gap for a new study to measure skilled, employable potential workers about leaving the nation's numerous tertiary institutions, serving or discharge corps members'

attitude towards formal employment calling to the mind sequence of happenings in the country<sup>8</sup>.

Millennials are the largest and youngest members of present-day generations of workforce globally. Millennials are individuals born between 1981 – 1996 who in 2022 oldest element's age is 41 and youngest 26 respectively. Millennials' sample frame comprises of four subsets members, namely (a) 1st wave: members of the group born between, 1981–1984 [41 – 38 years old in 2022]; 2nd wave: members of the group born between, 1985–1988 [37 – 34 years old in 2022]; 3rd wave: members of the group born between, 1989–1992 [33 – 30 years of age in 2022]; and 4th wave: members of the group born between, 1993–1996 [29 – 26 years of age 2022]<sup>9</sup>.

There are replete number of studies on 1<sup>st</sup> and 2<sup>nd</sup> wave Millennials from various disciplines and scholars from different backgrounds since 1995 – 2010 as premier members of the group to join the world of work at the turn of the millennium. These studies provides ample knowledge about the group from different perspectives studying all variables and constructs of interests which today serve as existing body of knowledge available on the cohort.

This and other phenomenon, problems and new developments about people globally shifted scholars' work foci and made work on Millennials saturated. However, younger: 3<sup>rd</sup> and 4<sup>th</sup> wave members of the group caught up in current global and contextual developments, globally, call for new work.

Evidence and need for a new study on Millennials in Lagos State, southwestern Nigeria, a commercial nerve centre that host a high percentage of skilled graduates – specifically 3<sup>rd</sup> and

4<sup>th</sup> wave Millennials abounds and is rising. If older generations (Baby boomers – individuals born between mid-1946 and mid-1964); and Xers – individuals born between 1965 – 1979) of Nigerians gainfully employed could be abandoning their jobs and emigrating in droves to other countries with better living and work conditions, then it is not only urgent but of utmost importance to understand what new graduates, newly enrolled or just discharged youth corps members job hunting are thinking about formal employment based on evolving circumstances in the country<sup>10</sup>. This will help stakeholders understand and identify opportunities current phenomenon holds for organizations, employers and human resource personnel, gain needed knowledge to make formal employments attractive to Millennials, and other potential employees prone to criminal or nefarious activities, productively harness and channel their skills to raise the nation's GNI, and keep them from becoming sabotage<sup>11, 12</sup>.

Gainfully employed Millennials' attitude in continuing with their jobs and incoming members of the generations as new entrants, seeking formal employment in structured organizations these days is determined by number of factors. As jobs becomes scarce and less promising opting for fluid employment in music and entertainment industry, gig jobs, talent hunts and TV reality shows with, huge one time monetary rewards, or high risk nefarious activities such as: oil pipeline vandalization and bunkering, illegal migration, thuggery, violent crimes, money laundering, and cybercrimes remains the only option of surviving, compared to the 60's 70's and 80's when situation is different and graduates' first job consideration is government civil service or any reputable multinationals firms across the country<sup>13</sup>.

The question now is, what has changed? A key factor that influences potential skilled employees' attitude toward leaving or taking up jobs in structured, private organizations or

governmental parastatals in the country is linked to psychosocial stressors (any life situation to which an individual reacts with unusually high levels of tension and anxiety, which increase the likelihood of both mental and physical pathology)<sup>14</sup>.

For example, employees in Nigeria no longer have job security, or assurance of pay at the end of the month. Now, it is a common occurrence for employees to have their monthly remuneration withheld for six (6), or twelve (12) months period or more and still expected to keep reporting at work unaffected<sup>15</sup>. Other dissuading factors includes: corruption and draconic governmental measures, threatening industries closure; rising unemployment rate due to multinationals firms closures and relocation to neighbouring countries with favourable task incentives<sup>16</sup>. Lack of jobs, escalating cost of living, unliveable wages and underpayments, lack of opportunities and infrastructures have now give rise to skilled-employable youth crimes, ethnoreligious crisis; kidnapping, banditry, and violent crimes, rise of temping or gig work commonly referred to in the country as contract jobs.

Formal employment, 9am – 5pm occupation in a structured organization have lost its appeal to Millennials. This, is not only a strong basis for scholars to return to work on Millennials, added to it is that Millennials are the grandchildren of Baby boomers and adult children of generation Xers whom they have seen died on pension queues, or suffered sudden job loss, unjust retirement, denied their gratuity and other entitlement post service as civil servants amidst commonplace workers' strike actions and closure of Universities<sup>17</sup>.

Notably, entry-level employees' attitude towards formal employment, aside distressing, unliveable wages present generations of employees earn, is also influenced by disruptions and change to how and where work take place COV19 pandemic introduced to work model

now trending post lockdown such as – remote work – (work model that allows employees to work from anywhere or nation of the world without any restrictions or demands from your employer to come into office for in person or face-time appearance), telecommuting – (hybrid work model that accommodates employees to work from home or remotely from any convenient location and at other times requires them to come into the office on specific days or report in a certain location for onsite duties such as in-person check for IT jobs, stock taking for courier jobs, premises and facilities inspection for equipment, precision-machineries, agro based, chemical and allied jobs as well as other non-IT jobs and more)<sup>18, 19</sup>.

Another strong contributor of poor attitude towards formal employment is electronic and social media and misconstrued information overload available at the touch of a button on handheld devices and access to internet even at the remotest part of the globe. These in no small measure have gave rise to rural urban drift locally and heightened illegal mass migration internationally and as well negatively affect Millennials attitude towards formal employment.

The add up effects of these phenomenon on Millennials' attitude towards formal employments in a country like Nigeria, is that (a) it erodes their morale about modest earning and living, (b) reinforced their thirst for fame, power, hedonism, self-gratification, instant success against just earning gained over time, duty, patriotic citizenship and self-less service and not the least (c) greed, (d) widen the power distance gap as well as the rich poor gap, (e) break down work ethic culture, and most importantly distort their openness to change, self-enhancement knowledge of value system rather than fine tune it.

Empirically, employees with strong-healthy personal values, objective, balanced-religious inclination, right set of personality traits and positive attitude towards their employments have been found to exhibit greater level of happiness and energy at work, fulfilment, and good mental health. They are perceived to have strong well-being and highly motivated<sup>20</sup>.

Personal values serves as employees' evaluative metric system reinforced by beliefs, religion and knowledge. Constructive religious contents not only inform development and expression of employees' attitude but influences it, and serves as interplay between personality traits and other factors thus, serves as predictor of how employees will likely behave under certain conditions.

As observed, employees that exhibit high openness to experience not only shows innovative tendencies at work, but are conscientious – hardworking, dependable and reliable; extraversion – relate well and exhibits tendencies, indicating they are willing to take necessary risks in the hope of a favourable outcome for the company, colleagues or themselves; agreeableness – work to contribute to workplace overall profitability and competitiveness, empathetic and trustworthy; and less neurotic – working from a secure premise, calm and even tempered<sup>21, 22, 23</sup>.

In contrast, employees with negative attitude towards their employers or colleagues have been reported as a members of the organization lacking drive and as individuals along the timeline will lag in good turnout at work, and fail to appreciate co-workers or other skills essential for organizational success than theirs. Similarly, employees found having bad attitude towards their employment either an aspect of it or wholly, their employers or task are less likely to succeed at work and will eventually drag their businesses down with them<sup>24, 25</sup>.

8 – 9 hours (33.5 – 37.5 of 16 (67%) of our waking time of the 24 hours that makes a day are expended at work as such attitude is central, to employment decision-making especially in socioeconomically challenged context like Nigeria. According to Katz, human behaviours are need driven and motivated<sup>26</sup>. Similarly, Schwartz, “Personal values theory” posits that people’s behaviour is a response to set of ideals founded on beliefs. The theory implies that human beings, define and evaluates phenomenon, situations, people, and places including work spaces through their value metric systems to determine if rewarding or not. Thus, employees form and predetermine how they will behave at work, relate and work based on their value judgment. Inferencing from the theory, people intrinsically compelled (motivated) by their values and needs, choose behaviours that meet their needs, suit their personality traits and combat likely dissonance that may conflict their held views and create tension<sup>27</sup>.

## **1.2 Statement of the Problem**

Millennials, specifically, 3<sup>rd</sup> and 4<sup>th</sup> members of the cohorts’ attitude towards formal employment – a 9am – 5pm job in a structured organization, in Nigeria appears to be more of disapproval of it and favourable to fluid employment.

For example, entertainment and music industry gig, temping, or remote jobs, TV reality shows that make contestants famous, rewards them with one time huge monetary reward, and instant success, get-rich-quick schemes as well as nefarious activities appeals more to young Millennials in the country than formal employment now, compared to decades back when graduating students and graduates desires, is to secure employment with government and private multinationals corporations<sup>28 29,30</sup>.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to examine how personal values, religiosity, and personality traits predicts Millennials' attitude towards formal employment as predictors. Thus, study objectives are as follows:

1. To test if some dimensions of personal values and personality-traits predict Millennials' attitude strongly than others and why.
2. To investigate in what order and progression will personal values, religiosity and personality-traits, independently and jointly predicts Millennials towards formal employment in Nigeria as factors.
3. To find out factors, responsible for the progression order of predictors of Millennials' attitude towards formal employment.
4. To examine if gender differences will predict Millennials attitudes towards formal employment differently.
5. To understand the implications, these developments have on future of formal employment in the country and appropriate corrective measures.

### **1.4 Questions**

1. Will some dimensions of personal values and personality-traits predict Millennials' attitude strongly than others and why?
2. In what order and progression will personal values, religiosity and personality-traits, independently and jointly predicts Millennials towards formal employment in Nigeria as factors?
3. What's responsible for these factors' order of effect and progression on Millennials' attitude towards formal employment?
4. Will gender differences affect Millennials attitudes towards formal employment

differently?

5. What's the implication of these development on future of formal employment in the country and how can it be helped?

### 1.5 Hypotheses

H<sub>1</sub> Personal values, religiosity and personality traits will be significant independent and joint predictors of attitude of Millennials towards formal employment.

H<sub>2</sub> Dimensions of personal values specifically: **Achievement** (focusing on a person's capacities, competencies, and ultimately personal success); **Self-direction** (emphasizing freedom, creativity, and curiosity); and **Stimulation** (tendencies toward exciting, varied, and challenging life), will be significant independent and joint predictors of attitude of Millennials towards formal employment.

H<sub>3</sub> Openness to experience, conscientiousness, extraversion, agreeableness and neuroticism would be significant independent and joint predictors of Millennial's attitude to formal employment.

H<sub>4</sub> Openness to experience would be a more significant predictor of the attitude of Millennials to formal employment than conscientiousness, extraversion, agreeableness and neuroticism.

H<sub>5</sub> There will be significant gender differences on Millennials' attitude towards formal employment.

### 1.6 Significance of the Study

There is a change to how organizations are run and how employees work today as a results of many factors, as such this study is significant as a current local study design to elicit, up to

date knowledge about Millennials' attitude towards formal employment. First, the fourth industrial revolution (21<sup>st</sup> century) or industry 4.0 or 4IR as it's also referred to, ushered the world of work, how organizations work and how employees do their jobs into a new era of working different from how work is done in the past three industrial revolutions (industry 1.0 – 18<sup>th</sup> century, industry 2.0 – 19<sup>th</sup> century and industry 3.0 20<sup>th</sup> century)<sup>31</sup>. Organizations, generation of employees and individual workers today, work as knowledge workers within the confines of knowledge-based and globalized economies and economic mergers, controlled by artificial intelligence, machine learning, smart algorithms and advance digital production patents manufacturing hence ADP<sup>32</sup>.

Another significance of this study to note is the speed at which work procedures changes and work modules modified. As a result of ongoing researches around the world and novel discoveries in science, technologies, engineering and mathematics field of studies hence STEM and art, humanities and social sciences hence AHSS disciplines, changes to work modules and organizations have become periodic. The implication of this for professionals, researchers, workplace leadership and management teams and organizational practitioners is that all workplaces and employing organizations need a moment by moment updated, empirical, generation-specific knowledge of all generations at work and more significantly the new entrant workers. The significance of this is that studies that addresses real world practical problems, such as this study, provides updated and current understanding of how global trends, polarized developments and endemic local challenges and changes: affects and predicts old and new generations of workers at work attitude towards their employment, generalizable to the entire working population.

The third significance of the study is industrial and organisational psychology speciality specific, hence IO Psychology. Across disciplines, and especially in industrial and organisational psychology, the attitude of Millennials at work is an important topic on the following grounds. First, IO Psychology specialty is the branch of psychology that applies psychological theories and principles to organizations. The specialty focuses on recruitment, selection and placement, training and development, performance measurement, workplace motivation and reward systems, quality of work life and human factors. The discipline also handles organizational development and consumer behaviour, employees' wellbeing, organizational culture and behaviour and profitability for businesses<sup>45</sup>. As such there is need for periodic literature updates through new studies that provides insight and current data.

The fourth significance of the study have to do with the Millennials. The Millennials are the present largest workforce at work globally, and though large scientific studies have been done on 1<sup>st</sup> and 2<sup>nd</sup> wave members globally, there are lots more there is to know about the 3<sup>rd</sup> and 4<sup>th</sup> wave members of the cohort locally, to understand how national developments affects them, thus, correctly train, support and raise them into leaders that can facilitate timely changes, today's organizations and rapidly changing world of work, work style and workplaces needs contextually in a globalized and knowledge based economy<sup>46</sup>.

Additionally, there is need to call stakeholders attentions (i) to the importance and gains of development and harnessing of Millennials' generational traits thus, encouraged them to seek formal employment jobs. (ii) Next, there is need to gain global citizenship and future perspective of formal employment's economic importance to the nation's economy and the nation's workforce' wellbeing. This is significant because Millennials (youths) in Nigeria are (a) discouraged about the prevalent unemployment in the country, (b) they are misunderstood,

seen and believed to be overt lovers of pleasure than work, nefarious, lazy and disinterested in engaging in formal employment generally. Though, this statement remained an opinion because of lack of empirical evidence to back it up, hence it gave rise to the need to empirically examine undergirding endemic local developments effects on them as new entrants to the world of work in the country.

Therefore, present study's findings will be relevant to employers, human resource personnel, administrators, managers, researchers, and consultants. In the same vein study outcome will also be relevant to policy makers, outsourcing firms, tertiary institutions' curriculum planners, generational research experts and all stakeholders in the world of work. Not only this, study's gaps and suggestions for further studies would enhance the design of future studies in the subject area.

### **1.7 Scope of the Study**

This study is not a replication of any existing study but a new inquiry designed to extend the latitude of knowledge of the Millennials, specifically: 3<sup>rd</sup> and 4<sup>th</sup> wave members of the group in the country. To achieve study' aim and objectives within given time frame and cost, the following parameters are used to delimit it.

First, the study was designed to survey and sample 3<sup>rd</sup> and 4<sup>th</sup> members of the Millennials, comprising of (a) final year undergraduates, (b) corps members newly deployed by NYSC to serve in the state, or those already serving or just discharged from service resident or seeking employment across organizations in the state as a cosmopolitan metropolis in Southwestern Nigeria. Therefore members of the cohorts in land-lock, agrarian, civil servant states in the remaining five geopolitical zones of the federation are not captured in the study.

Next, the study exclusively surveyed fresh, graduate, members of the Millennials' generation therefore semi-educated, school dropouts, vocational studies and 1<sup>st</sup> and 2<sup>nd</sup> wave members of the group are excluded.

Also, the scope of the study was limited by cost, time as well as limited to accessible samples of the Millennials reachable to the researcher in Lagos and Ogun States, Southwestern Nigeria where the researcher resides.

### **1.8 Limitations of the Study**

Several limitations to this study could be addressed in new psychology or multidisciplinary studies, further addressing Nigerian 3<sup>rd</sup> and 4<sup>th</sup> wave Millennials' attitude towards formal employment from different and multi perspectives. For example: organizational behaviour, personnel, trait, cognitive, clinical and business or consumer psychology and other disciplines vis-à-vis: business administration, economics, sociology, anthropology, cultural, leadership criminology and peace studies can combine to restudy how prevalent psychosocial factors affects Millennials' attitude towards formal employment.

First, the quantitative method, cross sectional, survey design's limitations, employed by the study may have affected the study results. Hence, mixed methods or multidisciplinary design should be adopted to capture whatever might have been left out because of weakness of self-report measure used to further understand Millennials in the country.

Next, the Southwestern region from where participants were drawn may have had effects on the results due to the (i) regions' socio-economical, coast line and industrial advantage over other regions not so endowed; (ii) the nation's gradual transition from post-independence

white-collar job orientation to entrepreneurship is also a key factor that affects employment decisions. Thirdly, the small sample size of 202, may not be representative enough, based upon the principle that a larger sample size will ensure the inclusion of people with diverse backgrounds, thus making the sample representative of the study population<sup>47</sup>.

Secondly, this study also has some limitations related to the study' settings and generalization of study findings. Since the research was carried out in Southwestern Nigeria (Ogun and Lagos State – a coastal, cosmopolitan and an industrial city) where Millennials and agents of socialization highly value Western education, the results might not be generalizable to other geopolitical zones in the country. Specifically farming and civil servant states of the federation with different religious affiliation, worldview, less developed educational system, educational privileges and percentage of educated. Hence, similar studies should be carried out in other regions within the country to ascertain the generalizability of these findings among native and resident Millennials.

### **1.9 Operational Definitions of Terms**

**Personal Values** is defined as individuals' general and desirable ideals, or objectives that motivate their action and serve as guiding principles in their lives<sup>48</sup>. Personal values is also defined as subjective innate ideals that reflect what people think and believe about themselves. This will be measured by Schwartz' personal value scale<sup>49</sup>. The scale uses a Likert scoring system. Scoring format is from low to high with 1 been the lowest score and 5 as highest. 1, represents – Strongly Disagree, 2 – Disagree, 3 – undecided 4 – Agree, and 5 – Strongly Agree. High score is between, 40 – 50 and low score is between, 10 – 30. The, score of a respondent on the personal values self-report measure, directly and proportionate represents effects on the dependent variable, attitude towards formal employment. Thus,

based on collective scores of samples, personal values will be identified either as a significant predictor of attitude or not.

