

Age, job involvement and job satisfaction as predictors of job performance among local government employees in Uganda

Predictors of
job
performance

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Abstract

Purpose – The purpose of the study is to establish the relationship between age, job involvement, job satisfaction and job performance of sub-county chiefs in the Ugandan local government.

Design/methodology/approach – A cross-sectional survey design was used to obtain a total sample of 320 sub-county chiefs who were selected to participate in the study using multi-stage stratified random sampling. A self-administered questionnaire was used to collect data that were entered into the computer using Statistical Package for the Social Sciences, version 23 (IBM SPSS-AMOS). Path analysis results were used to test the hypotheses.

Findings – The results indicated significant positive relationships between: age and job involvement, job involvement and job satisfaction, and job involvement and job performance. Non-significant relationships were between age and job satisfaction, age and job performance, and job satisfaction and job performance. A reconstructed model was presented.

Practical implications – Employees' participation in decisions that affect their work brings positive behavioral outcomes. Job involvement makes workers feel as part of the organization and contributes significantly to organizational effectiveness and morale of workers. Managers are encouraged to pay much attention to the requirements of their staff so as to increase their job involvement, which can ultimately lead to high levels of job satisfaction and improved job performance.

Originality/value – This study proposes that older employees who highly participate in organizational activities are likely to be satisfied and outstanding performers. Strategic recruitment agencies are very important in ensuring "quality at the gate" because they focus on the work attitudes and can attract and retain a satisfied and competent workforce.

Keywords Age, Involvement, Satisfaction, Performance, Attitudes, Predictor, Significance, Productivity, Participation, Commitment, Job, Sub-county chiefs

Paper type Research paper

1. Introduction

One of the most frequently studied variables in organizational research is job satisfaction (Wright, 2006), and this is partly due to some reasons. Satisfied workers are likely to: be good performers (Appelbaum and Kamal, 2000), provide a higher quality of work (Tietjen and Myers, 1998), improve an organization's effectiveness and success (Garrido *et al.*, 2005), and job satisfaction mostly increases with age (Ng and Feldman, 2010). Conversely, unsatisfied workers are more frequently late for work, absent from work and motivated to leave the firm (Jex and Britt, 2008). Overall, job satisfaction can be thought of as people's general attitude toward their jobs (Spector, 1997) and has been well-thought-out to be crucial for organizational success. While common sense would expect a positive relationship between job satisfaction and performance, leading to higher extrinsic career success as some studies have indicated, such a direct relationship between satisfaction and performance was not found by some other previous studies. It has been argued that the opposite can actually be the case: an individual who gets to high performance levels consequently gets satisfied by his/her work (Judge *et al.*, 2010).



Age (Andrade and Westover, 2018), job satisfaction (Yousef, 2000) and job involvement (Rotenberry and Moberg, 2007) have been indicated to predict individual work performance. Based on prior meta-analyses, age is often used as a reflector of experience that may affect employee attitudes and performance (Ng and Feldman, 2010). As individuals age, they tend to develop a range of experiences that enable them to more correctly act on situations to influence others. Thus, age can strengthen skill development related to position and formal job involvement by giving people additional experiences from which to draw and engage others via social influence mechanisms (Oerder *et al.*, 2014). These experiences also provide individuals with skills that can enable them to more accurately diagnose situations, and respond accordingly. As individuals age, they are also more cognizant of their limitations, so are more likely to involve others in their decision-making processes.

The present study examined the relationship between age, job involvement, job satisfaction and job performance of sub-county chiefs in the Ugandan local government. The major role of the sub-county chief (also known as the senior assistant secretary) is to manage and coordinate the implementation of policies, programs, projects and laws of government and local councils for the general welfare and development of the population (Ministry of Public Service 2011). This unique role that benefits many people in both urban and rural areas brings out the importance of the person holding it.

The study was conceptualized using two models, the aging workforce model by Strebq (2008) who stated that an aging workforce is just as productive as a younger one, and the involvement model by Mikkelsen and Olsen (2019) who indicated that job involvement has a positive influence on job satisfaction and work performance. The study provides a theoretical contribution to the fields of organizational behavior and its outcomes by linking work/occupational attitudes (job involvement and job satisfaction) to job performance.

This study also contributes to the literature of work attitudes and their expected positive relationships with job performance of employees. To date, no study has specifically tried to establish the predictors of job performance in the Ugandan local government, especially after the decentralized system was implemented, and this current study sought to provide the situation in Uganda. This study is organized in the following order: literature review, methodology, results, discussion, conclusion, recommendation, practicality and research implication, limitations and references.