**Religiosity** is the measure of individual's observable religious knowledge and beliefs, and the extent of an adherent's conviction and the internalisation of its concepts that significantly influence individuals' attitude towards their employment and behaviour at work as employees. It will be measured by the religiosity and spirituality scale for youth (RaSSY), developed by Hernandez<sup>50</sup>. For standardization and uniformity the scale items were assigned a 5-point Likert scoring format. 1 – represents, Strongly Disagree, 2 – Disagree, 3 – undecided 4 – Agree, and 5 – Strongly Disagree as applied to other scales used in the study. Respondents will be ranked highly religious or less religious according to their scores. Score range from 148 – 185 will be consider high while score from 111 – 37 will be taken as low scores.

**Personality Trait** refers to a set of moderating behavioural qualities that make individuals behave differently from others based on what and how they feel and think. Personality traits will be measured by the 10-Item Personality Inventory (TIPI) developed by Gosling, Rentfrow and Swann<sup>51</sup>. Items – 5 and 10 measures: openness to experience, 3 and 8 measures: conscientiousness, 1 and 6 measures: extraversion, 2 and 7 measures: agreeableness while 4 and 9 measures: neuroticism.

The scale has a 5-point Likert scoring format ranging from 1 – Strongly Disagree, 2 – Disagree, 3 – undecided 4 – Agree, and 5 – Strongly Disagree. On a single item on the test battery the highest score possible is 8 – 10 with 1 – 2 is low. Highest aggregate score will be 80 – 100 and respondents with such ranked as exhibiting high personality traits while 10 – 20 ranked low respectively and personality traits seen as not a significant predictor.

**Attitude towards Formal Employment** is the measure of like or dislike or approval or disapproval an employee shows to his employment, workplace, colleagues or elements related to it. The construct, will be measured by the Work Readiness questionnaire (WRQ), 64 items self-report measure, developed by Caballero, Walker, and Fuller-Tyszkiewicz<sup>52</sup>.

The scale was designed with a 5-point Likert scoring format, in ascending order. 1 is the lowest score obtainable represents – Strongly Disagree, 2 – Disagree, 3 – undecided 4 – Agree, while 5, the highest score represents – Strongly Disagree. Thus, highest total score predicting a strong positive attitude towards formal employment, starts from 256 and peak at 320, median score will be 192 while low score implying low attitude towards formal employment, or dislike for it will be 64.

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## **Chapter Two**

### **Literature Review**

#### **2.1 Conceptual Review**

##### **2.1.1 Personal Values**

Values are predetermined, fixed, guiding principles individuals consider valid and good enough to use to decide how to behave, or act, decide what to do or say across various life situations”<sup>1</sup>. The Basic values theory, is a construct consisting of four sub-divisions or paradigms namely: (1) openness to change (stimulation and self-direction); self-enhancement (hedonism, achievement and power); conservation (security, conformity and tradition); and self-transcendence (benevolence and universalism). Personal values, are acquired from principal group’ values we identify with through socialization or leaning. Values motivates us to behave in certain ways in a situation and completely different in another. Basic values have six main features that distinguishes it uniquely – (1) values are system of believes linked to feelings, (2) values influence behaviours, (3) values transcends momentary actions or situations. (4) Values serves as judging standards, (5) the importance of a value set, varies from situation to situation and from person to person (6) values sets and related ideals consider fundamental to a situation undergird all operation structures and guidance systems<sup>2</sup>.

##### **2.1.2 Religiosity**

Employee’s held religious believe system profoundly affect how they approach their jobs, behave and work<sup>3</sup>. Emerson and McKinney, reported that religiosity (intrinsic, constructive religious content correctly applied at work) is fundamental in managing complexities of financial and other market forces (p.3)<sup>4</sup>. This is important to curtail driving narcissistic tendencies of participating actors (employers, employees and all stakeholders) within the firm

therefore, help them to remain ethically resolute in an organizational system characterized by opportunistic behaviours and rapid innovation. Surmising, constructively, religiosity reinforces ethical behaviours, motivate employees to stand for their convictions when things are done wantonly or violating basic rights of others or trespassing. It also, keeps employees from been blindsided by groupthink blind spots, thus, enabled to make objective and independent decisions that help them and their employing organizations function effectively.

### **2.1.3 Personality Traits**

The American Heritage Dictionary of the English Language, define Personality-traits: as “the quality and condition of being a person or the totality of qualities, traits, character or behaviour, peculiar to a specific person”<sup>5</sup>. Personality is a fixed, individuals’ physical, psychological and transcendent characteristics that controls behaviour and distinguish a person<sup>6</sup>. According, to Freeman, behavioural traits are generic and functional way of behaving in a defined context, consistent with respondent’ personas<sup>7</sup>. Personality-traits is a cognition enhanced behavioural pattern that enables an individual to act or response across diverse situation in a comparable manner. In effect, personality-traits significantly correlates with attitude, but its stable than attitude and proportionally influences behaviour.

## **2.2 Theoretical Framework**

### **The Theory of Basic Human Values**

The theory of Basic Human Values, developed by Shalom H. Schwartz, is a cross-cultural psychology and universal values that extends Hofstede's cultural dimensions theory framework . Schwartz theorized that there are ten basic human values, with underlying motivation or goal, across cultures commonly measured by (1) Schwartz Value Survey and (2) Portrait Values Questionnaire respectively<sup>8</sup>.

## **Supporters**

The theory of basic human values is widely supported by many scholars. Support for the theory is evident in its wide application by experts across disciplines in marketing and business management researches as well as its influence in literatures in many fields. In fact a group of economists applied Schwartz's work—and that of Geert Hofstede to their research specifically to rank economies as it relates to entrepreneurship and business (firm) creation<sup>9</sup>.

## **Critics**

One major limitation of the theory has to do with its research methodology. The Schwartz value survey (SVS) is reported, to be difficult to answer. Taking the self-report measure, respondents are made, first, to read the 30 value items set. Also, it was found that respondents often score a dimension of the construct high and another aspect extremely low, ranking it 0 or -1, depending on whether an item is opposed to their values and not objectively<sup>10</sup>. Doing this makes answering the questionnaire tasky, and tedious which results in its, being half-filled when administered. Furthermore, researchers observed that respondents assign high scores to most values which skew the answers.

## **Usefulness**

Basic values theory is useful to the study and will be applied to help us understand how younger members of Millennials' attitudes towards formal employment are impacted upon by beliefs they held, what their guiding principles are and how they all translate into meaning that determine their preference for formal employment or fluid jobs that offers instant monetary rewards.

### **Reason for Inclusion**

The theory of basic human values is included in the study because it will help to explain Millennials' attitude towards formal employment driving basic values that reinforces it and from it able to identify what are their (i) instrumental values or long term action plans devised to achieve a predetermined worthwhile aim and (ii) terminal values are principles employees adopt to reach periodic goals<sup>11, 12</sup>.

Millennials have unique sets of generational traits that shape their orientation, to better understand how these can be harnessed for the greater good of all, there is need to look at what character, work and personal values, these traits correlates using Schwartz' ten dimensions of personal values ranking as incoming generations of employees<sup>13</sup>.

### **Functional Attitude Theory**

**Functional attitude theory**, hence FAT, developed by Daniel katz, posits, that human behavioural tendencies, cognition, mental processes and our attitudes – (a favourable or unfavourable disposition shown toward things or people based on our beliefs, feelings, or intended behaviour at a particular time (Myers, p. 36). It is a psychosocial orientation that prompt us to respond either favourably or unfavourably in particular way to things, people, place or propositions we direct it to) stem from our beliefs and convictions<sup>14</sup>.

We have attitudes towards everything because they are vital to how we define ourselves, live, work, as well as our wellbeing. For example, we have attitude towards work or certain types of employment, people, places, ideologies or views on concepts, what we accept to be true or false. We readily changes our attitude as we see situation changes or either know better.

However, when we receive different information that contradicts what believe, or know to be true, tension arises in our cognition leading to a psychological condition known as “*cognitive dissonance*.” It is a state in which an individual experiences tension because of inconsistencies, new information just received brings to challenge existing one previously held<sup>15</sup>.

Functional attitude theory have been defined as a psychological construct having five distinct classes of functions, namely: 1) utilitarian function, 2) values expressive function, 3) social-adjustive function, and 4) ego-defensive function and 5) knowledge function. Positive attitudes, helps us interact with the world positively and helpful for our living happy and fulfilled. Nevertheless, individuals attach more importance to attitude itself than whether its accurate, correct or wrong<sup>16</sup>.

### **Supporters**

Presently, it is generally accepted that the theory is effective and practically applicable to real life situations. As such, it enjoys supports of scholars regardless of its limitations<sup>17</sup>.

### **Critics**

Over time Functional Attitude Theory has proven very valuable with numbers of empirical studies. Nevertheless, Lavine and Snyder (1996) theorised that the process of matching could produce biased sample statistics while linking subjects to attitude.

Another criticism levelled against FAT as a field of research is that proposed theoretical model’ application was reported to be very chaotic by other studies. Also, scholars insofar

have not been able to construct or agree on one concrete definition of functional attitude, from its inception to date<sup>18</sup>.

### **Usefulness**

Functional attitude theory, is easy to comprehend and serves as a foundational approach to psychosocial influence that connects other psychological factors or processes when applied. It is extremely useful because it is user-friendly and easy to apply to real-life situations such as advertisements or professionally in courtroom arguments or governmental lobbying. And for this study, it reveals, explains and confirm the effects of predictive factors on Millennials' attitude towards formal employment in Nigeria under present circumstances<sup>19</sup>.

### **Reason for Inclusion**

Aside scholarly praise of the theory's field applicability, the theory is included in the study because of its helpfulness. It provides the researcher and study's target audience with understanding of the predictors of young Millennials' attitude towards formal employment. It provides a guide for employers, human resource personnel, leaders, and all stakeholders, to identify existing and potential challenges, entry-level employees might face when employed.

Also, the theory help workplace stakeholders (interviewers, selectors, orientation and placement officers, trainers, and appraisers) employ, precise, functional approach when members of the cohort either apply for employment in a structured organization or when considering alternate job options, thus help guide them to deploy their unique generational traits, skills, and abilities to productively serve the nation, raise her GNI, become responsible national and global development stakeholders, and not sabotages. Thus dissuaded from pursuing nefarious activities or get-rich-quick schemes.

### **Emile Durkheim Theory of Religion**

From Durkheim's point of view, religion is nothing more than a rallying force that conscript willing individuals within a society into a religious group based on shared beliefs about a deity. Extrinsicly, religion is about external adherence to conscripting sect's worship code, rituals, sacrifice or offerings, prayers, orientation and binding conscripted individuals into a cohesive social entity with a unique identity. While intrinsicly, it is about promoting consistency in behaviour (social control), offering of strength to members during life's transitions and tragedies (meaning and purpose), interrelations with transcendental and tangible domains of life and content transfer. Religious sects, reinforced this through solidarity, shared knowledge, and beliefs. Religion, according to Durkheim, is a shared-perceptive view of life, society can't do without, emphasizing distinct difference between what's sacred and profane<sup>20</sup>.

### **Weber's Theory of Religion**

Weber on the other hand theorized that religion, attendant beliefs and religious expression are goal oriented social actions. He posited that religious association and expression are means to an end ordinary men hope will help them have their expectation of a good life on earth. Furthermore, Weber, taught that religion motivated actions, issued from two rational premises. Purposive rationality premise – these are observable and measurable duties or functions motivated by religious orientations or teachings. On the other hand, value rationality premise actions, are religious beliefs induced rules, individuals uses as moral code to guide how they behave, talk or conduct themselves, principles to live by, acquired work philosophies members of a religious sect adopt to governs their lives<sup>21</sup>.

### **Supporters**

Durkheim and Weber believed religion could not be understood as something separate from society and despite their different views, these social theorists both believed in the centrality of religion to society and enjoys wide spread supports from other scholars across a broad spectrum of disciplines beyond their fields.

### **Critics**

Durkheim's theory of religion was criticized because he analyzed his ethnographic data on which his book, on the elementary forms of the religious life on totemism in Australia, was based. This method, scholars, considered insufficient claiming it lacked psychometric properties standards, today's work are subject to. Furthermore, Durkheim's theory was purported, ends in teleology, which posits some form of higher intelligence is responsible for some aspects of the society purpose. Also, Durkheim's approach was faulted because scholars, stated that, his work does not invite other studies or state how one particular religion is able to achieve dominance. As such making religion a presupposition for society<sup>22</sup>.

### **Usefulness**

Durkheim and Weber's work is useful because of their explanations of religion's effects on individual employees' behaviour. They help make clear why religion is vital to employees in Nigerian societies.

### **Reason for Inclusion**

Durkheim and Weber's theories are included in the study because they provide the functions of religion, meaning and hope derived from it, in a setting like Nigeria to marginalized people.

As seen, religion provides hope and solidarity unemployed, poor, and marginalized young Millennials need and hang on to live. Religious rituals, and practices give members obligation and strength to believe they are 'to re-create' the world. These they pass on to their wards as their beliefs, through their practices and how they deal with phenomena.

### **The Big Five Personality Traits Theory**

Quite a number of scholars have attempted to explain diverse aspects of personality. Specifically, some theories emphasized development of personality types while others focused on personality traits mix effect in our lives and how they make us uniquely different to others. Personality traits, are fairly stable, innate tendencies made up of distinctive thoughts patterns, affects, and behaviours that make a person unique.

The big 5 personality traits **theory**, originally, was developed in 1949, but later established by D. W. Fiske and later expanded upon by other researchers including Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987) respectively. The Big Five personality traits and its five dimensions namely: **extraversion (also often spelled extroversion), agreeableness, openness, conscientiousness, and neuroticism** is a continuum that provide a broad spectrum for individuals to fall on for rating<sup>23, 24, 25</sup>.

### **Supporters**

One prominent critic of the model has been Jack Block at the University of California, Berkeley. In response to Block, the model was defended in a paper published by Costa and McCrae. This was followed by a number of published critical replies from Block<sup>26</sup>.

### **Critics**

The Big Five model since its development have received considerable critical scrutiny in a number of published studies<sup>27</sup>. Some criticism levelled against the theory includes: arguments that it is limited in scope as an explanatory or predictive theory<sup>28, 29</sup>. Also, a scholar argued that the Big Five measure items account for only 56% of the normal personality traits and excludes abnormal personality traits<sup>30</sup>.

Furthermore, the theory was critiqued as not explaining all human personality. Some scholars opposed the model on the grounds that it neglects other spheres of personality. For example, manipulateness; machiavellianism; honesty; sexiness; seductiveness; thriftiness; conservativeness; masculinity; femininity; snobbishness; egotism; sense of humour; risk-taking; as well as thrill-seeking<sup>31</sup>. Dan P. McAdams, labelled the Big Five a "psychology of the foreigner", since it refers to traits easy to observe in an unfamiliar person; other aspects of personality that are more privately held or more context-dependent are excluded from the Big Five<sup>32</sup>.

### **Usefulness**

The Big five personality traits theory is useful to the study because it helps to explain aspects of personality that makes us unique and behave differently from others.

### **Reason for Inclusion**

The theory was included because it is helpful in predicting how employees will behave in certain work conditions.

### **Myers-Briggs Type Indicator Theory of Personality**

The Myers-Briggs Type Indicator, hence, MBTI is an influential theory of psychological types, proposed by Carl Jung, a Swiss psychiatrist, in 1921 speculating that people participate and contribute to the world via their principal psychological functions. Individuals belong to one of the four archetypes, namely: sensation, intuition, feeling, and thinking that best describes them as a person<sup>33</sup>.

The MBTI was constructed by Katharine Cook Briggs and her daughter Isabel Briggs Myers, inspired by Swiss psychiatrist Carl Jung's book "Psychological archetype." Isabel Myers fascinated by the concept of introversion, typed herself as an INFP and finding the book too complex for others then reorganized the Jungian cognitive functions, thus, makes it easy to comprehend and apply<sup>34</sup>.

The Myers-Briggs Type Indicator (MBTI) in personality classifications, classified the theory's self-report questionnaire as more self-examining because it assesses individual's divergent psychological inclinations tendencies, how they perceive the world and make decisions across a broad spectrum. The MBTI test, is scored by assigning a value to each of its four dimensions: introversion or extraversion, sensing or intuition, thinking or feeling, and judging or perceiving, arriving at a dominant personality archetypes for an individual using

one letter, taken from each category to create a four-letter test result, for example "INTJ" or "ESFP" to denote individuals characteristic signature<sup>35, 36, 37</sup>.

## **Supporters**

The MBTI's enjoys wide recognition as a personality trait theory from the Centre for Applications of Psychological Type, an organization run by the Myers-Briggs Foundation, and from other scholars, universally as a theory that connect individuals to employments that matches their personality types<sup>38</sup>.

## **Critics**

The Centre for Applications of Psychological Type, an organization run by the Myers-Briggs Foundation, have published in their journal, the *Journal of Psychological Type (JPT)*, supporting studies that counter critics of the MBTI's validity, thus, raises the questions of independence, bias, and conflict of interest. Some scholars criticized and asserts that the MBTI is pseudoscience resembling a psychological theory but not qualify as others widely endorsed by academic psychology researchers<sup>39</sup>.

Another major criticism of the theory, was centred on its (psychometric) deficiencies. Some studies claimed that the theory exhibits significant scientific flaws such as, poor validity and poor reliability scores. It was also faulted that it measures categories that are not independent, nor comprehensive<sup>40</sup>.

### **Usefulness**

The MBTI is useful for the study because it will help make clear the relationship between potential employees intending to join present generation of workers, know employments options that best match their personality model thus help to confirm study's hypotheses.

### **Reason for Inclusion**

The Big five personality theory assesses individuals personality dimensions and how each interplay to influence our behaviour. However, the MBTI as a personality theory matches, and streamline individuals with employment type that match their unique traits. Therefore, it is very useful for the study to understand how personality type predicts Millennials' attitude towards jobs they opt for.