1.1 Theoretical background

There is enough evidence that supports interrelationships between the research variables, as well as some evidence to the contrary. Some researchers have indicated that job satisfaction was slightly related to the age of the employee, but was not statistically significant (Kuruuzum *et al.*, 2009). When the individual job satisfaction facets and age were considered, the mean job satisfaction score in each facet was plotted against the different age groups, and the results indicated a non-strong relationship between age and the components of job satisfaction. Many other researchers who came up with similar findings (Li and Ngo, 2017; Martinson and De Leon, 2018; Wirawan *et al.*, 2020) all indicated that age was not significantly related with job satisfaction, and therefore support the aging workforce model by Strebq (2008).

The decremental theory of aging provides a basis for a negative relationship between age and performance. This theory states that certain capabilities decline as workers age (Giniger *et al.*, 1983), implying that aging among workers would lead to decreased levels of performance. However, studies that examine this relationship offer mixed results. Ali and Davies (2003) found that employees' total output increased with age until they reached their mid-40s. After that, output declines with age. Similarly, Hailesilasie (2009), on the one hand, found out that age significantly determined individual performance. On the other hand, age

square variable indicated a negative relationship with individual performance, meaning that one's performance increases with age until some point of time, beyond which it starts to decline. The differential performance due to age decreases, hence a negative relationship, as was indicated by [Dartey-Baah and Addo \(2019\)](#), who found a negative relationship between age and job performance evaluations in a sample of entry-level professionals in accounting firms. Like the age–job satisfaction linkage, which indicates that the pattern of the relationship between age and job satisfaction follows a U-shaped curve ([Sarwar et al., 2013](#)), the relationship between age and performance from previous research is also not clear, hence the need to establish the situation in Uganda.

Few studies have looked at age in relation to job involvement directly. [Carmeli \(2003\)](#) found out that job involvement was significantly related with age. Recently, the relationship between age and job involvement has also not been clear. For example, [Park and Jang \(2017\)](#) have indicated a significant negative relationship between age and job involvement. Similarly, [Bosak et al. \(2017\)](#) found a negative significant relationship between age and job involvement climate level. Such negative relationships may be in line with the decremental theory of aging such that older employees may be less active, and this may reduce their levels of individual participation in organizational activities. On the other hand, [Huo and Boxall \(2018\)](#) presented a significant positive relationship between employee age and job involvement. These inconsistent results may have been influenced by different cultural backgrounds at both organizational and national levels.

The unclear and inconsistency relationships between age and the three variables of job involvement, satisfaction and performance can partly be explained by aging workforce model, as well as the self-determination theory, which suggests that people are intrinsically motivated to grow and change by three innate and universal psychological needs, which include competence, autonomy and relatedness ([Ryan and Deci, 2000](#)). When such needs are satisfied, they lead to enhanced self-motivation and mental health, and when frustrated, end up with diminished motivation and well-being. Feeling in control and intrinsically motivated can help people feel more committed to their work, passionate, interested and satisfied with the things that they do irrespective of their age groups.

2. Literature review and hypothesis development

2.1 Age and job satisfaction

Generally, there is considerable evidence that job satisfaction increases with age ([Bosak et al., 2017](#); [Huo and Boxall, 2018](#); [Çitçi and Begen, 2019](#)). [Kuo and Chen \(2004\)](#) found that age was highly and significantly related to job satisfaction of Taiwanese information technology personnel. More recent findings have also indicated clear relationships between age and job satisfaction ([Wang and Seifert, 2017](#); [Daley, 2017](#); [Bharath and Sreedevi, 2021](#)). [Baidoun \(2018\)](#) indicated that age is related to career satisfaction. [Andrade and Westover \(2018\)](#) found out that age of respondents had a positive and statistically significant effect on job satisfaction. [Tang et al. \(2000\)](#) found out that age was significantly related with both intrinsic and extrinsic job satisfaction. Similar findings were presented by [Oshagbemi \(2000\)](#) who provided evidence of a strong relationship between age and job satisfaction of university teachers.

Age–satisfaction significant relationships could also be attributed to other third factor effects. For example, [Arora \(2020\)](#) indicated that age significantly influenced six out of eight happiness factors, which were initially ranked in the following order of importance: personal growth, social endeavors, fringe benefits, job security, work–life balance, salary, working environment and research activities. Some of these factors like personal growth are aspects that may explain intrinsic satisfaction levels. In addition, [Chen et al. \(2020\)](#) found out that work–life support positively influences happiness through the intervening variables of

positive emotion and job satisfaction. More specifically, [Mwesigwa et al. \(2020\)](#) indicated that academic staff in their old ages are more satisfied with their job, and thus, a justifiable reason to remain in the university ([Figure 1](#)).