### **Person-Situation Debate**

The Person-Situation debate commencement dates back to 1920 and 1930's. The person-situation debate was a controversial discussion that lasted two decades and dealt with trait psychology influence on behaviour, situationist and interactionist researchers. The trait researchers often claims, traits alone influences behaviour, while situationist doubts the existence of personality-traits or its involvements in behaviour-outcomes in defence of their arguments while interactionist posits that both variables interact in observed behavioural outcomes as behaviour is not possible with only one of them. Thus, ends the debates of psychologists that strictly believed that personality alone influenced behaviour, and those that thought only the situation influenced behaviour. There are indeed strong reasons to reject the competitive view of persons and situations in favour of interactionism as the present core tenets of person-situation debate revealed<sup>41</sup>.

## **Interactionism**

Interactionism holds the views that personality—traits and situation interacts in the making of observable behaviour. Interactionist posits that how personality influence behaviour outcome in a given context depends on the situation and that how situations affect people who are present in a given situation depends on their personalities. They went on to assert that people often choose situations that reflect their personalities. Buss, an interactionist researcher asserted that “persons and situations interact in three different ways”: (a) how personality affects behaviour depends on the situation and vice-versa. (b) Certain people typically find themselves in certain situations, depending on their personality and (c) people change situations by how they act and what they do in these situations<sup>42</sup>.

The person-situation debate is useful to the study as it will help the researcher to explain and predict the attitude of younger Millennials still seeking employment towards formal employment in a 50% high and escalating unemployment milieu like Nigeria and how their personality types influence them to prefer other fluid jobs that match it as a career<sup>43</sup>.

## **Supporters**

Presently, it is generally accepted that both personality and the situation interact to produce behaviour. As such, both factors must be taken into account when employing person-situation debate to predict behaviour<sup>44</sup>.

## **Critics**

One of the largest critiques of the person-situation debate is that it does not follow "modern science", as it studies specific people in specific situations and is difficult to replicate and generalize results.

## **Usefulness**

Empirically, studies have shown that both personality dispositions and situations jointly influence and affect behaviour. Thus, the person-situation debate have critical implications. Person—situation debate have been used to impact personnel and curricular decisions within departments of organizations and universities. Equally, it have been used to help guide student interest, and have influenced financial support of various areas of science, therefore, stir up researchers' ability to reach new understandings about human operations thus improve life. Succinctly, the competitive interpretation of persons and situations though still exists and matters to some researchers though. Nevertheless, there is need for researchers to add to literature and knowledge of the scientific body on human behaviour and to continue demonstrating the influence and scope of personality dispositions and situations, thus, evidently disprove the challenging perception that the two are competing forces.

## **Reason for Inclusion**

In addition to supports and usefulness across disciplines from researchers – person-situation debate have received, it will be included in the study because of the need, the scientific body has in advancing knowledge on 2<sup>nd</sup> and 3<sup>rd</sup> wave Millennials' attitude towards formal employment, in a low income country like Nigeria linked to both global and contextual local factors that affects and influence their attitudes towards formal employment.

The second reason for inclusion of the person-situation debate in the study has to do with both the gap the aging and outgoing generations leaves open for Millennials to fill and the need for all workplace stakeholders to better understand the cohort in order to create a

conducive workplace and atmosphere for them to make worthwhile contribution within the workplace correctly.

Thirdly, person-situation debate will aid stakeholders' knowledge of the generation thus correctly socialize them to impact organizational productivity, greater output, low workplace turnover rate, profitability, competitiveness and proportionately the nation's economy, GNI, and emerge as capable, succeeding generation of leaders to facilitate positive changes in the country.

### Screening and Evaluation Process

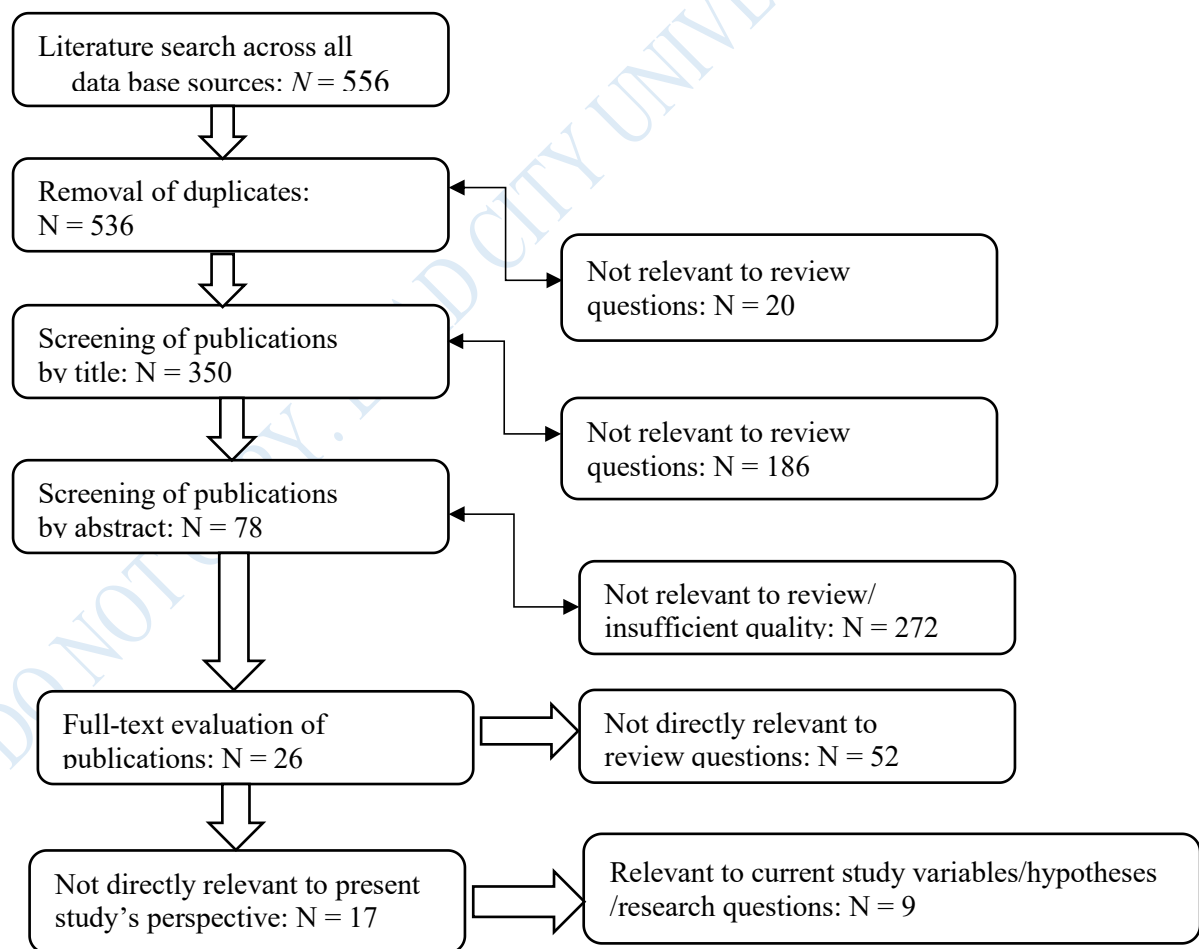


Fig. 2.1: P.R.I.S.M.A diagram of reviewed literature

Source: The\_PRISMA\_2020\_statement\_an\_updated\_guideline\_for\_reporting\_systematic\_reviews

### **2.3 Review of Empirical Studies**

Pyöriä, Ojala, Saari, and Järvinen, in their study tested the perception that Millennials, value formal employment less than older generations do<sup>45</sup>. The study data was analysed with linear probability model, and was based on Finland's Quality of Work Life Surveys Statistics (1984 to 2013). Focusing on labour market entrants aged 15 to 29, the study addressed two key themes: (a) the value given to work, leisure and family life, and (b) work commitment. From its findings the study reported that, regardless of age, the value given to formal employment has remained consistently high for the past three decades. At the same time, leisure and family life have gained increasing importance, not only among Millennials but also among older generations. The study reported that the phrase that Millennials are more prepared to change to a different occupational field than older employees is not a new tendency, and as such the generational gap remains unaffected. The study concluded that the data-driven evidence obtained does not support the argument that Millennials are less work-oriented than older generations.

Valickas and Jakštaitė, looked at different generations' attitudes towards formal employment, and its relevance to management of modern companies, their managers, human resource management professionals, as well as to the employees of the organisations. The study used traditional, quantitative survey research method to achieve the study objectives and set goals. Study respondents were selected from five business organisations with a total of 850 population working in the information technology area. Study samples were selected using age and generational groupings – respondents born 1943–1960, 1961–1981 and 1982–2001 (according to Strauss-Howe's classification of generations). Another criterion was work

experience. Overall, the study used 223 respondents selected disproportionately between participating generational groupings. Twenty four respondents were selected from the Baby Boomer Generation, 82 from Generation X, and 117 from Generation Y (Millennials). The purpose of the research was to analyse the approach of different generations to formal employment and management, in Lithuanian business organisations, in order to find proper ways for contemporary organisations to adapt to and overcome generational differences constructively<sup>46</sup>.

However, the researcher found that many scientists, who analysed the attitudes of the three different generations in the labour market, noticed distinct generational differences in points of view towards relationship with managers, which needs different motivational tools and communication methods to apply. The article analysed prevailing theoretical concepts relating to generations at work, and reported the results of reviewed empirical studies used to explain the causal factors determining differences in attitudes of the samples of different generations. The data indicates that the Baby Boomer, X and Y generations in Lithuanian organisations significantly differed in self-assigned personal characteristics, evaluations of optimal length of employment relations with one organisation, motivating factors in the organisational environment, and preferred leadership. The study concluded that the difference in attitudes to formal employment among the different generational cohorts is a challenge to which managers and human resources specialists need to find the best approach to manage in order to ensure equity and achievement of organisational goals.

Costanza, Badger, Fraser, Severt, and Gade, from a business psychology perspective, carried out a meta-analytic study of generations at work, looking at differences in the attitudes of distinct cohorts, and how they relate to formal employment. The study, which was the first

quantitative review of studies on generational differences in the workplace was driven by two primary goals. First, its aim was to quantitatively assess research on generational differences in work-related attitudes; and secondly, to provide guidance for future research and practice. The study was necessitated because organisations, practitioners, and researchers alike are becoming increasingly interested in learning how differences among generations at formal employment affect a variety of outcomes<sup>47</sup>.

To achieve their goals, the researchers used meta-analysis to examine (i) generational differences, and (ii) three work-related criteria – job satisfaction, organisational commitment, and intent to turnover. A total of 19,961 thematic themes were selected from published and unpublished reviewed research. 20 peer reviewed generation-based studies were found, and only 18 were compared across four generations (Traditional, Baby Boomers, Generation X, and Millennials). The mean differences ranged from .02 to .25 for job satisfaction, -.22 to .46, for organisational commitment, and -.62 to .05, for intent to turn over. The results indicate that the relationships between generational membership and work-related outcomes range from moderate to small and even zero in many cases. The findings suggest that meaningful differences among generations probably do not exist on the work-related variables they examined, and that the differences that appear to exist are likely attributable to other factors than generational membership. Given these results, targeted organisational interventions addressing generational differences may not be effective.

Sajjadi, Sun, and Castillo, three Swedish researchers empirically examined differences in the attitudes of Generation Y and preceding generations at formal employment in Swedish companies in 2012<sup>48</sup>. As at the time of study, the most recent generation entering the job market was Generation Y or Millennials. As such the study's main goal was to determine

how Generation Y (Millennials) attitudes to formal employment in the workplace today is different or similar to that of previous generations? This is important because as active populations that can live and work longer emerges across generations in workplaces and as organizations rapidly evolve into multi-generational work environments, human resources management experts and departments across organizations consider the entrance of Millennials into the workplace as a new and real challenge for them to tackle.

The study was primarily designed to establish the differences between Generation Y and preceding generations' work attitudes in multigenerational workplaces in Sweden. Both primary and secondary data were collected during the research. Primary data was collected through interviews, and the secondary data was gathered from internet resources, books, published articles and journals. Based on the data analysis, the study posited that differences exist in the attitudes towards formal employment, as well as many other outcomes studied, among the generations. The only exception found was with individual and team orientation, where the data was conflicting. In some aspects, the differences had the potential to cause clashes if not noticed. In other aspects, however, the differences were not so much. Also, in some cases, personal factors were found to be more important than generational factors.

Roe and Ester, conducted an empirical study titled "Values and Work: Empirical Findings and Theoretical Perspective. To identify existing knowledge gaps, an integrative model, which covers three elements (general values, work values, and work activities) at three different levels (country, group, and individual), was presented. To achieve their goals, the researchers used article reviews and literature concerning values and work to investigate (1) the structure of values, (2) value profiles and patterns, and (3) value change. They found, that studies on the structure of values did not correlate with basic value dimensions in different

populations. To date, there appears to be limited convergence between these basic dimensions. As a result, value theory has little to offer, because at best, present structural values and models is a bricolage – a construction of a theoretical model from dissimilar concepts.

The study reported that other studies have shown that countries and other social categories display distinct value profiles or patterns, and that due to lack of theoretical research, the origins of such differences are still poorly understood. Research on changes in values over time, have added little to knowledge. Consequently, most value researchers seem to have adopted a narrow focus, concentrating on values per se rather than on the role of values in social or behavioural theory. This may have limited the relevance of value research for applied psychology, although useful in fine tuning research to its needs<sup>49</sup>.

Boer and Fischer, examined how and when personal values relate to social attitudes, seeking to explain cross-cultural variability in attitude–value linkages<sup>50</sup>. Considering values as motivational orientations, they proposed an attitude–value classification based on moral foundation theory and Schwartz’s basic human values theory<sup>51, 52</sup>. This allowed them to make predictions on (a) how social attitudes are related to personal values, and (b) when macro-contextual factors have an impact on attitude–value links. They found that self-transcendence (versus self-enhancement) values relate positively to fairness/pro-environmental and care/pro-social attitudes. Conservation (versus openness-to-change) values relate to purity/religious and authority/political attitudes. But in contrast, same author reported that in Schwartz value survey and the Portrait Value Questionnaire administered in 31 countries found that in-group/identity attitudes does not consistently associates with value dimensions of Schwartz value scale<sup>53 54 55</sup>.

Singh, Bhandarker, Rai and Jain, co-researched a study titled: Relationship between values and workplace: an exploratory analysis, between 2009 and 2010. To obtain evidence-based results, the paper draws on qualitative research, a pilot study, and survey research design. Data was gathered from a sample of 312 graduates, consisting of 231 management students and 81 non-management students. Of these, 245 were Indians, and 67 were non-Indians studying in India, the USA, and the UK.

The study aimed to explore the impact of value preferences on the meaning of workplace, across MBA- and non-MBA graduates. The researchers predicted that value preferences would have a significant impact on the meaning of workplace, and that value preferences were likely to differ across national cultures. Prior to the study, there was limited research directly highlighting the relationship between value preference and its association with people's expectations from the workplace. Nevertheless, studying personal value preference is important because a substantial body of knowledge indicates that a specific pattern of value orientations predicts world views, and, hence, it may predict behaviour in the workplace. Based on the assumptions above, the paper is important in that knowledge about the values of potential employees can be used to make sure that the organisation recruits employees whose perceptions match the psychological environment existing in the company. Furthermore, organisations can use such information to design work environments in such a way that they meet the expectations of newer generations of workers.

The study revealed cross-cultural differences between perceptions and values. These are particularly important in the case of multinational corporations, which consider the impact of cultural and societal values while designing work environments and processes in different countries, as well as while recruiting employees with different cultural backgrounds. The

authors derived 10 significant factors from the workplace scale and four factors from the values scale as results from the exploratory factor analysis applied. Similarly, the results of stepwise multiple regression analyses showed the significant and positive impact, which value preference had on the choice of preferred workplaces. More specifically, higher progressive orientation was found to positively influence the entrepreneurship factor of meaning of workplace factor. Values of personal growth, self-fulfilment, and community development explained a large amount of variances in work-life balance and physical ambience.

The authors noted the following research limitations/implications. First, the literature on workplace design and the meaning of workplace is limited and a comprehensive list of variables of psychological climate was not available at the time of study. As such, they recommended that a future research should look in that direction. In addition, they recommended that knowing employer's perspective about the evaluations of the workplace attributes may provide a different perspective of the meaning of workplace. Finally, the authors stated that the study could be expanded by using qualitative interviews together with quantitative techniques, to get more in-depth data and probe further about the factors that graduates take into consideration while rating the extent of desirability of different environmental attributes<sup>56</sup>.

Bilecik University social scientists, Aydemir and Eçglmez, co-authored a paper titled the relationship between the religiosity and the ethical attitudes of managers: An empirical study. The study surveyed 510 managers and white-collar workers from six different organisations in Turkey, and was designed to explore the relationship between religiosity and business ethics. Specifically, two dimensions of religiosity – intrinsic and extrinsic religiosity were

studied. The researchers tested one hypothesis on whether ethical attitudes are affected by religiosity. In addition they explored the relationship between ethical attitudes, and intrinsic and extrinsic religiosity, and various demographic measures of the participants<sup>57</sup>.

The study's survey instruments had three parts. The first part included the 24-vignette ethics scale by Barnett and Brown<sup>58</sup>. The second part was the 14-item religiosity scale by Allport and Ross<sup>59</sup>. The third part contained various demographic measures. Findings of the study showed that intrinsic religiosity partially and negatively correlated with ethical attitudes, and extrinsic religiosity was positively related to the ethical attitudes. Thus, implies that extrinsically motivated people are more motivated to behave ethically than intrinsically motivated managers or employees.

In 2019, a group of five human resources management researchers from five different Universities systematically reviewed relevant literature that addressed how religious and occupational identities relate to each other in the workplace titled: "Religious identity in the workplace: A systematic review, research agenda, and practical implications". The study identified 53 relevant publications for analysis and synthesis of studies addressing value differences associated with religion and occupation, identity tensions, unmet expectations, and the connection of religious identity to well-being and work outcomes. Key variables in the connection between religious and occupational identities included personal preferences, the fit between religious identity and job-related concerns, and the organisation's policies, practices, and expectations. The study highlighted personal and organisational consequences of being able to express religious identity at formal employment, and the conditions that promote high congruence between religious identity and its expression in the workplace. From its findings, the authors developed a research agenda, and offered recommendations for

management practice that focus on support for expression of religious identity at work, to maintain a broader climate of inclusion<sup>60</sup>.

Emerson and Mckinney, co-researched the “Importance of religious beliefs to ethical attitudes in business”. In their work, they posited that the crucial role of ethical behaviour by participants in a market-based economic system has been long recognised, citing Adam Smith, who is often referred to as the “father of modern economics,” as saying that “[E]very man, as long as he does not violate the laws of justice, is left perfectly free to pursue his own interest his own way.” Referring to the ethical failures that destroyed high profile firms such as Enron, WorldCom and Arthur Andersen, they opined that the destructiveness of unethical behaviour counteracts the afore-mentioned<sup>61</sup>.

More recently, the role of ethical failures in the global financial crisis of 2008 to 2009 has demonstrated that the viability of the entire global economic system relies upon market participants observing certain basic ethical standards. However, the complexity of financial and other markets, and the rate at which market innovation proceeds make it extremely difficult, if not impossible, for opportunistic behaviour to be effectively controlled through regulations alone. Therefore, for a market system to function effectively, a moral and ethical underpinning is necessary.

Partly in response to the ethical failures that have plagued business in recent years, there has been a resurgent interest in spirituality and religion in formal employment, after a long period in which “...religion and spirituality have been literally exorcised from modern forms of institutional organisation.” In 1997, Business Ethics Quarterly devoted a special issue to the subject of religion and business ethics. In 1999, the Academy of Management created a

“Management, Spirituality and Religion” interest group with the stated purpose “to encourage professional scholarship between management, spirituality and religion.” Also, in 2004, Business and Professional Ethics published an issue focusing on Christian perspectives on business ethics. Academic journals such as Business Spirit Journal and Journal of Management, Spirituality and Religion are devoted to exploring the intersection of religion and business affairs.

A number of scholarly articles have addressed the issues of workplace spirituality and the integration of religion with business practice. Appeals have been made in scholarly articles to explicitly recognise the existence of divinely revealed moral standards as the basis of business ethics. In the paper, the researchers revisited the role of religion as a determinant of ethical attitudes, using a broad-based survey of business leaders that probed the importance of religious faith to them, and related this information to their degree of acceptance or disapproval of ethically questionable situations.

Bentea, published a paper titled relationships between personality characteristics and attitude towards formal employment, which investigated the relationships among attitudinal variables in teachers – (1) teachers’ attitudes towards work (formal employment), and (2) the dominant personality-driven attitude tendencies among them. The study used a total of 201 Romanian teachers as participants, consisting of 161 female (80.1%) and 40 male (19.9%) public schools teachers, with ages from 22 to 65 years (mean=40.65, st.dev.=10.43) and length of service in school from 1 to 46 years (mean=16.35, st.dev.=10.64). The distribution of the sample by teaching degrees was 18 beginners, 42 tenured teachers, 54 second degree graduate teachers, and 87 first degree graduate teachers. 164 were full teachers, and 37 were substitute teachers; 149 were working in urban environments, and 52 in rural areas. 109

(54.2%) were teachers in high schools, 63 (31.3%) in secondary schools, and 29 (14.4%) in primary schools<sup>62</sup>.

The study applied two self-reported test batteries, Minnesota Multiphasic Personality Inventory MMPI Questionnaire, to identify the mentality/attitude towards formal employments; and the teacher training questionnaire or TT Questionnaire, which contains 40 items, and measures four unique dimensions of personality and two secondary factors, to measure teachers' personality characteristics. The Alpha Cronbach's coefficients of the scales were 0.87 (general attitude), 0.74 (positive attitude factor), and 0.89 (negative attitude factor) respectively. Results indicated that personality-traits driven attitude dimensions significantly correlated with attitudes towards formal employment. Also, the study reported that differences in attitudes towards formal employment significantly depended on the intensity of personality traits characteristics<sup>63</sup>.

In 2010, two Kennesaw State University dons, Forrester and Tashchian, collaborated to research on the "Effects of personality on attitudes toward academic group work", among a sample of 225 business students. Data was collected using the Neo-FFI scale, measuring the five personality dimensions of openness, agreeableness, extroversion, conscientiousness and neuroticism. Regression analysis indicated that extraversion was the best predictor of respondents' attitudes toward academic group work. Individuals with high extraversion scores had positive attitudes toward academic group work. Neuroticism, agreeableness and conscientiousness were also related to respondents' preference for group work and discomfort with it. Interestingly, respondents' level of openness had no impact on any of the work group attitude variables<sup>64</sup>.

Üstüner, examined the correlation between the five personality trait factors of pre-service teachers, and their attitudes towards the teaching profession. His goal was to test the mediating role of self-efficacy beliefs. The study titled “Personality and attitude towards teaching profession: Mediating role of self-efficacy” drew its population from pre-service teachers that attended the "pedagogical formation course" at İnönü University, Turkey, in the 2015-2016 academic year. The sample included 382 pre-service teachers who voluntarily responded to the measurement instruments utilised in the study. The researcher collected data, using the five factor personality scale, the attitudes towards the teaching profession scale, and the teacher self-efficacy scale.

Using structural equation modelling, it was observed that there was a significant positive correlation between the five personality traits – extraversion, conscientiousness, openness and agreeableness – and teacher self-efficacy beliefs. There was a significant negative correlation between the personality trait, neuroticism, and teacher self-efficacy beliefs. In addition, the self-efficacy beliefs of pre-service teachers played a full mediating role in the relationship between their neuroticism, openness and extraversion personality traits, and their attitude towards teaching as a profession. It played a partial mediating role in the correlation between conscientiousness and agreeableness personality traits and the attitude towards the teaching profession. The author concluded that the implementation of a curriculum in pre-service teacher training would increase the self-efficacy beliefs of teachers, and also improve their attitudes towards the profession positively<sup>65</sup>.

Ackermann and Ackermann's, study the big five in context: Personality, diversity and attitudes toward equal opportunities for immigrants in Switzerland, examined the link between personality traits and attitudes of Swiss citizens toward equal opportunities for

immigrants. They examined the relationship between Swiss citizens by birth relationship with naturalize immigrant citizens was moderated and how Swiss natives by birth' psychological tone or attitude based on observed and prevalent social structures at the time of study influence their attitude. Furthermore, they tested the assumption that the direct links between personality traits and attitudes toward equal opportunities were based on how citizens by birth see others like them treat immigrants and strengthened by how they are perceived, cultural difference or diversity<sup>66</sup>.

The findings replicated central findings of the research on personality traits and attitudes toward immigrants in the Swiss context. While openness to experience and agreeableness were found to be positively related to a preference for equal opportunities, conscientiousness was negatively linked to these attitudes. In addition, the results showed that the link between conscientiousness and attitudes toward equal opportunities was significantly moderated by the perceived share of foreigners in the neighbourhood. This finding is especially relevant for future research on the effects of personality traits.

## 2.4 Conceptual Framework

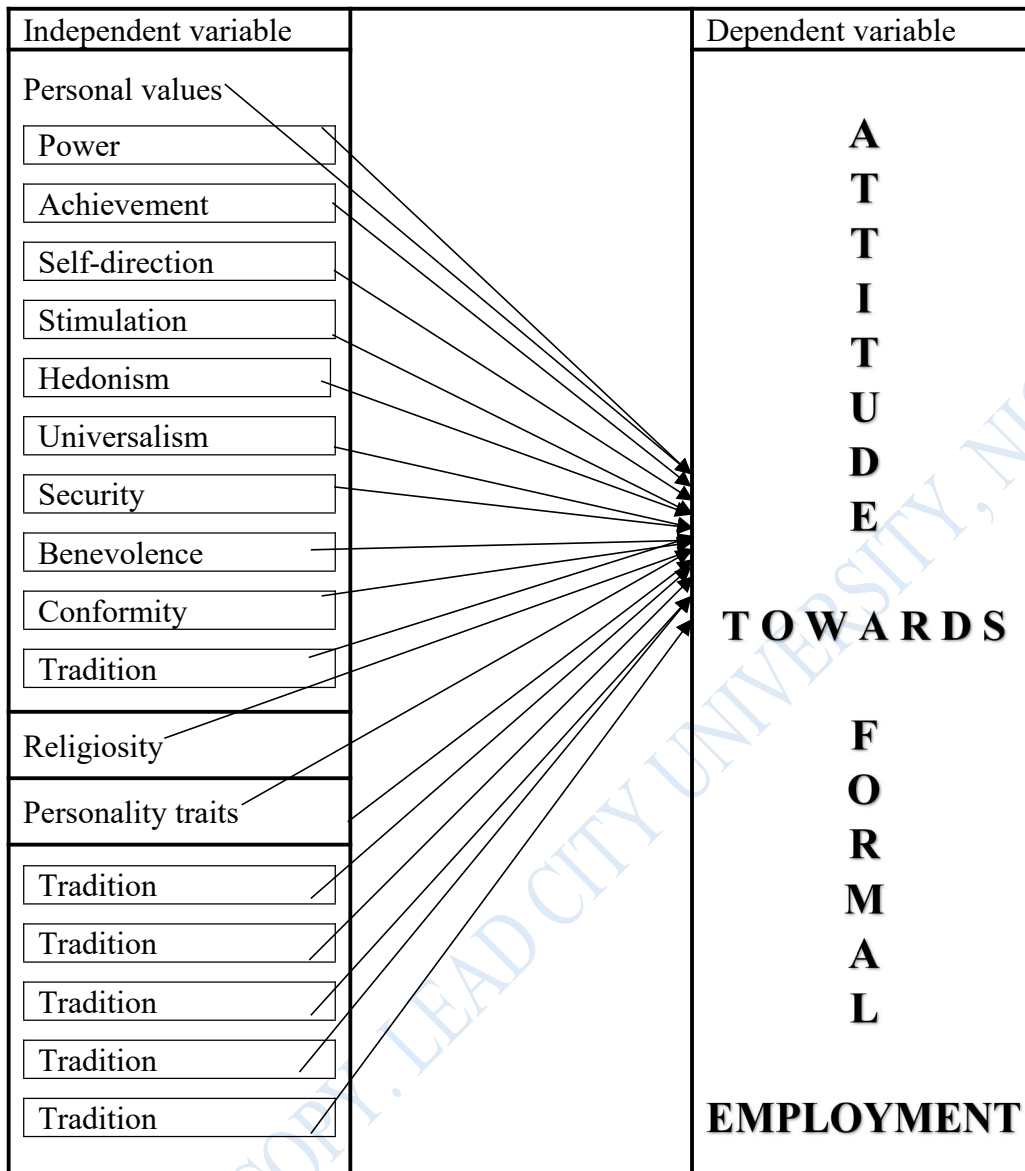


Fig. 2.2 Conceptual Framework

## 2.5 Summary of Literature Reviewed

The number of literatures available on present study's IV and DV substantiate the fact that Millennials as a generation as they entered into maturity and employability age since year 2000 in line with respective countries adulthood and employability age where they are study, have been widely researched. Nevertheless, where and how these studies were done revealed some lacunas for new studies to fill.

Topics of studies available across databases ranges from Millennials', organization behaviour, workplace attitude, employees attitude, how generation 'Y' wants to work, role of personal values in ethical management setting, personality-traits and attitude, religious identity in the workplace, Millennial's spirituality and more.

Significantly these studies have increased the boundaries of researchers' knowledge about the construct of study, solve real world practical problems in respective fields they rose from, generate current data and variables, and open up study topics for multidisciplinary work where necessary.

Additionally, existing body of knowledge have shed light on constructs of the study locally and significantly useful to corpus of researchers in context and sufficient for further studies. However, present study vary in context and perspective from these studies on number of premise.

First, reviewed studies grossly studied 1<sup>st</sup> and 2<sup>nd</sup> wave Millennials' since the beginning of the Millennium in 2000, 22 years ago when they are about entering work and years after they have been working to measure how they are coping with the workplace, older generations and conventional model of working they met as tech savvy generation.

Body of studies available on databases mainly are from Europe, USA, and Turkey triangularly with the exceptions of minute works from Asia. The independent variables and dependent variable (personal values, religiosity, personality-traits and attitude towards formal employment) was generally used as predictor variables and not as outcome variable.

Further, findings markedly iterate relational and knowledge gaps, predecessor generations have about Millennials, due to difference in generational characteristic qualities, changes in values as a result of change in era that makes them intolerant of them. None, was based on psychosocial stressors similar to what's present in Nigeria. As such, stem from different contexts to Africa, Nigeria specifically, therefore, their results can't be generalized.

Previous studies work with employed Millennials, therefore devoid of knowledge about Millennials in unemployed settings.

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## **Chapter Three**

### **Methodology**

#### **3.1 Research Design**

This study used quantitative research method and cross-sectional, survey design<sup>1</sup>. This work adopt these research method and design because quantitative method is the standard method used in Psychology as a discipline. Cross sectional survey design best suit the study because study's instrument items and scoring system are design to collect numerical data and analyzed with inferential statistical tools to generalize obtained sample statistics.

Further, survey design was considered best suited for the study because it readily accommodates the use of self-reports measure, thus, allows researchers administer questionnaires, or interviews or discuss with their participants (who erstwhile are also referred to as respondents in survey research) to report directly on their own thoughts, feelings, and behaviors on any variables of interest when not gathering numeric data. Second, survey research design also allows researchers randomly sample large participants to obtain true estimates of what's true from samples about target population they represents.

Other features of survey research design is that items on its self-report measure can be long or short, conducted in person, via telephone, post or surface mail, or online via the net. Survey research design can be used to study about any issue ranging from voting intentions, consumer preferences, social attitudes, health, or anything else that a researcher might possibly be interested in asking people about to find meaningful answers.

The dependent variable is attitude towards formal employment and the independent variables are personal values, religiosity, and personality-traits.

Personal values, is a four subscale (openness to change; self-enhancement; conservation; and self-transcendence) multidimensional construct, with ten dimensions namely: (1) **Power:** explaining persons' inclinations towards authority and wealth or to dominate and control other people. (2) **Achievement:** focusing on a person's capacities, competencies, and ultimately personal success. (3) **Hedonism:** a pure focus on self-gratification and pleasurable enjoyment of life. (4) **Stimulation:** tendencies toward exciting, varied, and challenging life. (5) **Self-direction:** emphasizing freedom, creativity, and curiosity. (6) **Universalism:** explaining tolerance, understanding, and tendency to protect nature and all living creatures. (7) **Benevolence:** reflecting honesty, helpfulness, and forgiveness toward others. (8) **Tradition:** accepting the culture or religion along with customs and ideas of the society. (9) **Conformity:** explaining obedience, politeness, and resistance to actions that may harm others. (10) **Security:** emphasizing on stability, safety and harmony of the country, relationships, and of the individual. It was measured using multiple regression analytical tool.

Religiosity is a bi-dimensional (intrinsic and extrinsic) construct, measured also with regression analytical tool to predict Millennials attitude towards formal employment.

Personality traits like personal values is a multidimensional construct with five dimensions namely – openness to experience, conscientiousness, extraversion, agreeableness and neuroticism measured with multiple regression analytical tool.

### **3.2 Population of the Study**

Study's target population ( $N$ ) are Millennials. Group' sample frame consists of 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> wave members. However, study population ( $n$ ) are 3<sup>rd</sup> and 4<sup>th</sup> members of Millennials (see page 2) either newly deployed to serve in Lagos or just discharged as NYSC corps members residing, or seeking formal employment and final year undergraduates schooling within age bracket of 33 – 26 years in 2022 in Lagos and Ogun state respectively.

### **3.3 Sample and Sampling Techniques**

202, 3<sup>rd</sup> and 4<sup>th</sup> members of Millennials, participants' with the mean age of 24.6 years in 2022 were sampled during the study. The purposive sampling technique was used with the aim of logically testing the appropriate age group assumed to be representative of the population.

Final year undergraduate students from three tertiary institutions, namely: McPherson University, Serik Sotayo, Ogun State – 30 (15%), Lagos State Polytechnic Ikorodu Campus, Lagos State – 95 (47%), Yaba College of Technology Yaba, Lagos – 15 (7.5%) and 62 (30.5%) corps members found at the Lagos State, NYSC secretariat were sampled for the study.

### **3.4 Description of the Research Instrument(s)**

The study used a structured, close ended questionnaire with five sections containing items on all variables in the study to collect data.

#### **Section A. Demographic Variables**

This section obtained psycho-socio-demographic information, namely age, gender, educational qualification, field of study, religion, marital status, occupation, ethnicity, immediate employment plan, and future job outlook.

### **Section B. Personal Values Scale**

The personal values scale developed by Schwartz, was administered to obtain participants personal values. The scale has four dimensions: (a) self-direction; (b) self-transcendence (*personal sense of spirituality or reality beyond the material world, or metaphysics*); (c) conservation (*degree of resistance to change*); and (d) self-enhancement (*self-development for higher performance and self-actualization*). The scale is a 5-point Likert instrument, with the 10 items scored on a scale of 1 – 5. The response ranges from 1 – Strongly Disagree, to 5 – Strongly Agree. A high score on the scale signifies high personal values, and a low score indicates low personal values. The scale developer reported a Cronbach alpha ( $\alpha$ ) internal consistency coefficient of .89. The reliability obtained for this study was 99.26<sup>2</sup>.

### **Section C. Religiosity and Spirituality Scale for Youth Scale (RaSSY)**

The religiosity and spirituality for youth scale (RaSSY) is a 37-item scale developed by Hernandez. Combining the items on the two factors, it demonstrated a strong internal consistency estimates of ( $\alpha = .94$  for Faith-based Coping,  $\alpha = .90$  for Religious Social Support/Activities,  $\alpha = .95$  for the composite).

The scale reliability score was obtained through test-retest method by correlating scores obtained at the two administrations for each factor. The test-retest reliability obtained was strong for the factors and a composite score of ( $r = .71$  for Faith-based Coping,  $r = .84$  for Religious Social Support/Activities,  $r = .85$  for the composite; all  $p$ 's < .001) was recorded. The scale used 5-point Likert rating format of 1 – 5. Where 1 – represents Strongly Disagree,

2 – Disagree, 3 – undecided, 4 – Agree, and 5 – Strongly Disagree. High scores indicate high religiosity and lower scores indicate low religiosity<sup>3</sup>.