H1. There is a positive significant relationship between age and job satisfaction.

2.2 Age and performance

Unlike [Nanda and Randhawa \(2022\)](#) who have indicated a limited effect of age on job performance and job satisfaction of female employees, there is evidence that shows a positive relationship between age and performance. [Selmer et al. \(2009\)](#) showed a positive significant relationship between age and performance. Further analysis of their data revealed that self-reported performance is related to age; in each of the four performance measures, and overall, the score was higher in the 25–34 group than in the less than 25 years ([Crossman and Abou-Zaki, 2003](#)). The score was lower in the 35–44 years' group and considerably higher in the greater than 44 years' group. As [Hopkins and Deepa \(2018\)](#) argued that age was an additional significant factor for emotional intelligence, older employees tend to be more emotionally stable, and this stability is likely to make them put in more effort to become better job performers.

[Giniger et al. \(1983\)](#) found that older workers outperformed younger ones in jobs that required speed and skills in a sample of employees in the garment manufacturing industry. [Tang et al. \(2000\)](#) analyzed two groups, males and females separately, and found out that the performance measure of organizational citizenship behavior was significantly related with age for both sexes. The findings of [Ben, Hador and Klein \(2020\)](#) also show that intrapreneurial behaviors moderate the positive connection between age and performance, in that, for employees engaged in intrapreneurship, older workers rated their performance more highly compared to their younger workers. In general, performance increased with the age of employees, which, according to [McKay et al. \(2008\)](#), could be explained by cohort differences in work ethics, related to increased motivation and subsequent performance among older workers. Based on previous evidence, it can be argued that the relationship between age and performance is likely to be positive.

H2. There is a positive significant relationship between age and job performance.

2.3 Age and job involvement

[Hur et al. \(2014\)](#) who investigated how chronological age and work experiences affect emotional labor strategies provided a compelling account of the importance of emotional labor in the workplace. They identified age-related variables that best explain and predict effective management of emotions and approaches that make it likelier that outcomes desired by the organization will materialize. [Dartey-Baah and Addo \(2019\)](#), in a study that examined the mediating role of job involvement, indicated a very insignificant relationship between age and job involvement. Similar findings, which supported the self-determination theory, were later indicated by [Oerder et al. \(2014\)](#) who found out that age was not significantly related with job involvement. In addition, when they compared two groups from the USA and

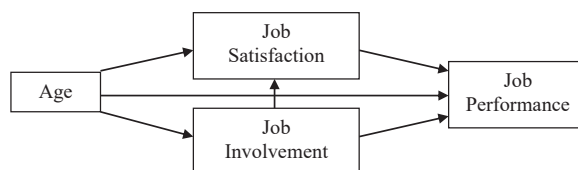


Figure 1.
Research conceptual
framework of the study

Canada, [Ali et al. \(1995\)](#) found out that work involvement did not differ across the demographic variable of age. Whereas [Ju et al. \(2021\)](#) found no significant relationship between age and job involvement, [Wang and Seifert \(2017\)](#) found no significant relationship between age and job involvement perceptions.

H3. There is no significant relationship between age and job involvement.

2.4 Job involvement and job satisfaction

According to certain previous studies, one factor that may affect job satisfaction is organizational identification (job involvement) or the extent to which an employee identifies with the same goals as the organization ([Valle et al., 2020](#)). Much as recent research by [Maamari and Osta \(2021\)](#) got a negative relationship between job involvement and job satisfaction, and [Howard and Serviss \(2022\)](#) indicated that employee participation had non-significant or small relations with job satisfaction and positive behaviors, there has been a general agreement that when employees are allowed to participate in job-related decisions that affect them, their job satisfaction levels increase ([Pacheco and Webber, 2016](#)). Research by [Goñi-Legaz and Ollo-López \(2017\)](#) indicated that participation in decision-making was positively and significantly related to job satisfaction.

Several other researchers have also found out that job involvement was significantly and positively related to job satisfaction ([Park and Jang, 2017](#); [Wang and Seifert, 2017](#); [Huo and Boxall, 2018](#); [García et al., 2019](#); [Mikkelsen and Olsen, 2019](#)). Whereas recent researchers present significant relationships between high-involvement human resource and overall employee satisfaction ([Gomez et al., 2019](#)), between high-involvement work systems and happiness at work and to employees' positive attitudes ([Salas-Vallina et al., 2020](#)) and between job satisfaction and work engagement ([Wirawan et al., 2020](#)), more previous studies also had concluded that it was logical that job satisfaction and job involvement are positively related to each other (e.g. [Carmeli and Freund, 2004](#)). All these are in line with the model of [Mikkelsen and Olsen \(2019\)](#), which indicates that job involvement has a positive influence on job satisfaction.