#### **Section D. Personality Trait Scale**

Personality-traits was measured with the Ten-Item Personality Inventory (TIPI), developed by Gosling, Rentfrow, & Swann. It has a 7-point Likert scale scoring system of 1 – 7. However, for the purpose of this research the scoring format was converted to five points to achieve uniformity with the other scales. The TIPI reliability was examined with test-retest and internal consistency methods. Within relatively acceptable two weeks interval a test-retest reliability coefficient for the total TIPI obtained was .92. Though the TIPI Cronbach's alpha of .51 indicate its relatively low internal consistency, nevertheless the reliability coefficients found for the TIPI across studies revealed that, TIPI as a tool was found to be satisfactorily consistent over time, yielding similar results at different times across different cultures<sup>4</sup>.

Further, the test–retest correlations obtained are substantial for both the BFI and the FIPI, with the exception of extraversion, which was equivalent across instruments, the BFI yielded test–retest correlations (mean  $r = .80$ ) that were .10 to .20 points stronger than the FIPI (mean  $r = .68$ ). The response format was design to capture participants' scores as either low or high. 1 – represents: Strongly Disagree, 2 – Disagree, 3 – Undecided, 4 – Agree, and 5 – Strongly Agree.

#### **Section E. Attitude towards Work Scale**

The attitude towards formal employment of participants was measured, using the Work Readiness Scale (WRQ), developed by Caballero, Walker, & Fuller-Tyszkiewicz. It is a 64-

item scale. However, this researcher revalidated it in the pilot study, reducing the number to 47. Prior revalidating, the WRQ had an overall good internal reliability consistency with a Cronbach's alpha value of 0.96. After revalidation, reliability analysis revealed that, the revalidated scale had a Cronbach alpha of 0.90. The instrument was scored on a five point Likert format with 1 – representing: Strongly Disagree, 2 – Disagree, 3 – Undecided 4 – Agree, and 5 – Strongly Agree. High or low scores represent high or low work readiness attitude or attitude towards formal employment, respectively<sup>5</sup>.

### **3.5 Validity of the Research Instrument**

The study used tested questionnaire developed by professional researchers which have been used by other researchers in other studies and have been rated valid. The validity measures (face, construct, content, internal, external and criterion validity) these scales were subjected to validate them by their respective developers were stated alongside obtained statistical coefficient results in the scale report and below in this study.

### **3.6 Reliability of the Research Instrument**

Similarly, the developer of scales used in the study also states the reliability coefficient vis-à-vis the validity report. The scale's reliability coefficient were tested primarily using - **Test/retest measure** – (repeatability test). Though the parallel forms of the same test and the split-half technique are other measures to established scales reliability, they were not used.

### **3.7 Administration of Research Instrument and Method of Data Collection**

#### **3.7.1 Sample Size**

Krejcie and Morgan sample size calculation table (see appendix B) was used to determine study's population size. The appropriate number of samples required for the study to

determine matching numeric value on the calculation table participating institutions population was obtained through summation of all participating institutions' population<sup>6</sup>.

The study used four distinct institutions with different populations sizes – McPherson University – over 500 students; Lagos State Polytechnic, Ikorodu Campus, 50, 000; Yaba College of Technology, Yaba, Lagos – 20,000 and NYSC Lagos State secretariat pre/post orientation camp estimated at 1,000 – 2,500. Thus, the sum total of the study population falls between 70,000 and 75,000 of Krejcie & Morgan table. Therefore, 382 participants was the sample size estimated for the study (see appendix).

### **3.7.2 Data Collection**

The study was carried out at McPherson University, Ogun State, the Lagos State Polytechnic, Ikorodu Campus, Yaba College of Technology, Lagos State, and NYSC Lagos State Secretariat office, on Babs Animashaun road, Surulere, Lagos, Nigeria. Close ended questionnaires were self-administered in person at McPherson and the NYSC Lagos state secretariat. While Lagos State Polytechnic and Yaba College of Technology instruments was administered through research assistants.

McPherson University is a privately owned tertiary institution of the Foursquare Gospel Church in Nigeria. It's situated at kilometre 75 along Lagos-Ibadan express way. The University admits students from all over the federation and offers twenty accredited courses that cut across science, arts, humanities and commercial studies, to a student population of over 500. 30 final year undergraduate students (8% of Krejcie & Morgan expected participants) using captive audience method with the assistance of the lecturers participated in the study.

Lagos State Polytechnic, or Laspotech, Ikorodu campus is a government owned public institution situated at 10 Lambo Lasunwo, First gate in Ikorodu North of Lagos. Though a branch college of the institution it has 50,000 student population and offers eight professional courses namely - (accountancy, agricultural engineering, agricultural technology, architectural technology, arts and design, banking and finance, building technology, business administration & management). Though 381 participants were to be selected at 5.0 confidence interval according to “Krejcie & Morgan” sample size calculation table were it to be a sole setting<sup>7</sup>. However, only 95 final year undergraduate students of the college agreed to participate in the study. The questionnaire was administered to students after lectures with the assistance of a lecturer.

Yaba College of Technology is a Federal government owned public institution of learning. Yaba College of Technology has a population of 20,000 students and 1,900 staff, and comprises of nine Schools, namely School of Art, Design & Printing, School of Industrial & Manufacturing Engineering, School of Civil and Natural Resources Engineering, School of Environment Studies, School of Liberal Studies, School of Management & Business Studies, School of Science, School of Technology, & School of Technical Education and has 46 departments. Similarly, although 378 participants were to participate at 5.0 confidence interval as sample size if the college were to be the only research setting.<sup>8</sup> However, only 15 final year undergraduates from the college could participate in the study due to COVID-19 lockdown measure. Questionnaires was administered electronically via WhatsApp and email.

The researcher was at the NYSC orientation camp at Iyana-Ipaja, Lagos State to administer questionnaires but was denied access due to permission required which at the time the

researcher did not have. However, on obtaining a written approval from the state coordinator. Questionnaires were administered to corps members visiting the Lagos State secretariat after the camping exercise. The secretariat pre or post camp orientation, record corp members visiting the secretariat for pickup of call up letters, deployment and redeployment and more between 1,000 and 2,500 corps members. The researcher visited the state secretariat to self-administer study questionnaire immediately after orientation camp and requested visiting corps members to help fill the questionnaire. Again, according to 1,000 – 2,500 visiting corps members and the Krejcie and Morgan 5.0 degree of freedom confidence interval, 278 – 333 corps members were to participate as sample size if corps members were to be sole study participants.<sup>8</sup> However, only 63 questionnaires were administered and immediately retrieved by the researcher to willing corps members at the NYSC Lagos State secretariat that had the time to fill the questionnaire with the exception of a copy that was not returned. Thus, 62 questionnaires was returned.

### **3.8 Method of Data Analysis**

Hypothesis 1, 3 and 4 were analysed using multiple regression analytical tool, hypothesis 2 was analysed with both descriptive statistic and regression analytical tool while hypothesis 5 was analysed using t-test.

### **3.9 Ethical Approval**

The researcher wrote to appropriate authorities of each institutions requesting permission and assistance to administer study instrument and obtain approval before proceeding.

#### **3.9.1 Research Procedure and Ethical Consideration**

At McPherson University, Lagos State Polytechnic and Yaba College of Technology study instruments was administered to respondents (final year students) after lectures as captive audience with the help of facilitating lecturer assigned to assist the researcher/research assistants. Thus, students and classes were not disrupted or staff disturbed from carrying out their duties. Similarly, corps members too, were sampled as captive audience within the state secretariat complex, at individuals' conveniences. However, the convenient sampling technique was used to administer study instrument to willing respondents present within the premises.

### **3.9.2 Inclusion/Exclusion criteria**

The inclusion and exclusion criteria were participants' age – (Millennials' age grouping), educational qualification – (final year undergraduate, corps membership), immediate employment plan and future job outlook.

## Endnotes

1. “*Cross-Sectional Study Vs Longitudinal Study*,” 2021. March 20, 2021. \ <https://www.questionpro.com/blog/cross-sectional-study-vs-longitudinal-study/#:~:text=Cross-sectional%20study%20is%20defined,relationship%20between%20variables%20of%20interest.>
2. Shalom Schwartz H., “*An Overview of The Schwartz Theory of Basic Values*,” **Online Readings in Psychology and Culture**, 2 (1), (2012). <https://doi.org/10.9707/2307-0919.1116>
3. Brittany Hernandez C., “*The Religiosity and Spirituality Scale for Youth: Development and Initial Validation*,” **LSU Doctoral Dissertations**, (2011). 2206. [https://digitalcommons.lsu.edu/gradschool\\_dissertations/2206](https://digitalcommons.lsu.edu/gradschool_dissertations/2206) [https://digitalcommons.lsu.edu/cgi/viewcontent.cgi?article=3205&context=gradschool\\_dissertations](https://digitalcommons.lsu.edu/cgi/viewcontent.cgi?article=3205&context=gradschool_dissertations)
4. Samuel Gosling D., Peter Rentfrow J., & William Jr. Swann B., “*A Very Brief Measure of The Big Five Personality Domains*,” **Journal of Research in Personality**, 37, (2003), 504-528. <http://gosling.psy.utexas.edu/scales-weve-developed/ten-item-personality-measure-tipi/>
5. Catherine Caballero L., Arlene Walker, Matthew Fuller-Tyszkiewicz, “*The Work Readiness Scale (WRS): Developing a measure to assess work readiness in college graduates*,” **Journal of Teaching and Learning for Graduate Employability**, 2 (1), (2011), pp 41-54. <https://doi.org/10.21153/jtlge2011vol2no1art552>
6. Robert Krejcie & Daryle Morgan, “*Determining Sample Size For Research Activities*,” **Educational and Psychological Measurement**, 30, (1970), pp 607-610.
7. Krejcie & Morgan, pp. 607-610
8. Ibid.

## Chapter Four

### Results and Discussion of Findings

#### 4.1 Presentation of Demographic Data Analysis

The following are the demographic summaries of the participants in the study. The ages of the 202 participants ranged between 16 and 32 years old, while 17 (8.4%) are near middle age. The mean age is 24.63 with standard deviation of 4.78. However, post data analysis, reveal three respondents with extreme values: ages (39; 40 & 55) within sample statistics obtained as outliers and were not removed to avoid removing useful values. Other premises includes: (1) study sample is small, and (2) experts advised that “true outliers are to be retained whenever found within a given dataset because they represent natural variations possible in sample. The age sample statistics revealed that samples are representative of 3<sup>rd</sup> and 4<sup>th</sup> wave Millennials.

107 (53%) males and 95 (47%) females participated in the study. 164 (81.2%) are singles, 11 (5.4%) claimed to be engaged, 19 (9.4%) were married, and 8 (4%) ticked other options as their marital statuses. 140 (69.3%) are Yoruba, 37 (18.3%) are Igbo, and 4 (2%) were Hausa. The rest 21 (10.4%) of the respondents chose other ethnic group origins. 149 (73.8%) were Christians, 48 (23.8%) were Muslims, and 5 (2.5%) claimed to be traditional/ethnic religionists. 99 (49%) are either about to graduate or graduating students. 85 (42.1%) had HND/B.Sc. degrees of which 71 are current serving corps members while remaining 14 have finished serving, and the rest 18 (8.9%) are postgraduate students.

From these sample statistics the following can be inferred:

1. Educated Millennials, because they have marketable skills, young and singles, exhibit strong, positive attitude towards formal employment showing intentions to use their training to work regardless of ethnic origin, gender or religious orientation.
  - a. This revealed that standard, qualitative, globally recognized, tertiary education that equip young citizens for labour market and prepares them to recognize and able to seize developmental opportunities as posited by other studies is indeed an effective means of curbing ethnoreligious, geopolitical and socioeconomic crimes, crises challenges and nefarious tendencies activities that Nigerian' youths are drawn to as well as a means to redirecting their skills, abilities to productive uses away from get-rich-quick schemes.
  - b. Also, it is clear that qualitative education that equip young Millennials members just discharged from youth service or about graduating will prevent them from starting out late in life, free them from being locked out of labour market and frustrated compared to their mates in China as report by Soyibo Adedoyin in his work: "Managing Research and Innovation for National Development (2009)."
  - c. Education will give young Millennials qualitative competitive edge and instil confidence in them to intelligently take challenges head on like their peers in developed nations.
2. Millennials (3<sup>rd</sup> and 4<sup>th</sup> wave members) either about graduating or corps members' attitude towards formal employment and employment intention post-graduation and service significantly and positively correlated. This refute the claims that Millennials are lazy as once purported and that they wants to work.

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**Descriptive Sample Statistic Summary Table**

	Variables	Frequency	%
Age	16 years	2	1
	17.00	1	.5
	18.00	5	2.5
	19.00	10	5.0
	20.00	19	9.4
	21.00	13	6.4
	22.00	17	8.4
	23.00	17	8.4
	24.00	26	12.9
	25.00	24	11.9
	26.00	17	8.4
	27.00	14	6.9
	28.00	6	3.0
	29.00	9	4.5
	30.00	8	4.0
	32.00	2	1.0
	33.00	1	.5
	34.00	2	1.0
	35.00	4	2.0
	36.00	1	.5
Outliers	39.00	1	.5
	40.00	2	1.0
	55.00	1	.5
Gender	Male	107	53
	Female	95	47
Marital Status	Single	164	81.2
	Engaged	11	5.4
	Married	19	9.4
	Others	8	4
Ethnicity	Yoruba	140	69.3
	Igbo	37	18.3
	Hausa	4	2
	Others	21	10.4
Religion	Christian	149	73.8
	Muslim	48	23.8
	Ethnic Rel.	5	2.5
Inc./Excl. Criteria	Final year undergraduates	99	49
	Graduates	85	42.1
	Serving Corp members	17	
	Discharged corp members	14	
	Postgraduates	18	8.9
Total		100	100

Sources: IBM, SPSS Statistics Data Editor Version 20.

## 4.2 Presentation of Data

### 4.2.1 Research Questions

Research question one: will some dimensions of personal values, personality-traits predict Millennials' attitude strongly than others and why?

As revealed by the results, three dimensions of personal values – achievement, self-direction and stimulation positively and strongly predicts younger Millennials' attitude towards formal employment in Nigeria, thus, reflects who they are and the determinant psychological functions stimulating their attitude presently. See table below.

Similarly, result in table 3 below shows that openness to experience than other four subscales (conscientiousness, extraversion, agreeableness and neuroticism) of personality traits, is the strongest predictor of Millennials' attitude toward formal employment in Nigeria. Many reasons could be responsible for this attitude expression, however, the primary driving factors (1) is that it's linked to their values set, reveals their generational unique traits as adventurers, explorers of unknown territories, and curious according to the Big Five personality traits. This Codrington and John Clifton confirm in their respective studies.

The explanation of why some dimensions of personal values and personality traits predicts Millennials attitude towards formal employment and not fluid gig jobs are as follows.

According to Daniel Katz, attitudes are formed according to how we perceived a particular person or thing will meets our need(s). Thus, functional attitude theory is a psychologically induced behaviour, that moves us to express ourselves across number of situations in five broad different ways or functions namely – utilitarian function; social-adjustive function;

value function; ego-defensive function; and knowledge functions; per time, based on our beliefs and benefits a person, objects or place stand to give.

The second premise for this attitude display reveals the effects of religious beliefs and knowledge on Millennials. This was confirmed by YingFei Heliot in her studies, “Religious identity in the workplace: A systematic review, research agenda, and practical implications.”

The researcher, therefore argued that other Nigerian Millennials’ split attitude towards formal and fluid employment reveals the significance of “psychosocial” stressors (such as: unemployment, job insecurity, poverty, psychological breach of contract, uneven reward of civic employees, treatment of civil servants, job creation opportunity the economic downturn holds for functionally literate members residing in industrial metropolis across the nation), on Millennials as well the effects of other dimensions of values, personality traits, subscales and social-adjustive functions of functional attitude members of the cohorts are capable of displaying.

Therefore, Millennials as young people, with a unique mix of generational traits, marketable skill sets and functionally literate in a high and escalating unemployment setting may not to seek formal employment but employ their capabilities to create jobs or join service industries that fit their unique skill sets, persona and values driven by both needs and anticipated rewards.

Research question two: in what order and progression will personal values, religiosity and personality-traits, independently and jointly predicts Millennials towards formal employment in Nigeria as factors?

The progression order of personal values, religiosity and personality traits as predictors of Millennials' attitude towards formal employment as shown in table 1 revealed that religiosity due to present economic conditions, beliefs in prayer and other physiological duties prescribed to adherents as panacea to mitigate its effect, is the strongest predictor of Millennials attitude to formal employment followed by personal values and personality traits respectively.

Research question three: what's responsible for these factors' order of effect and progression on Millennials' attitude towards formal employment?

The ground for this order of progression of study's factors reveals the efficacy of theories included in the study. Specifically, Katz, functional attitude theory: utilitarian and value functions. While achievement, self-direction and stimulation establish the fact that when we are young and starting out in life, our beliefs, values, religiosity orientation reinforces our attitudes according to our needs for enhancement which makes us open to change. As such, our basic values makes, us, open to change and self-enhancing. However, we become conservation and self-transcendence oriented immediately we find a means of earning a liveable wage. This explains why a sizeable individual members of Millennials who because of their needs find political party membership perks enticing, opt for momentary hedonistic rewards, and other psychosocial stressors as a good aid to nefarious activities and get-rich-quick schemes lucrative.

Research question four: will gender differences affect Millennials attitudes towards formal employment differently?

As revealed below in hypothesis table H<sub>5</sub>, there is an insignificant gender difference in attitude towards formal employment between male and female participants. However, because the difference is minute, gender difference did not affect the dependent variable. Therefore, study findings is valid.

Research question five: what's the implication of these development on future of formal employment in the country and how can it be helped?

The implications of these developments have been established and reported in number of studies. Soyibo, posited that Nigeria:

1. Risk conflict and demographic disaster
2. Risked continued economic stagnation with heightened and disastrous consequences
3. Risked dramatic long term with host of other multiplying unintended consequences
4. Risk rise of crisis to a critical situations and that
5. If we refuse to take right and decisive actions now, risk becoming over-burdened and facing further decades of economic stagnation.