H4. There is a positive significant relationship between job involvement and job satisfaction.

2.5 Job involvement and performance

The variable of job involvement has also been described as the degree to which one is engaged in, cognitively preoccupied and concerned with one's present job ([Rotenberry and Moberg, 2007](#)). [Choi and Choi \(2021\)](#) have a view that job involvement can be linked with important work outcomes and that it has a huge impact on workplace productivity. [Bosak et al. \(2017\)](#) showed that employee involvement climate level was also related to organizational effectiveness. Employees with high levels of job identification/involvement might in turn have greater affiliative commitment to the organization ([Valle et al., 2020](#)), which may lead to improved job performance. Job-involved employees have been described as those whose jobs are integral parts of their self-definition.

Predictively, more recent studies have also indicated significant and strong positive relationships between job involvement and job performance of employees ([Thevanes and Dirojan, 2018](#); [Mikkelsen and Olsen, 2019](#)). This is supported by the model of [Mikkelsen and Olsen \(2019\)](#) who indicated that increasing job involvement improves job performance. In other words, employees with high levels of job involvement become serious contributors to achieve organizational goals and objectives, and are more likely to perform their job with high dedication, motivation and commitment, and this seriously contributes to the achievement of organizational success.

H5. There is a positive significant relationship between job involvement and job performance.

2.6 Job satisfaction and performance

When some organizations review their performances, they in most cases use job satisfaction as one of the performance measures (Pang and Lu, 2018). Employees who have positive attitudes toward their job are more likely to have job satisfaction and willingness to commit to their organization, hence more chances of increasing organizational performance. Several organizational theories are based on the notion that organizations that are able to create a positive environment and make their employees happy will have more productive employees (Al-Ahmadi, 2009). Pio (2022) was in agreement as he observed that when nurse's job satisfaction increases because of the well-paying salary and promotion, it will contribute to their improved performance. Similarly, Yousef (2000), Sungu *et al.* (2019) and Torlak and Kuzey (2019) indicated that job performance was positively and significantly correlated with job satisfaction, which was found to be a strong predictor of employees' performance (Al-Ahmadi, 2009).

Several researchers have also observed, and others supported the notion that performance causes satisfaction (e.g. Taba, 2018). They argued that performance leads to extrinsic (pay, promotion) and intrinsic (recognition and self-actualization) rewards, which eventually lead to job satisfaction. Job dissatisfaction, on the other hand, was found to lead to grievances and absenteeism among employees (Shader *et al.*, 2001), and hence low productivity and decreased performance. Therefore, finding ways to promote job satisfaction among workers may, to a larger extent, enable managers to improve their firm's performance without incurring substantial additional costs (Pang and Lu, 2018). If job satisfaction translates into higher labor productivity or lower labor turnover among employees, firms gain.

H6. There is a positive significant relationship between job satisfaction and job performance.

3. Methodology

3.1 Design and sample

Uganda is divided into small units called "districts." From the grassroot communities, Uganda has villages (local councils), parishes, the sub-counties, the counties and then the districts. The sub-county is run by the sub-county chief on the technical side as a public servant. From each district, sub-county chiefs were selected to participate in the study. The sub-county chiefs were considered for the study because they manage, work and interact with people who implement government programs in the local communities. They are also the lowest public servants in charge of implementing the decentralization system in Uganda.

A cross-sectional survey design using a quantitative approach was used. The purpose of a survey was to obtain information about the characteristics of a particular group as currently expressed. This design was appropriate because it enabled the collection of information from a more representative group at almost the same time. A total of 320 respondents (sub-county chiefs) were involved in the study and were selected using multi-stage stratified random sampling (the sample size obtained from a population of 1,918 possible respondents using Krejcie and Morgan's (1970) table. Among the respondents, 253 (79.1%) were male and 67 (20.9%) were female employees. In terms of age, 13.8% were from 25 to 29; 36.6% were from 30 to 34; 22.2% were from 35 to 39, 12.8% were from 40 to 44 and 14.7% were from 45 and above years of age. 25.3% of respondents had below two years of experience, 40.6% had two to four and 31.4% had five and above years of experience. In terms of the educational level

attained, 71.9% had a bachelor's degree; 8.8% had a post-graduate degree and 10.9% had a diploma.

3.2 Instrument and measures

A self-administered questionnaire with previously validated scales was used to collect data. It measured the following variables:

Job involvement: The study used ten items of job involvement, which were developed by Kanungo (1982). Sample items include: "most important things that happen to me involve my present job," "I am involved personally in my job," "all my interests are centered around my job" and "I have strong ties with my present job which would be very difficult to break." Responses were pre-coded as *I strongly disagree* (scored as 1) through *I strongly agree* (scored as 7).

Job satisfaction: The study used 15 items (eight for intrinsic job satisfaction and seven for extrinsic job satisfaction), which were developed by Lucas *et al.* (1987). Sample items include: "how dissatisfied or satisfied are you with: 'the opportunities my job provides me to interact with others,' 'the degree of freedom I have in my job,' 'how this job makes good use of my abilities' and 'the feelings of accomplishment I get from my work.'" Responses were pre-coded as *extremely dissatisfied* (scored as 1) through *extremely satisfied* (scored as 7).

Performance: A total of 30 items were used, some of which were developed from the results of the modified repertory grid (which was part of the competence profiling phase of this study). Other items were adapted from organizational citizenship behavior items used by Bentein *et al.* (2002). Sample items include: "I always complete work on time," "I help others who have been absent," "I inform staff before taking any important actions" and "I consult with other people who might be affected by my actions or decisions." Responses were pre-coded as *never* (scored as 0) through *always* (scored as 4).

Demographic variables: Age was measured as a separate demographic variable, with five levels of 25–29, 30–34, 35–39, 40–44, 45 and above (scored as 1 through 5, respectively). Other variables were gender categorized as male and female (scored as 1 through 2, respectively); educational level categorized as O-level, A-level, diploma, degree, masters, PhD (scored as 1 through 6, respectively); and tenure categorized as "below 2 years, 2 to 4, 5 and above (scored as 1 through 3)."

Reliability and validity: After pre-testing the questionnaire, the reliability coefficients (α) for the major final sub-scales were as follows: intrinsic job satisfaction ($\alpha = 0.846$), extrinsic job satisfaction ($\alpha = 0.829$), job involvement ($\alpha = 0.723$) and performance ($\alpha = 0.752$). Confirmatory factor analysis was done to improve the discriminate and convergent validity of the subscales.

Multicollinearity: Linear regression was done to test for variance inflation factor (VIF), which is a measure of the amount of multicollinearity in a set of multiple regression variables. Having performance as a dependent variable, VIF values obtained were 1.014, 1.295 and 1.299 for age, job satisfaction and job involvement, respectively. Since all VIF values are between 1 and 10, there was no multicollinearity.

Common method biases: Control of common method biases was ensured by protecting respondent anonymity (Podsakoff *et al.*, 2003). The respondents' answers were anonymous, and they were informed that there are no right or wrong answers, and that they should answer questions as honestly as possible. This procedure reduced their perceived evaluation apprehension and made them less likely to edit their responses to be more socially desirable and consistent with how they thought the researcher wanted them to respond. Also, during questionnaire construction, the wording of the questions was clear, concise and accurate, and this contributed to the control of the biases. When the Harman's single-factor test was run (as guided by Ryan and Dec, 2000), the total variance extracted by one factor was 13.39%, which was less than the recommended threshold of 50%.

3.3 Analysis

Data were entered into the computer and analyzed using Statistical Package for Social Sciences Version 23 (IBM SPSS-AMOS). Confirmatory factor analysis generated components as follows: job satisfaction had two factors of intrinsic and extrinsic job satisfaction; job involvement with two factors of real and attachment involvement; while performance had four factors, which included cooperation, time conscious, organizational citizenship behavior (OCB) and communication. Apart from age, a total score for each variable/scale was computed to be used in hypothesis testing. A high total score indicated a high value of the attribute being measured and vice versa. Descriptive statistics and Pearson correlation were run, and path analysis was done to test the hypotheses. To evaluate the absolute fit and test hypotheses using path analysis (according to [Anderson and Gerbing, 1988](#)), chi-square (X^2 , minimum fit function test), root mean square error of approximation (RMSEA), normed fit index (NFI), comparative fit index (CFI) and goodness-of-fit index (GFI) were used. The accepted thresholds for these indices are: X^2/df ratio should be less than 3; RMSEA is recommended to be up to 0.05, and acceptable up to 0.08; the values of NFI, CFI, GFI and AGFI should be greater than 0.90.

4. Results

4.1 Correlation results

Statistical results in [Table 1](#) indicate a positive significant relationship between age and job involvement ($r = 0.119; p < 0.05$), a positive significant relationship between job involvement and job satisfaction ($r = 0.474; p < 0.01$), and a positive significant relationship between job involvement and job performance ($r = 0.193; p < 0.01$). On the other hand, there was a non-significant relationship between age and job satisfaction ($r = -0.023; p > 0.05$), a non-significant relationship between age and job performance ($r = 0.086; p > 0.05$), and a non-significant relationship between job satisfaction and job performance ($r = -0.036; p > 0.05$).