Oxfam International, even it up reported that:

1. The rate and level at which inequality rises in the country is a signal and warning to the nation's stability, and unity needed to eradicate poverty.
2. Nigeria lacked, enlightened, proactive citizens to make up a vibrant civil society to break the cycle of poverty.
3. Presently adequate resources is not given to schools to promote civic education, and citizen participation is not encouraged.

4. Youth unemployment crisis, brain drain, dead manufacturing and unfavorable business environment present will worsen if not address properly and promptly.
5. Nigeria has the highest number of children out of school, thus deliberately raising hordes of unskilled militia sabotages.

What's the way out of these challenges, one may ask? Oxfam international suggests:

1. That there is need for government should make the tax system more progressive, and reform tax laws that permits tax avoidance and stop unnecessary tax waivers and tax holidays.
2. Make the high cost of governance cost effective for fair governance.

Other works have raised similar measures, which if implemented will facilitate effective change. However, the researcher belief that the starting point to achieving these objectives is to begin by restoring confidence back into citizens generally and Millennials in context of the study.

Millennials' confidence in formal employment will be restored when government and all stakeholders provides sustainable employment, job security, pay commensurate liveable wages, address psychological breach of contract, adequately reward employees, and treat retired civil servants well. More, Generation Y members as Millennials are also called confidence in formal employment will gradually be restored overtime, when infrastructures are created for individuals with outdoor personas to gravitate towards non-formal jobs and seize job creation opportunity the economic changes and growth holds for functionally literate members of the generation residing in industrial metropolis across the nation as such

leave available civic employments for individuals that love routine and structure employments.

#### 4.2.2 Presentation of Test of Hypotheses

Hypothesis one stated that personal values, religiosity and personality traits will be significant, independent and joint predictors of attitude of Millennials towards formal employment.

**Table 1**

**H<sub>1</sub>. Multiple regression analysis showing the independent and joint influence of personal values, religiosity, and personality traits on attitude of millennials towards formal employment.**

Variables	$\beta$	B	Sig.	F	R	R <sup>2</sup>	P
Personal values	.376	1.57	.00				
Religiosity	.424	.424	.00	57.23	.681	.464	.00
Personality traits	.054	.287	.318				

**Dependent Variable: Attitude towards formal employment**

Source: IBM SPSS Statistics Data Editor Version 20.

The results in table 1 show that personal values, religiosity and personality traits were significant joint predictors of attitude of Millennials to formal employment. However, personal values and religiosity are the two most significant formal employment independent predictors ( $\beta = .38$ ,  $t = 6.00$ ,  $P < .05$ , and  $\beta = .42$ ,  $t = 7.5$ ,  $P < .05$ , respectively); but personality was not ( $\beta = .05$ ,  $t = 1.00$ ,  $P > .05$ ). Thus, the hypothesis was supported.

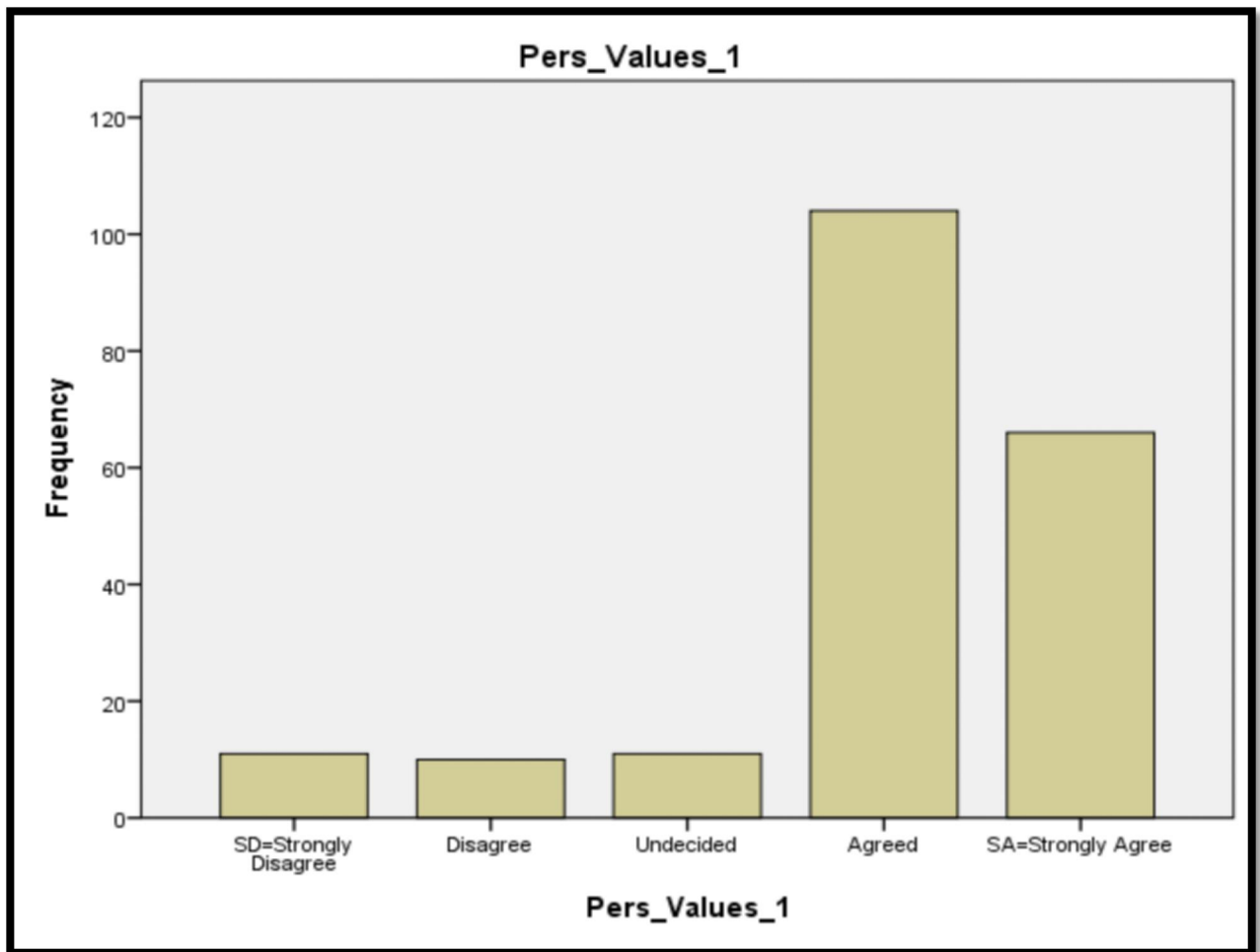
Hypothesis two states that dimensions of personal values specifically: **Achievement** (focusing on a person's capacities, competencies, and ultimately personal success); **Self-**

**direction** (emphasizing freedom, creativity, and curiosity); and **Stimulation** (tendencies toward exciting, varied, and challenging life), will be significant independent, and joint predictors of attitude of Millennials towards formal employment.

**H<sub>2</sub>. Descriptive sample statistics analysis showing the dimensions of personal values specifically: Achievement (focusing on a person’s capacities, competencies, and ultimately personal success); Self-direction (emphasizing freedom, creativity, and curiosity); and Stimulation (tendencies toward exciting, varied, and challenging life), will be significant independent and joint predictors of attitude of Millennials towards formal employment.**

**Table 2.1**

<b>Variables</b>	<b>F</b>	<b>%</b>
Personal Values		
Achievement		
Strongly Disagreed	11	5.4
Disagree	10	5.0
Undecided	11	5.4
Agreed	104	51.5
Strongly Agreed	66	32.7
Total	100.0	100.0



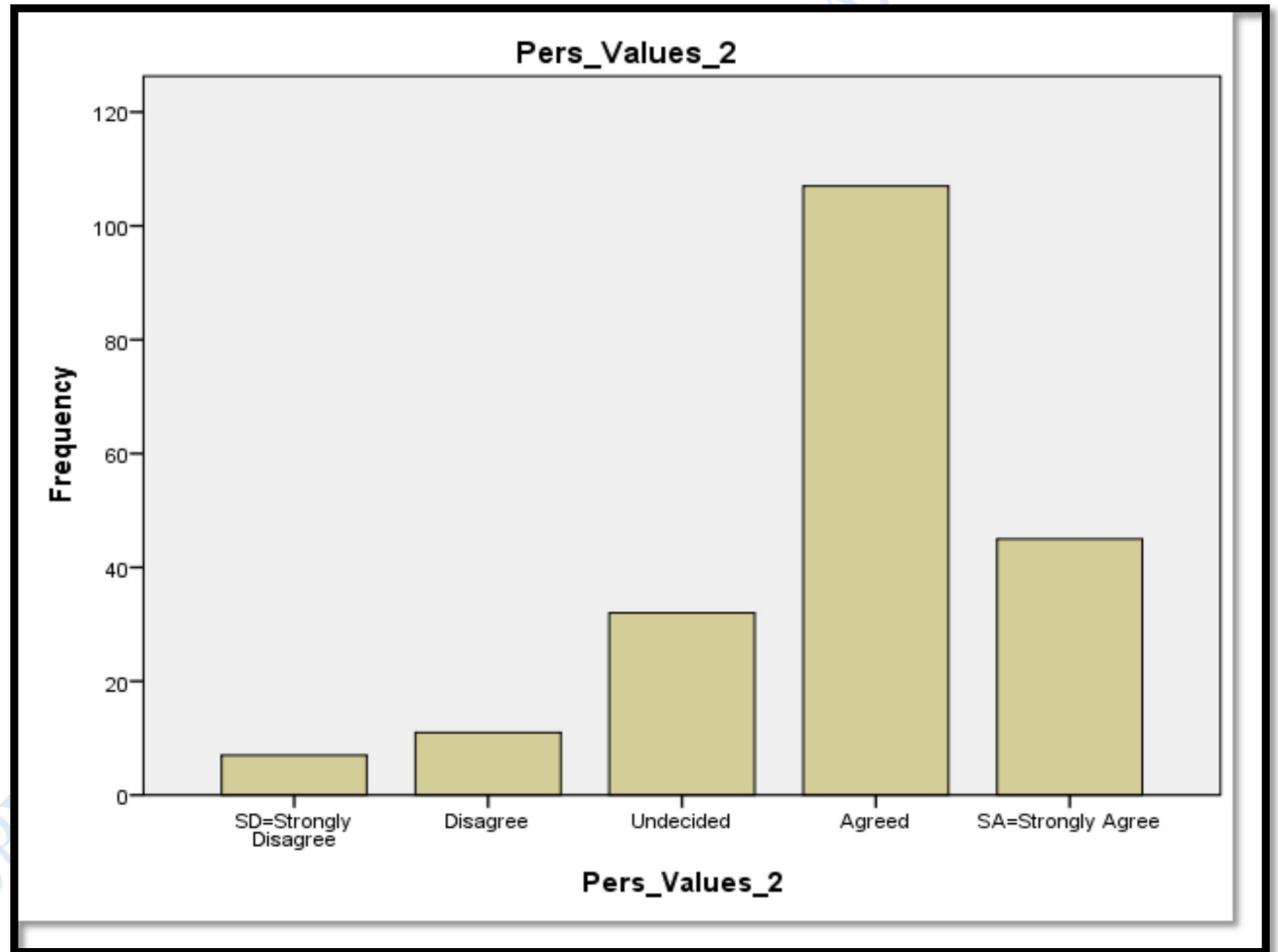
**Dependent Variable: Attitude towards formal employment**

Source: IBM SPSS Statistics Data Editor Version 20.

Hypothesis 2. Table 2.1 above reveals according to obtained sample statistics measure of central tendency showing 84.2% 170 [(104 = 51.5%) + (66 = 32.7%)] of 202 respondents indicating agreed and strongly agreed that **Achievement** (focusing on a person's capacities, competencies, and ultimately personal success) as a dimensions of personal values is a significant independent predictor of attitude of Millennials towards formal employment. Therefore, the hypothesis was supported.

**Table 2.2**

Variables	F	%
Personal Values		
Self-direction		
Strongly Disagreed	7	3.5
Disagree	11	5.4
Undecided	32	15.8
Agreed	107	53.0
Strongly Agreed	45	22.3
Total	100.0	100.0



**ependent Variable: Attitude towards formal employment**

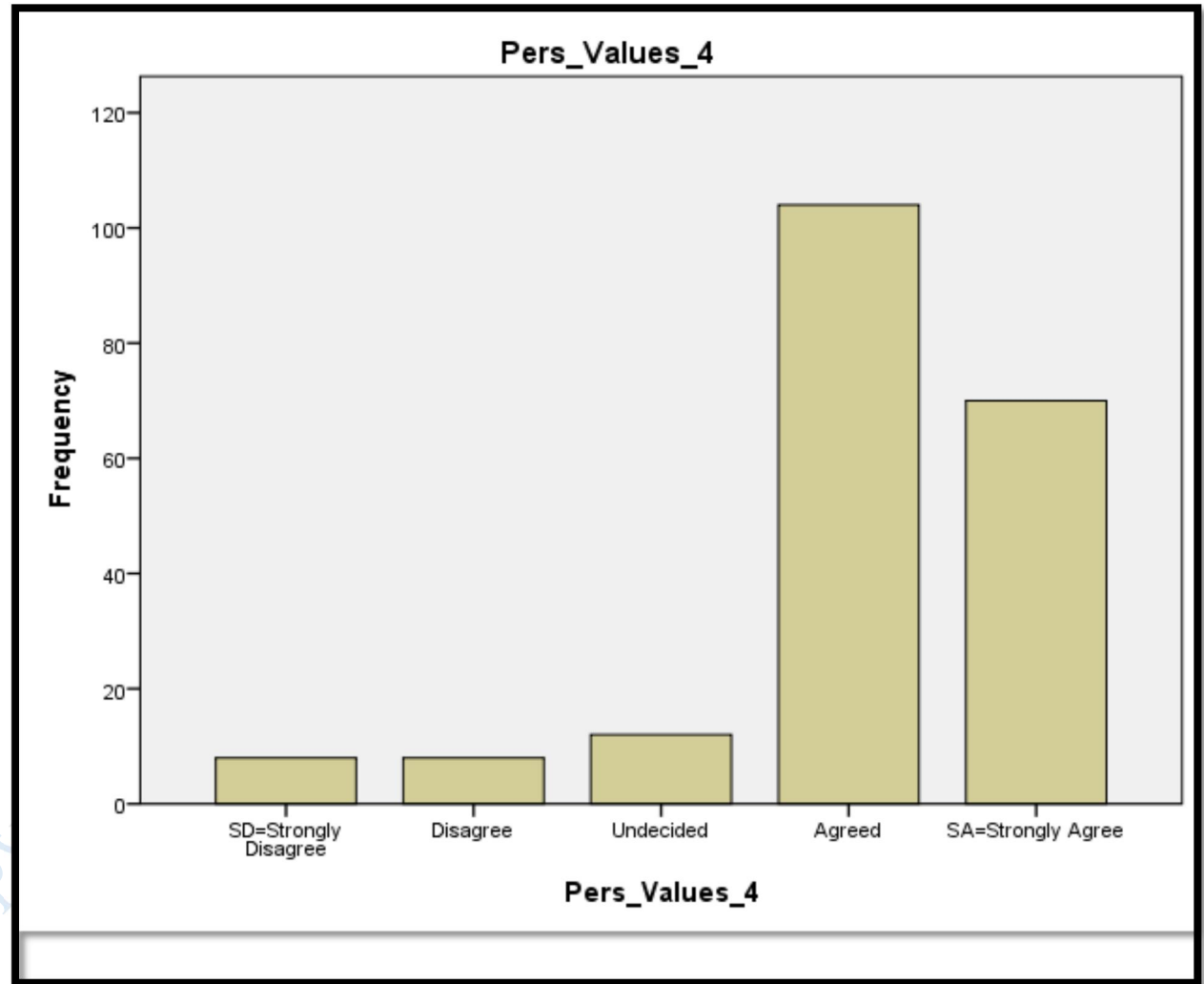
Source: IBM SPSS Statistics Data Editor Version 20.

Hypothesis 2 table 2.2 above reveals according to obtained sample statistics measure of central tendency showing 75.3% 152 [(107 = 53%) + (45 = 22.3%)] of 202 respondents indicating agreed and strongly agreed that **Self-direction** (emphasizing freedom, creativity, and curiosity) as a dimensions of personal values is a significant independent predictor of attitude of Millennials towards formal employment. Therefore, the hypothesis was supported.

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**Table 2.3**

<b>Variables</b>	<b>F</b>	<b>%</b>
Personal Values		
<b>Stimulation</b>		
Strongly Disagreed	8	4.0
Disagree	8	4.0
Undecided	12	5.9
Agreed	104	51.5
Strongly Agreed	70	34.7
Total	100.0	100.0



**Dependent Variable: Attitude towards formal employment**

Source: IBM SPSS Statistics Data Editor Version 20.

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Hypothesis 2 table 2.3 above reveals according to obtained sample statistics measure of central tendency showing 86.2% 174 [(104 = 51.5%) + (70 = 34.7%)] of 202 respondents indicating agreed and strongly agreed that **Self-direction** (emphasizing freedom, creativity, and curiosity) as a dimensions of personal values is a significant independent predictor of attitude of Millennials towards formal employment. Therefore, the hypothesis was supported.

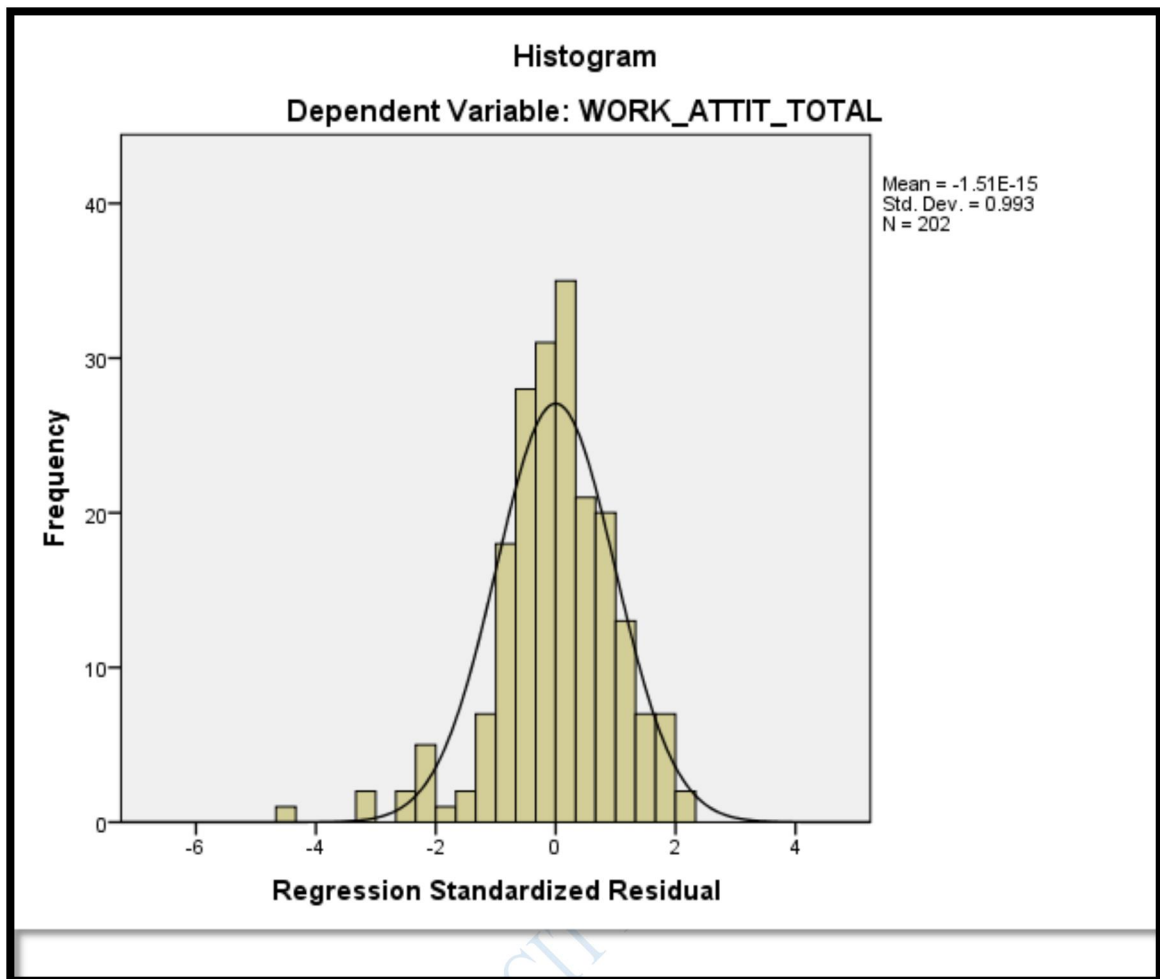
**H2. Multiple regression analysis sample statistics showing the dimensions of personal values specifically: Achievement (focusing on a person’s capacities, competencies, and ultimately personal success); Self-direction (emphasizing freedom, creativity, and curiosity); and Stimulation (tendencies toward exciting, varied, and challenging life), will be significant independent and joint predictors of attitude of Millennials towards formal employment.**

**Table 2.4**

<b>Variables</b>	<b>β</b>	<b>B</b>	<b>Sig.</b>	<b>F</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>P</b>
Achievement	.229	5.74	.00			.244	.00
Self-direction	.188	5.18	.00	21.27	.494		
Stimulation	.216	5.87	.01				

**Dependent Variable: Attitude towards formal employment**

Source: IBM SPSS Statistics Data Editor Version 20.



Hypothesis 2 table 2.4 multiple regression analysis result reveal the three dimensions of personal values (1) achievement ( $\beta = .229, p < .05$ ), (2) self-direction - ( $\beta = .188, p < .05$ ), and (3) stimulation - ( $\beta = .216, p < .05$ ) are independent and joint predictors of Millennial's attitude to formal employment. The hypothesis was tested using multiple regression analysis through the SPSS enter method. The hypothesis was supported.

**H<sub>3</sub>. Multiple regression results of openness to experience, conscientiousness, extraversion, agreeableness and neuroticism as significant independent and joint predictors of Millennial's attitude to formal employment.**

**Table 3**

Variables	$\beta$	B	Sig.	F	R	R <sup>2</sup>	P
Openness to experience	.19	2.98	.03	3.84	.30	.09	.00
Conscientiousness	.08	1.20	.36				
Extraversion	-.08	-1.40	.24				
Agreeableness	.09	1.44	.22				
Neuroticism	.05	.84	.46				

**Dependent Variable: Attitude to formal employment**

Source: IBM SPSS Statistics Data Editor Version 20.

The results as presented in hypothesis table H<sub>3</sub> shows that the independent variables were significant joint predictors of the attitude of millennials to formal employment ( $F = 3.84$ ,  $p < .05$ ). Though, their inter-correlations was low, it was acceptable, therefore, the hypotheses was supported.

However, as predicted in hypothesis four that openness to experience would be a more significant predictor of the attitude of Millennials to formal employment than the four other dimensions of the personality scale: conscientiousness, extraversion, agreeableness and neuroticism, openness to experience ( $\beta = .19$ ,  $p < .05$ ), significantly and independently predicts Millennials' attitude towards work while the four other sub-scales with individual contributions of  $\beta = .08$ ,  $p > .05$  (conscientiousness),  $\beta = -.08$ ,  $p > .05$  (extraversion),  $\beta = .09$ ,  $p > .05$  (agreeableness), and  $\beta = .05$ ,  $p > .05$  (neuroticism) are not good independent

predictors of Millennials' attitude towards formal employment. Thus, the results give full confirmation to hypothesis 4 as shown in hypothesis table H<sub>3</sub> above.

Hypothesis five, stated there will be significant gender differences on Millennials' attitude towards formal employment, was tested using independent samples T-test analytical tool.

**H<sub>5</sub>. Independent groups t-test showing gender differences gender differences on Millennials' attitude towards formal employment.**

**Table 4**

	Sex	N	Mean	SD	Mean Differen ce	t	Df	Sig	Remark
ATTITUDE TO FORMAL EMPLOYMENT	<i>Male</i>	107	187.68	30.00	-4.13	-1.13	200	1.179	NS
	<i>Female</i>	95	191.81	20.51					

Source: IBM SPSS Statistics Data Editor Version 20.

Hypothesis H<sub>5</sub> table 4 shows that there is an insignificant difference between male and female participants attitude towards formal employment, though, a minute number of the female participants exhibited strong interest in formal employment (Mean 191.81, SD = 20.51) than male participants (Mean = 187.68, SD = 30.00). Nevertheless, as revealed by the results above, the hypothesis was not supported.

**4.4 Discussion of Findings**

Data revealed that sampled Millennials were born between 1989 and 2000: ages: 32 – 24. They consisted of final year students and corps members preparing to join existing generations of workers presently at work post-graduation or service year.

According to Codrington, Millennials are uniquely endowed generation, thus flexible and easily adapt their values to the context wherever they find themselves (p.9).<sup>11</sup> Where adequately trained, prepared and given formal employment they will align their values sets to match the job and context and if find in unemployment setting like Nigeria they will adapt their values and skill sets with other capabilities to create jobs or seek employment in available fluid employment such as entrainment and music industry as it is in the country. As such Millennials are not lazy rather move along their generational traits, values sets and context wherever they find themselves.

Millennials as psychological beings when in ethnoreligious centric setting like Nigeria will apply themselves to religious groups accordingly and in return are highly affected by the content and group think as a result of their affiliation. This explains why religiosity is the strongest predictor of the groups' attitude towards formal employment.

Further, Millennials are outdoor people adequately endowed for adventurous jobs<sup>12</sup>. Therefore, Millennials in high and escalating unemployment setting like Nigeria with sellable skill sets, entrepreneurial traits, functionally literate and matching values sets, will seek fluid employment that reward them commensurately and not seek work in organized settings such as formal employment.

However, Millennials attitude towards fluid employment such as entertainment and music industry career paths, pursuit of TV reality shows for huge cash rewards, fame and fun, involvement in betting games, illegal mass migration, banditry, cybercrimes and many nefarious activities reflects their personal values and personality traits variation and effects

they had on them based on their location. This will remain and keep rising if all reinforcing psychosocial stressors prevalent in the country and unemployment remains.

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## **Chapter Five**

### **Conclusion**

#### **5.1 Summary of the Findings**

As revealed by obtained results,  $\frac{3}{4}$ , or 159 (78.7%) of Millennials sampled exhibited strong preference for formal employment also indicated that they looked forward to being employed in any organized establishment that can absorb them immediately after graduation and on completion of their national service year. They also expressed eagerness to remain in formal employment till they reach the peak of their careers, thus empirically establish that personal values, religiosity and personality-trait sets correlates with formal employment significantly.

However, 43 (21.3%) did not choose the formal employment option, and planned to pursue a new fast route to wealth, fame and status. Thus, affirms person-situation debate, functional attitude theory, Myers-Briggs type indicator, claims.

Therefore, where reward is valued highly important commensurate attitude is expressed towards employment type that is believed will provide desired reward or outcome. As such certain job types is no option, perceived as un-motivating and turned down.

#### **5.2 Conclusion**

This study concludes on results and researchers postulation based on results interpretation.

First, personal values, religiosity and personality-traits as revealed by the results are significant predictors of Millennials' attitude towards formal employment, however, inferring from findings split predictions there is need to further investigate what factors are moderating

Millennials' choice of career path and employment preference in the country beyond these variables.

Secondly, the researcher postulates that to sufficiently understand Millennials' employment preference, personal values, religiosity and personality trait are not the only variable to study to know all there is to know about the cohort's career path determinants. There is need to understand how agent of socialization (parent, family, peers, school, church/mosque, and the media) reinforced known psychological factors (personal values, religiosity and personality traits) thus predict attitude towards employment and behaviour. Consequently Millennials in Nigeria cannot be stereotype as lazy, or lovers of pleasure as labelled based on visual behavioural evidence.

Concluding from study's result Millennials' split attitude preference between formal and fluid employment as career paths is logical and positioned the study into existing literature with supporting findings. However, the researchers postulates that in a setting like Nigeria with widening unequal socio-economic status, endemic poverty, high and escalating unemployment, job and general insecurity, politicized public institutions and more that: (1) personal values, religiosity, personality-traits becomes means to an end and not an end in itself and (2) that personal values, religiosity and personality-traits becomes as such are used as instrumental variables by individuals in the settings. Diagrammatically it is illustrated as shown below.

**Researcher's Diagrammatic Postulations of personal values, religiosity and personality traits in a high and escalating unemployment setting**

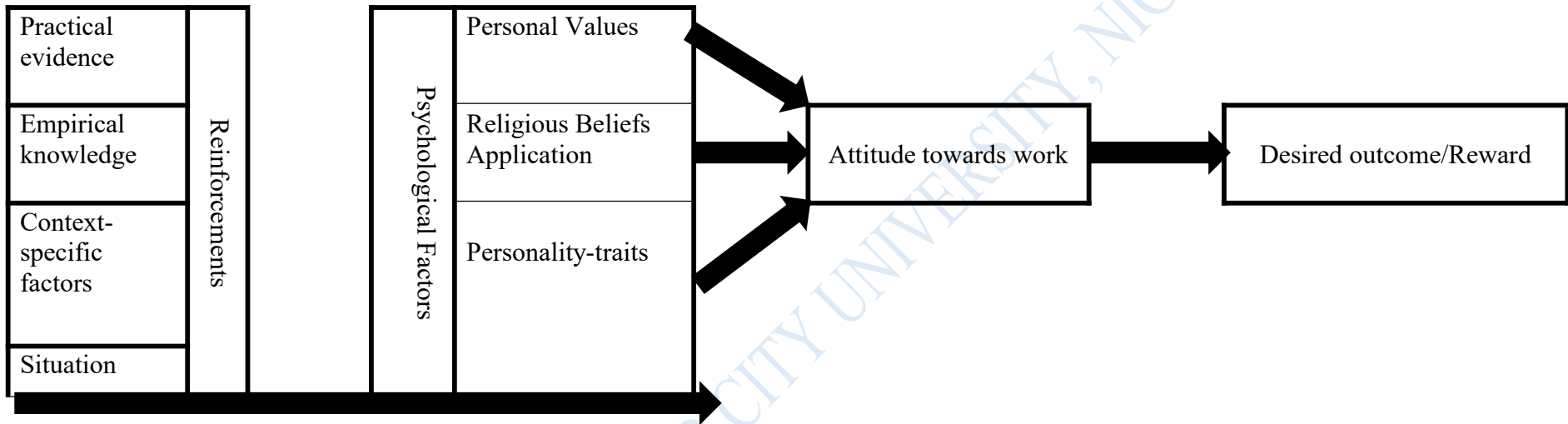


Fig. 5.1  
Source: researcher

### 5.3 Recommendations Based on Study Findings.

Base on the findings arising from this study, the following are the researcher's recommendations.

- i. Since study results revealed that members of the cohorts exhibit split attitude towards formal employment, though most members of the generation exhibit strong tendencies towards working in structured organization while sizeable number seek fluid employment and career in entertainment and music industry settings that offers huge monetary rewards, fame and perceived commensurate pay and some members of the group seek get rich quick schemes to rise to high status, then the researcher suggest:
  - that both formal employment and fluid employment industries be developed fully to engage members of the group productively in areas of their interest, gainfully harness their skills to drive manufacturing industries, private sectors initiatives, business enterprise, production and array of legitimate commercial ventures that raise the nation's GNI and all citizens as national development stakeholders.
  - that existing and structured organizations in the making make formal employments packages attractive, inclusive and rewarding with liveable wage to Millennials in Nigeria to curb brain drain and skilled youth crime.
  - that all agencies dealing with the group use empirical findings to learn more about them from time to time, plan and create an interactive platform to engage and better understand them vis-à-vis prevalent affective factors that orient their attitude towards formal employments as national development key player.

- ii. Next, schools: secondary, vocational and tertiary institutions and workplaces, across the country should be mandated to create structured, basic values orientation with Schwartz' values scale (SVS) and life skills centres within their system:
- To impart values, attitude, skill and knowledge to enhance openness to change and self-enhancement constructively. Thus, raise citizens able to intelligently and humanely compete in global space.
  - Inculcate into students and reskill employees how our ideals inform and drive our attitude towards work and life in general, GNI import and students and employees role in attaining it, and its direct effect and contribution to their earning and sustainable development.
  - Schools and employers in bid to engender citizenship orientation, sense of duty and more should create a formal and informal structure to communicate institution's envisioned future plan and destination using a timeline continuum to get students and employees to buy-in into it.
- iii. Government should legislate that workplaces should mandatorily work synergistically with research centres in universities that specialise in companies' areas of production and lines of business, testing and adapting study findings to real work situations as done in highly developed countries. Similarly, institutions are to provide scholarships for students and employees for short courses on values and other related fields to entrench the concepts firmly.
- iv. Also, companies should encourage academic and professional researchers to use their companies (staff, real life work situations) for pilot, main or experimental studies centred on: workplace knowledge; employee relations; leadership and management style; work place culture; remuneration and liveable wage; and

strategic ways to achieve organizations productivity, profitability and reduced employee turnover as research incentives.

#### **5.4 Contribution to Knowledge**

The contribution to knowledge of this study are herewith appended below.

Prior this study existing repository of knowledge on Millennials in Nigeria holds an infinitesimal work elucidating the effect of unemployment and other local factors on 3<sup>rd</sup> and 4<sup>th</sup> wave Millennials' attitude towards formal employment about graduating from tertiary institutions of learning, members of the cohort serving as corps members and those seeking employment after service across the nation.

This study provides momentary understanding of both the affective and cognitive factors that pull Millennials away from seeking a 9am – 5pm job in a structured organization and why they prefer fluid employment in entertainment industry, career in the music industry and get rich-quick schemes more.

This study sampled 3<sup>rd</sup> and 4<sup>th</sup> wave Millennials residing, schooling, serving as corps members or just finished serving seeking employment under current escalating unemployment setting to add to knowledge about the cohort contextually. Earlier studies sampled 1<sup>st</sup> and 2<sup>nd</sup> wave Millennials, with unrepresentative samples of Nigerian Millennials in a totally different settings to Nigeria.

Existing literature sampled employed Millennials in developed economies and industrialized nations, with enabling infrastructural facilities while present study sampled Millennials in a

monoculture, developing economy with 45% and escalating unemployment rate, insufficient and dilapidating infrastructural facilities states of the world.

This study add to knowledge by providing current data useful to real time national problem using primary data from 3<sup>rd</sup> and 4<sup>th</sup> waves members of the Millennials, cross sectional design of phenomenological method, descriptive approach and behavioural perspective.

This study enriched body of knowledge with researcher's postulation based on study's findings. The researcher justifies Millennials' attitude toward formal employment from affective and cognition point of view thus, elucidates why Millennials have favourable attitude towards formal employment seeing it as an attractive or uninteresting job prospect.

#### **5.5 Suggested Area of Further Research**

This study was centred on educated undergraduates, youth corps members and fresh graduate members among the Millennials resident in Lagos State, a metropolitan city in Southwestern Nigeria only. However uneducated Millennials, poorly educated and school drop outs in the states and across other geopolitical zones of the country are left out yet are among the Millennials' population the study left out but are required to participate in a new study to learn more about the cohort, thus understand them better vis-à-vis the stereotype given them.

Therefore, it is suggested that new studies (preferably a white paper) on a large scale in Southwestern Nigeria and across other geopolitical zones of the country should be carried out in other to find native and resident Millennials' attitude towards formal employment within these zones.

Future studies should investigate how (a) functional attitude theory functions, (b) illiteracy, (c) advance degree studies, (d) echo chamber, (f) location, (g) family values and (h) religious affiliation (Christianity and Islam) effect, (i) religious teaching content and how intrinsic and extrinsic locus of control affects Millennials attitude towards formal employment. These studies are needed to validate present study's findings and expand the boundary of knowledge about Millennials in the country and countries with similar geopolitical, socioeconomic status and psychosocial scenarios in context of global positions about the cohort.