The hypotheses were tested using structural equation modeling. Following the research of [Anderson and Gerbing \(1988\)](#), non-significant paths were removed from the model until all remaining paths in the model were significant and the re-constructed (reduced) model was a good fit. The values of the indices ($X^2/df = 1.861$; GFI = 0.991; AGFI = 0.971; CFI = 0.964; NFI = 0.928; RMSEA = 0.052) show that the model exhibited a satisfactory fit.

4.2 Path analysis results

In [Figure 2](#) and [Table 2](#), age was found to be significantly related with job involvement ($\beta = 0.125, p = 0.025$), thereby supporting the alternative of [H3](#); job involvement was found to be significantly related with both job satisfaction ($\beta = 0.423, p = 0.000$) and job performance ($\beta = 0.121, p = 0.031$), thereby supporting [H4](#) and [H5](#), respectively. No relationship was found between age and both job satisfaction ($\beta = -0.061, p = 0.279$) and job performance ($\beta = 0.040, p = 0.474$), as well as between job satisfaction and job performance ($\beta = 0.005, p = 0.932$), thereby resulting in not supporting [H1](#), [H2](#) and [H6](#).

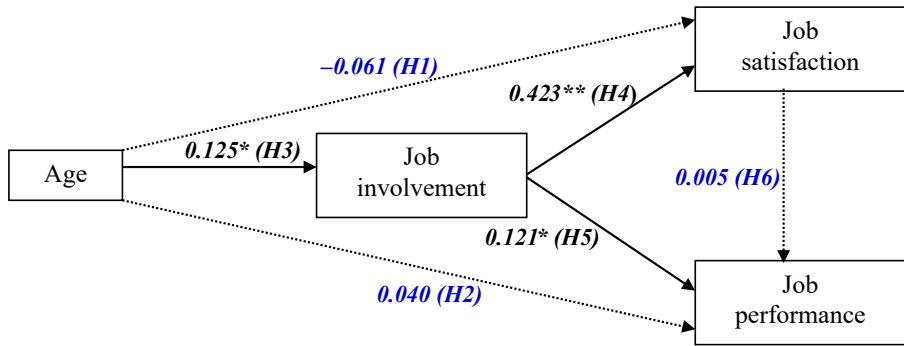
5. Discussion

Age was significantly related with job involvement, and this is not in line with the aging workforce model. Work experience coupled with age may influence the work ethic of upward striving and increase job involvement. A positive relationship means that older employees get more involved and engaged in organizational activities more than the young ones. This is logically supported because aged and experienced workers have more demands in terms of responsibility and obligations, and hence feel the need to make things work. Employees who are approaching advanced age feel as being part of the organization, hence the need to identify with it. Like [Huo and Boxall \(2018\)](#), [Carmeli \(2003\)](#) was in line with this finding when

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	3.834	1.369	1											
2. Intrinsic job satisfaction	5.199	0.968	-0.079	<u>0.846^a</u>										
3. Extrinsic job satisfaction	4.440	1.018	-0.024	0.574 ^{**}	<u>0.829</u>									
4. Overall job satisfaction	4.849	0.864	-0.023	0.896 ^{**}	0.878 ^{**}	<u>0.887</u>								
5. Real involvement	4.982	1.136	0.106	0.382 ^{**}	0.446 ^{**}	0.484 ^{**}	0.843							
6. Attachment	2.231	0.734	0.056	0.074	-0.029	0.036	0.118	0.579						
7. Overall job involvement	4.084	0.812	0.119 [*]	0.403 ^{**}	0.397 ^{**}	0.474 ^{**}	0.956 ^{**}	0.406 ^{**}	<u>0.723</u>					
8. Cooperation	2.542	0.662	0.086	0.068	-0.144 [*]	-0.031	-0.036	0.275 ^{**}	0.031	<u>0.730</u>				
9. Time conscious	3.331	0.459	0.026	0.110	0.119	0.139 [*]	0.126 [*]	0.054	0.148 [*]	0.063	0.718			
10. OCB	2.448	0.522	0.080	0.016	0.101	0.063	0.290 ^{**}	-0.072	0.229 ^{**}	0.070	0.280 ^{**}	<u>0.697</u>		
11. Communication	2.986	0.347	-0.097	0.117	0.020	0.069	0.164 ^{**}	-0.023	0.163 ^{**}	0.097	0.413 ^{**}	0.357 ^{**}	0.637	
12. Overall job performance	2.784	0.324	0.086	0.087	-0.046	0.036	0.146 [*]	0.236 ^{**}	0.193 ^{**}	0.732 ^{**}	0.512 ^{**}	0.580 ^{**}	0.558 ^{**}	<u>0.752</u>

Note(s): * → Correlation is significant at the 0.05 level (two-tailed); ** → Correlation is significant at the 0.01 level (two-tailed); OCB → Organizational citizenship behavior; ^a → The diagonal italics and underlined are reliability coefficients

Table 1.
Pearson correlation
results



Note(s): *=>Significant at 0.05, ** =>Significant at 0.01

Figure 2.
The association
between study
variables (the
reconstructed model)

Regression path	Standardized β	SE	Critical ratio	<i>p</i> -value
<i>Panel A</i>				
Age → Job involvement	0.125	0.407	2.237	0.025
Job involvement → Job satisfaction	0.423	0.055	8.291	0.000
Job involvement → Job performance	0.121	0.046	2.162	0.031
Age → Job satisfaction	-0.061	0.438	-1.082	0.279
Age → Job performance	0.040	0.341	0.716	0.474
Job satisfaction → Job performance	0.005	0.043	0.085	0.932
<i>Panel B: Goodness-of-fit statistics for the path analysis</i>				
Goodness-of-fit statistics				
X ² /df ratio	1.861			
GFI	0.991			
AGFI	0.971			
CFI	0.964			
NFI	0.928			
RMSEA	0.052			

Table 2.
Results of path
analysis

he indicated that job involvement was significantly related with age, and accordingly, they imply that the aging workforce may not be as productive as a younger one.

Unlike with job involvement, age was not significantly related with *job satisfaction* as well as *job performance*, a finding in agreement with Varma and Malhotra (2022) who empirically confirmed that neither age nor gender of accountants had any significant effect on the relationship between the task performance and job satisfaction. Similarly, this finding concurs with the results of Wirawan et al. (2020) and Baeza et al. (2018) who found out that age was not significantly related to job satisfaction, as well as supporting the aging workforce model. This may be contrary to a common belief that assumes age and tenure may be related to work attitudes because senior workers are more likely to be satisfied with their organizations, they have higher positions at work and they also may have fewer possibilities to get new job suggestions. This belief has a lot of support from previous researchers who included Baidoun (2018) and Andrade and Westover (2018). It is also important to note that previous research on the relationship between age and job satisfaction had mixed and contradictory findings, which is partly supported by the self-determination theory. Whereas Hunter (2007) indicated that the pattern follows a U-shaped curve, and Baeza et al. (2018) did not find a significant relationship between age and job satisfaction, Bang (2015) indicated a

decrease in job satisfaction with age, while Çitçi and Begen (2019) had evidence that job satisfaction increases with age.

In partial agreement with the study in terms of significance levels, the decremental model, supported by Darthey-Baah and Addo (2019), posits that certain abilities decline as workers age, contrary to Selmer *et al.* (2009). However, Sluiter and Frings-Dresen (2007) reported that work ability does not vary significantly with age, even though it is true that there exists a chronological, age-associated normative decline on broad physiological fitness parameters. Similarly, lack of association between age and job performance was indicated by other several researchers, including Li and Ngo (2017) and Ju *et al.* (2021). In the same way, Morales and Marquina (2009) indicated no significant relationship between age and perception of team performance; Parkhouse and Gall (2004) found little evidence to support a relationship between age and productivity, and Nanda and Randhawa (2022) indicated that age was responsible for very little variance in job performance. We need to note that few researchers indicated a significant association between age and performance (McKay *et al.*, 2008). On the “age-job performance relationship,” present and few previous research findings are not in agreement. This study’s findings have generally supported the aging workforce model since it is clear that a demographic variable of age is not very important in explaining variations in individual job satisfaction and performance.

A positive and significant relationship between job involvement and job satisfaction may mean that highly job involved individuals generally seem to be satisfied with their jobs, to be with characteristic positive perceptions at work and to be highly engaged to their employing organizations, their specializations and their professional orientations. Through identification (involvement), the job becomes part of an employee’s concept of self. This situation creates the feeling of job satisfaction because people tend to evaluate attitude objects associated with the self in a positive manner (Tuzun, 2009). There is a strong agreement to the positive “*involvement-job satisfaction*” linkage, which is supported by the logical and common sense approach (Wegge *et al.*, 2004) and by the involvement model of Mikkelsen and Olsen (2019), as well as Wang and Seifert (2017). Organizational identification and job satisfaction may mutually affect one another and job satisfaction can be considered as both cognitively and affectively driven, and these may be closely related to job satisfaction. Individuals who identify more with the organization may perceive higher job satisfaction. Whereas individuals may be satisfied but not necessarily involved in their job, it is less likely that those employees, who are emotionally attached to their organizations, will not be involved in their particular jobs. Similarly, more previous but recent studies also indicated and concluded that it is logical that job satisfaction and job involvement are positively related to each other (García *et al.*, 2019; Huo and Boxall, 2018; Mikkelsen and Olsen, 2019).

A positive and significant relationship between job involvement and job performance was expected because highly job-involved employees are more likely to put forth substantial effort toward the achievement of organizational objectives. In addition, it is believed that involving employees in factors that influence their work and decision-making processes increases job satisfaction, giving employees a greater sense of fulfillment and control over their work. The benefits that accrue from this strategy can contribute to overall job performance. Previous research has also shown clear relationships between job involvement and job performance (Choi and Choi, 2021; Thevanes and Dirojan, 2018). In line with the involvement model, employees with high levels of job involvement become serious contributors to achieve organizational goals and objectives. Highly involved employees always have positive mindsets and attitudes toward their job and organization, which encourage them to perform in a way to achieve organizational goals and objectives.

The non-significant relationship between job satisfaction and performance was an unexpected finding because it has long been assumed that higher employee satisfaction leads to an increase in employee performance and productivity. This is contrary to what most

researchers have put across. The job of a sub-county chief has, among other things, limited promotional opportunities, and this may have affected such a relationship. Employees with low levels of job satisfaction may exert considerable effort on behalf of the organization (good performance) while looking for employment elsewhere, to get maximum compensation until a more attractive job is found or to reserve their status as good employees.

Like the study, [Li and Ngo \(2017\)](#) found that job satisfaction was not significantly related to job performance. Also, [Varma and Malhotra \(2022\)](#) revealed that the linkage between task performance and job satisfaction was mediated by organizational commitment. These previous researchers, like the current study, may have focused on the job satisfaction → performance linkage without considering the possibility of the reverse option. The performance → satisfaction connection is derived from the assumption that performance may lead to valued outcomes that can satisfy an individual ([Yilmaz, 2002](#)). The argument here is that performance leads to extrinsic and intrinsic rewards, which eventually lead to satisfaction. This reverse model conceptualization may be responsible for the non-significant relationship between job satisfaction and job performance. This is also seen in the failure of job satisfaction to explain significant variations in job performance.

6. Conclusion and recommendation

The age of employees has been observed as an important factor in influencing levels of participation and involvement in organizational activities. Age may not explain meaningful variations in employee job satisfaction and job performance, which is in line with the aging workforce model and self-determination theory. High levels of job involvement are more likely to be accompanied by high levels of job satisfaction and job performance, and this is in agreement with the involvement model. Human resource managers and employment agencies involved in recruitment and personnel selection should ensure “quality at the gate” by focusing on the work attitude of job involvement so that they attract and retain a satisfied and competent workforce.

7. Research implications

This research has demonstrated the potential of increasing job involvement to improve job satisfaction and job performance. However, as job satisfaction and job performance were not significantly related, it calls for more research to better understand and bring out a clear link and direction of the “satisfaction→performance” relationship and its reverse option. A study to also establish the relationship between job performance and other occupational attitudes such as work ethic and organizational commitment should be done when age is controlled to establish its possible mediation or moderation effects in the relationships.

8. Practical implications

Employees’ participation in decisions that have an effect on their work brings positive behavioral outcomes ([Pacheco and Webber, 2016](#); [Goñi-Legaz and Ollo-López, 2017](#)). Job involvement contributes significantly to organizational effectiveness, productivity and morale of workers. If workers feel as part of the organization, they become committed to their work and push themselves to search out for higher results. This enhances the probabilities of innovative thinking and ability to tackle and solve problems within the organization. Managers are encouraged to pay much attention to the requirements of their staff so as to increase their job involvement, which can ultimately lead to high levels of job satisfaction and improved job performance. In addition, recruitment and personnel selection agencies should ensure “quality at the gate” by focusing on the work attitude of job involvement so that they can attract and retain a satisfied and competent workforce.

9. Limitations

A self-administered questionnaire was used to collect data. This may have issues of social desirability effects, which may have reduced the validity of the tools. The use of validated and usable measures reduced the possibility of bias in general method variance. In addition, the performance measure was based on a self-evaluation tool and may have caused over-rating of performance scores. Also, the sample was restricted to one category of respondents: the sub-county chiefs, and consequently, the findings may not be generalized to other sectors or to other national and cultural contexts. To overcome these limitations, similar research is recommended using alternative performance measures, drawing on a more diverse sample and which explores the relevance, if any, of national culture.

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