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## **Video**

Ekpe, Tunde. "The Millennial Workforce: How to Motivate the Millennials in your Organization." (Video) YouTube video file. Accessed April. 6, 2020. 7:21 min. <https://www.youtube.com/watch?v=5GloburCE0A>

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## Appendix 1

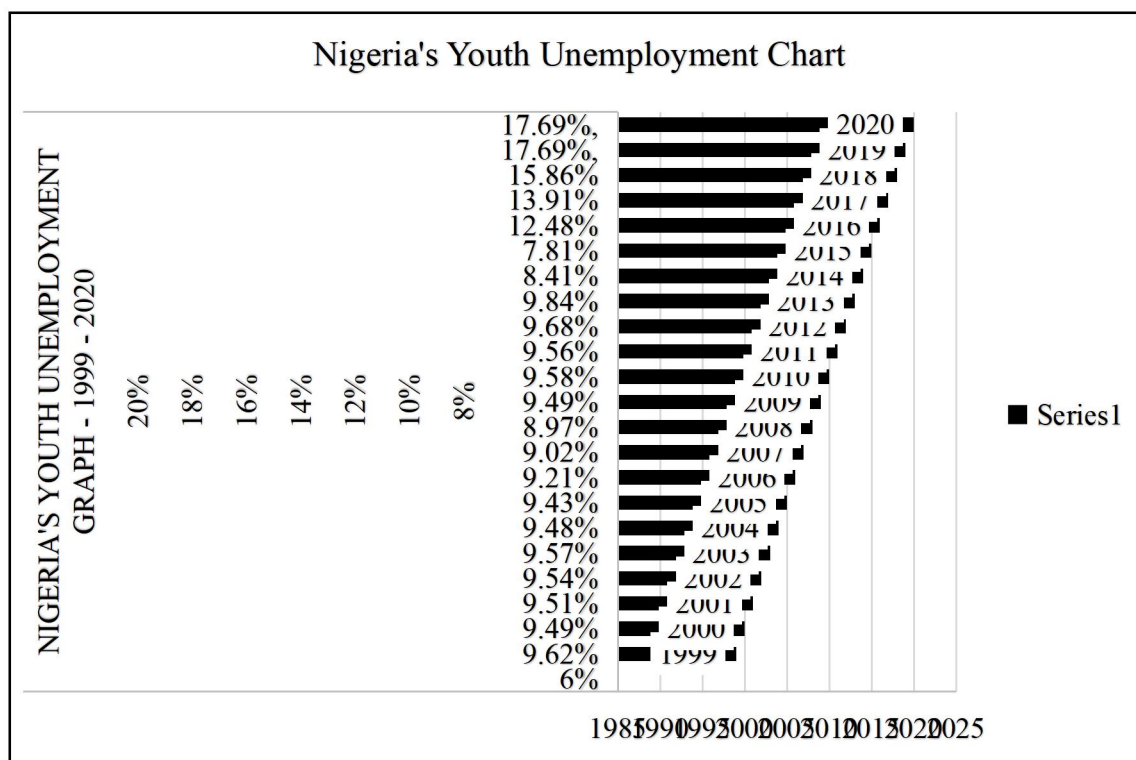


Fig.1.1. Sources: Aaron O'Neill, (2021)

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The youth unemployment rate refers to the percentage of the unemployed in the age group of 15 to 24 years as compared to the total labour force. Youth unemployment rates are often higher than overall unemployment rates, which is true in Nigeria as well: the general rate of unemployment was approximately six percent in 2018. One reason for this contrast is that many of the youth under age 24 are studying full-time and are unavailable for work due to this.

## Appendix 2

### Sample Size Table

There are various formulas for calculating the required sample size based upon whether the data collected is to be of a categorical or quantitative nature (e.g. is to estimate a proportion or a mean). These formulas require knowledge of the variance or proportion in the population and a determination as to the maximum desirable error, as well as the acceptable Type I error risk (e.g., confidence level). But why bother with these formulas? It is possible to use one of them to construct a table that suggests the optimal sample size – given a population size, a specific margin of error, and a desired confidence interval. This can help researchers avoid the formulas altogether. The table below presents the results of one set of these calculations. It may be used to determine the appropriate sample size for almost any study.

Many researchers (and research texts) suggest that the first column within the table should suffice (Confidence Level = 95%, Margin of Error = 5%). To use these values, simply determine the size of the population down the left most column (use the next highest value if your exact population size is not listed). The value in the next column is the sample size that is required to generate a Margin of Error of  $\pm 5\%$  for any population proportion.

However, a 10% interval may be considered unreasonably large. Should more precision be required (i.e., a smaller, more useful Margin of Error) or greater confidence desired (0.01), the other columns of the table should be employed. Thus, if you have 5000 customers and you want to sample a sufficient number to generate a 95% confidence interval that predicted the proportion who would be repeat customers within plus or minus 2.5%, you would need responses from a (random) sample of 1176 of all your customers. As you can see, using the table is much simpler than employing a formula.

Professional researchers typically set a sample size level of about 500 to optimally estimate a single population parameter (e.g., the proportion of likely voters who will vote for a particular candidate). This will construct a 95% confidence interval with a Margin of Error of about  $\pm 4.4\%$  (for large populations). Since there is an inverse relationship between sample size and the Margin of Error, smaller sample sizes will yield larger Margins of Error.

For example, a sample size of only 100 will construct a 95% confidence interval with a Margin of Error of almost  $\pm 13\%$ , too large a range for estimating the true population proportion with any accuracy.

Note that all of the sample estimates discussed present figures for the largest possible sample size for the desired level of confidence. Should the proportion of the sample with the desired characteristic be substantially different than 50%, then the desired level of accuracy can be established with a smaller sample. However, since you can't know what this percentage is until you actually ask a sample, it is wisest to assume that it will be 50% and use the listed larger sample size. Download the spreadsheet by clicking on the download button: The number of sub-groups (or "comparison" groups) is another consideration in the determination of a sufficient sample size.

Since the parameter must be measured for each sub-group, the size of the sample for each sub-group must be sufficiently large to permit a reasonable (sufficiently narrow) estimation. Treat each sub-group as a population and then use the table to determine the recommended sample size for each sub-group. Then use a stratified random sampling technique within each sub-group to select the specific individuals to be included. If you would like to calculate

sample sizes for different population sizes, confidence levels, or margins of error, download the Sample Size spreadsheet and change the input values to those desired.

Note: The spreadsheet was designed for a 17” monitor, so you may have to resize it (“Zoom” it out). The formula used for these calculations was: This formula is the one used by Krejcie & Morgan in their 1970 article “Determining Sample Size for Research Activities” (*Educational and Psychological Measurement*, #30, pp. 607-610). The Krejcie and Morgan table help the researcher to determine the sample size. 10 10 220 140 1200 291 15 14 230 144 1300 297 20 19 240 148 1400 302 25 24 250 152 1500 306. (The Research Advisors, 2006), (<http://research-advisors.com>).

Sample Size Table

Required Sample Size†								
Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

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## Questionnaire

Faculty of the Social Sciences

Department of Psychology

Lead City University Ibadan

Dear Respondent,

The following questions are for research purposes. Please answer each with utmost faithfulness, as your responses are highly important. Thank you.

### Section A: Demographic Scale Please tick as appropriate

1. Gender: Male:  Female:
2. Age: \_\_\_\_\_ years
3. Educational Qualification \_\_\_\_\_
4. Field of Study: \_\_\_\_\_
5. Occupation: \_\_\_\_\_
6. Marital Status: Single:  Engaged:  Married:  Divorced:  Others:
7. Ethnicity: \_\_\_\_\_
8. Religion: \_\_\_\_\_
9. Immediate employment plan: Use my profession to work: Yes... No ...
10. Future job outlook: (a) grow in my career till I reach the peak, (b) pursue a new career with fast route to wealth, fame and high social status.

### Section B

Please indicate the degree to which you agree or disagree by ticking one option only.

**SD:** Strongly Disagree; **D:** Disagree; **UN:** Undecided; **A:** Agree; **SA:** Strongly Agreed

S/No	Scale Items	Response Format				
		SD	D	UN	A	SA
11.	“ <i>Self-Direction</i> – independent thought and action–choosing, creating, exploring.”					
12.	“ <i>Stimulation</i> – excitement, novelty, and challenge in life.”					
13.	“ <i>Hedonism</i> – pleasure or sensuous gratification for oneself.”					
14.	“ <i>Achievement</i> – personal success through demonstrating competence according to social standards.”					
15.	“ <i>Power</i> – social status and prestige, control or dominance over people and resources.”					
16.	“ <i>Security</i> – safety, harmony, and stability of society, of relationships, and of self.”					
17.	“ <i>Conformity</i> – restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.”					
18.	“ <i>Tradition</i> – respect, commitment, and acceptance of the customs and ideas that one’s culture or religion provides.”					
19.	“ <i>Benevolence</i> – preserving and enhancing the welfare of those with whom one is in frequent personal contact (the ‘in-group’).”					
20.	“ <i>Universalism</i> – understanding, appreciation, tolerance, and protection for the welfare of all people and for nature.”					

### Section C

Please indicate the degree to which you agree or disagree by ticking one option only.

**SD:** Strongly Disagree; **D:** Disagree; **UN:** Undecided; **A:** Agree; **SA:** Strongly Agree

S/No	Scale Items	Response Format				
		SD	D	UN	A	SA
21.	When I’m upset, I remind myself that God loves me					
22.	God comforts me					
23.	When bad things happen I know God will show me the answers					
24.	My belief in God gives my life meaning					
25.	I have a close relationship with God					
26.	When bad things happen I know God is trying to make me stronger					
27.	When struggling, I ask God to help me understand					
28.	My beliefs about God help me decide what to do in hard situations					

29.	When trying to solve a problem, I ask God for help					
30.	When I am upset, I remind myself to be thankful for what I have					
31.	My faith gives me hope in tough times					
32.	When I face a problem, I pray for God's help					
33.	Praying gives me strength when I'm upset					
34.	When bad things happen, I try to figure out what God is teaching me					
35.	My faith gives me feelings of peacefulness					
36.	I confess my sins to God					
37.	Knowing God is with me keeps me from feeling lonely					
38.	When I do something wrong, I ask for God's forgiveness					
39.	I believe God will not give me more than I can handle					
40.	When I'm worried, my faith helps me calm down					
41.	I find teachings about God interesting or helpful					
42.	My religious beliefs make me happy					
43.	I talk with others about my religious beliefs					
44.	I give others spiritual advice					
45.	I read books about God (other than holy scriptures)					
46.	I watch religious TV shows or movies					
47.	I volunteer to help others based on my religious beliefs					
48.	When I need help I go to people with my same religious beliefs					
49.	I spend time with kids who share my religious beliefs					
50.	I say scriptures to myself when upset					
51.	I attend prayer groups					
52.	I listen to religious songs or poetry about God					
53.	I give money based on my religious beliefs					
54.	I study/read scriptures					
55.	I ask other people to pray for me					
56.	I get support for people in my religious community					
57.	I pray in public					

#### Section D

Please indicate the degree to which you agree or disagree by ticking one option only.

**SD:** Strongly Disagree; **D:** Disagree; **UN:** Undecided; **A:** Agree; **SA:** Strongly Agreed

S/No	Scale Items	Response Format				
		SD	D	UN	A	SA
	I see myself as:					
58.	Extraverted, enthusiastic.					
59.	Critical, quarrelsome.					
60.	Dependable, self-disciplined.					
61.	Anxious, easily upset.					

62.	Open to new experiences, complex.					
63.	Reserved, quiet.					
64.	Sympathetic, warm.					
65.	Disorganized, careless.					
66.	Calm, emotionally stable.					
67.	Conventional, uncreative.					

### Section E

Please indicate the degree to which you agree or disagree in what makes work attractive to you by ticking one option only.

**SD:** Strongly Disagree; **D:** Disagree; **UN:** Undecided; **A:** Agree; **SA:** Strongly Agree

S/No	Scale Items	Response Format				
		SD	D	UN	A	SA
68.	Taking things personally					
69.	Intolerance of critics					
70.	Stress when managing many things					
71.	Averse to criticism					
72.	Comfort approaching senior people at work					
73.	Difficulty starting tasks					
74.	Dealing with competing demands					
75.	Easily offended					
76.	Unsure when appropriate to speak up/stay quiet					
77.	Discomfort asking questions when unsure					
78.	Overwhelmed by challenging circumstances					
79.	Don't like being told how to do things differently					
80.	Upset if others change the way I have organized things					
81.	Managing new social situations					
82.	Difficulty understanding abstract ideas					
83.	Don't think I will succeed with goals I have set					
84.	Tendency to judge others					
85.	Superiority over others who have less knowledge					
86.	Difficulty establishing trust and rapport					
87.	Juggling too many things at once					
88.	Don't like the idea of change					
89.	Don't like learning new things					
90.	Learning from your colleagues					
91.	Learning from employees who have worked at an organization for years					
92.	Learning from long serving employees					
93.	Understanding organizational processes					
94.	Learning as much as you can about the organization					
95.	Respecting colleagues					

96.	Keeping abreast of business affairs					
97.	Taking responsibility for decisions and actions					
98.	Respecting authority figures					
99.	Impact of world issues on business					
100.	Openness to opportunities to learn and grow					
101.	Eager to throw myself into my work					
102.	Always working on improving myself					
103.	Organizations' values and beliefs forms part of its culture					
104.	Feedback as an opportunity for learning					
105.	Thrive on completing tasks and achieving results					
106.	Can't wait to start work and throw myself into a project					
107.	Graduates need to be willing to start at the bottom					
108.	Listening and learning is more important than showing your knowledge					
109.	Confidence about learnt knowledge					
110.	Solid theoretical understanding of field of work					
111.	People approach me for original ideas					
112.	Confidence in technical competency					
113.	Awareness of strengths and weaknesses					
114.	Remain calm under pressure					
115.	Being successful at work is very important					
116.	Ability to apply learnt knowledge in workplace					
117.	Coping with multiple demands					
118.	Set high standards for myself and others					
119.	Analyzing and solving complex problems					
120.	Passion about field of study/work					
121.	Being the best in the field is very important					
122.	Have an eye for detail					
123.	Have a mature view of life					
124.	Adapting to different social situations					
125.	Developing relationships with people					
126.	Open and friendly approach					
127.	Can express myself easily					
128.	Good at making impromptu speeches					
129.	Adapt easily to new situations					
130.	Reading body language					
131.	Working in groups					

## Lead City University Compliance Certification Form

This is to certify that this thesis by **Oluwaferanmi Michael ONIJESUDE LCU/PG/001086** in the Department of Psychology, Faculty of Management and Social Sciences, Lead City University, Ibadan is in FULL compliance with the approved university format and style.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA.

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Name and Signature

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Date

## **Biodata**

### **I. Personal Data**

<b>A. Full Name:</b>	Oluwaferanmi Michael ONIJESUDE
<b>B. House Address:</b>	44, Adebola Street, Off Adeniran Ogunsanya Street, Surulere, Lagos State. Post Code: 101014
<b>C. Email &amp; Phone Number:</b>	<a href="mailto:goodreports@hotmail.com">goodreports@hotmail.com</a>   08130215508
<b>D. Date and Place of Birth:</b>	13/07/1968, Malumfashi, Katsina State
<b>E. Nationality:</b>	Nigerian
<b>F. Marital Status:</b>	Married
<b>G. Sex:</b>	Male

### **II. Educational Background**

#### **A. Institutions Attended with Date**

1. International Leadership University, Nairobi, Kenya	2013 – 2016
2. L.I.F.E Theological Seminary, Ikorodu, Lagos State	2008 – 2012
3. Calvary School of Missions – CAPRO	1997 – 1998
4. Birch Freeman High School, Akobi Cres. Lagos State	1981 – 1987
5. Saint Pauls' Anglican Primary School, Idi-Oro, Lagos	1975 – 1981

#### **B. Academic Qualifications with Date**

1. Masters of Art in Leadership Studies [M.A.L.S]	2016
2. Bachelor of Theology – B.Th.	2012
3. Diploma in Missiology	1998
4. W.A.S.C.E\O. Levels	1987
5. First School Leaving Certificate	1981

### **III. Work Experience with Date**

**Foursquare Gospel Church,  
8, Nwachukwu Drive, Okota, Lagos State  
Pastor-in-Charge | July. 2018 to Date**

#### **Responsibilities**

- Lead Pastor/vision caster
- Administrative head
- Team coordinator
- Bible teacher
- Growth facilitator
- Counsellor/intercessor
- Itinerant preacher

**Foursquare Gospel Church,  
25, Funsho Williams, Surulere, Lagos, Nigeria  
Associate Pastor | August. 2015 – June. 2018**

#### **Responsibilities**

- Associate Pastor
- Vision partner
- Co-facilitator
- Bible Teacher
- Itinerant preacher
- Counsellor/intercessor

**Foursquare Gospel Church,  
29, Olaitan Odularu, St. Kilo, Lagos State  
Pastor-in-charge | Dec. 2012 – Dec. 2014**

**Responsibilities**

- Pioneer Pastor
- Preaching point leader
- Co-facilitator

**Foursquare Gospel Church,  
2, Tafawa Balewa Crescent,  
off Adeniran Ogunsanya St. Lagos State  
Associate Pastor | Dec. 2012 – Dec. 2014**

**Responsibilities**

- Assistant Pastor
- HoD – Missions | Evangelism
- Sunday school teacher

**Calvary Ministries (CAPRO)  
Jos, Plateau State, Nigeria  
Missionary | July. 1997 – Dec. 2005**

**Responsibilities**

- HR Staff
- Group leader
- Trainer
- Co-facilitator

**L.E.C.C Masters Computer Training School  
86, Adeniran Ogunsanya Street, S\L, Lagos State  
Instructor/Manager. Jan. 2006 – Dec. 2006**

**Responsibilities**

- Instructor
- Manager
- Co-facilitator

**IV. Hobbies/Extra Curricular Activities**

- Reading
- Writing
- Teaching
- Counselling
- Traveling/sight seeing
- Researching
- Serving/Helping
- Movie/Documentaries

**V. Referee: Name | Address**

Prof. Olufemiwa Niyi Makinde  
Dept. of Obstetrics, Gynaecology and Perinatology  
Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria