Workplace Digitalization and Workers Attitudes in Ekiti State Civil Service

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Abstract: *The present study empirically examined the relationship between workplace digitalization and workers attitudes in Ekiti state civil service. The study aim was to find out how digitalization of the workplace influences the attitudes of workers in the state civil service. The study utilized the cross-sectional survey design with a population of two hundred and eighty two (282) employees of 6 ministries in the state civil service. The sample of one hundred and sixty two (162) was determined using the Krejcie and Morgan sample size determination table, while the simple random sampling technique was used in picking the respondents for the study. Data for the study was collected with questionnaire covering the dependent and independent variables. Data collected was analysed using Spearman Rank Order Correlation coefficient with the aim of SPSS. The result of the analysis displayed a significant and positive relationship between workplace digitalization and the measures of workers attitudes in terms of job satisfaction, commitment and job involvement. The study concluded that the state civil service should ensure that digitalization is done with the relevant policies put in place such as digital literacy training in order to get the workers to accept it and work towards the success of digitilization. It was concluded that workers in the state civil service should be put into consideration while gradually introducing digitalization in the workplace so as to achieve the purpose for its introduction into the state civil service.*

Keywords: Workplace Digitalization, Workers Attitudes, Job Satisfaction, Workers Commitment, Job Involvement.

Introduction

As a result of the determination of the government to provide basic amenities and services to the citizenry, there has been call for government and civil service to engage employee with the right attitude towards their job. Workers are vital part of every organization whether public or private and as such, the quality of service rendered to the subjects depends on the attitude towards work. Since organizations are working in a dynamic business environment, they are required to develop effective strategies for acquiring and retaining competent workforce. The dire need of workers work attitude has therefore become more necessary in order to achieve the goals and objective of the civil service. According to Messer and White (2006), employees' attitude of fairness affects their likelihood to demonstrate organizational citizenship behaviours. Employees extend their efforts and involve themselves only if they perceive that organization is standing for the protection of their rights. In essence, human resource is thought to be the most imperative resource of any organization and to get the productive and powerful outcome from human asset, it has become crucial to influence their attitudes and behaviours positively that leads them contributory effectively in enhancing organizational productivity by enhancing their performance (Bauer et al, 2006).

According to Osteman (2010), employees may be very dubious of management initiatives and actively or quietly oppose the changes, which might lead to futile change efforts, a decline in morale or productivity, an increase in attrition, or even organizational collapse. Effective management teams need to recognize that positive employee attitudes are often vital to achieving organizational goals. Attitudes affect behaviours in the workplace. Employers can promote good employee attitudes with incentives. According to Leonard (2018), a business owner evaluates an employee's behavior to ascertain his or her ultimate productivity and contributions to the company's goals. He said that knowing the distinction between behavior and attitude and how each affects an employee's performance enables owners and managers to address issues like low team morale, ineffective operations, and stalled development. In order to increase worker productivity, organizations should first assess the mindset that each person brings to work each day. Employees' attitudes influence how they approach their work, and attitudes can influence those around them. In other words, a happy attitude will increase productivity, and vice versa is equally true (Joseph, 2018).

However, it is important to know that one of the factors that can enhance workers attitude in the civil service is workplace digitalization. It involves digitalizing the workplace so as to allow for ease of doing tasks and getting job done. Digitalization has been understood to be a key driver of globalization for a long time. Organizations can operate without the restraints of time and presence as technological developments enable easier, faster and more affordable interaction among people (Okkonen, Vuori & Palvalin, 2019). Workplace digitalization refers for a formal setting that encompasses solutions that create a synergy for work and eradicate barriers such as communication barriers, psychological barriers or emotional barriers that could constrain work (Kpurunee and Zeb-Obipi, 2023).

Attaran et al. (2020) assert that the digital workplace relates to solutions that create connections and exterminate barriers between employees, information, and processes. Williams and Schubert (2018) maintained that the digital workplace is an integrated technology platform that provides all tools and services suitable for employees to work more efficiently and drive better outcomes. They examine the digital workplace in three perspectives: an organizational strategy (defining strategies that are coordinated to support collaboration and work flexibility), people and work (creating a new workplace that is suitable for employees to be productive), and a technology platform (implementing technological platforms that provide employees with the tools and functionalities needed for work productivity). The digital workplace is becoming increasingly important as reputable organizations adopt remote work and flexible work arrangements. It enables employees to work from anywhere, at any time, using any device; and this can improve work-life balance, enhance efficiency, increase productivity, and promote cost reduction for both employers and employees. This flexibility can indeed eliminate erratic work-processes, and help employees achieve a better work-life balance, which can lead to increased job satisfaction, employee retention, and work productivity. It also encourages collaboration and communication among employees and with managers in real-time, regardless of their location. This can in turn improve teamwork, enhance knowledge sharing, promote innovation, reduce communication barriers, as well as improve decision-making. When organizations embrace the use of digital technology, it creates a flexible and supportive work environment that attracts and retains top talents.

Over the years, several scholarly work has examined how to enhance employee attitude using various constructs. Khwaja, Ahmed, Abid and Adee (2020), examined leadership and employee attitude with the mediating role of perception and organizational politics. Karia & Asaari (2019), examined leadership attributes and their impact on work-related attitudes. Saari and Judge (2004), examined employee attitudes and job satisfaction. Alwaki, (2018) conducted an evaluation of the impact of remuneration of employee attitude and performance in organizations. Ogilo, Elenwo and Ojofeitimi (2020) carried out another study on the impact of employees attitude on organizational performance using selected service firms in Rivers State. Anele, Tamunosiki-Amadi and Amakiri (2017) conducted a study on reward system and employee work attitude among small and medium scale enterprises in Port Harcourt, Rivers State. However, despite the various empirical work as given above, there seems to be a dearth of empirical work on how workplace digitalization relates with workers attitudes in the civil service. It is as a result of this knowledge gap that this study is carried out to examine the relationship between workplace digitalization and workers attitude in Ekiti State Civil Service.

Statement of Problem

The work environment today is characterized by continuous change and high technologies, therefore it has become imperative for organizations to empower their workers with digital literacy and digitalization in such a way that there is a shift from the use of traditional methods of doing things in order to be up to date with the latest technologies in the delivery of civil service. Many government ministries are not living to their full potentials due to the bad behaviour and the attitude of their workers and this has greatly contributed to the inefficiencies in the civil service today (Karia & Asaari, 2019). Most of the workers are unconscious about the effect of their attitude and the inability of these ministries to realize the attitude of their workers towards work is a major contributory factor to the failure of civil service in Nigeria. The negative attitude such as absenteeism, laziness, bribery, theft, gross corruption and other ills of workers in the civil service can damage not just the efficiency of the ministries but also the reputation and the sustainability of such ministries. On the other hand, employees with positive attitude such as commitment, loyalty, engagement, etc. towards work will bring about improved performance. Msiza (2012) opined therefore that positive employee attitude brings about value to the organizations, as organizations that fails to have employees with positive attitude will only have a good system on paper but not in reality. Even though several work has been carried out on ways to enhance workers attitude in the civil service, however, no one study from our review have linked workplace digitalization with attitudes of workers, especially in the civil service. Therefore, this knowledge gap is what has informed this study.

Aim and Objectives of the Study

The aim of this study is to examine the link between workplace digitalization and workers' attitudes in Ekiti state civil service. Specific objectives are as follows:

    i.   To examine the relationship between workplace digitalization and workers job satisfaction in Ekiti state civil service.

    ii.   To examine the relationship between workplace digitalization and workers commitment in Ekiti state civil service.

iii.   To examine the relationship between workplace digitalization and workers job involvement in Ekiti state civil service.

Research Hypotheses

H$_1$:   To examine the relationship between workplace digitalization and workers job satisfaction in Ekiti state civil service.

H$_2$:   To examine the relationship between workplace digitalization and workers commitment in Ekiti state civil service.

H$_3$:   To examine the relationship between workplace digitalization and workers job involvement in Ekiti state civil service.

Research Model
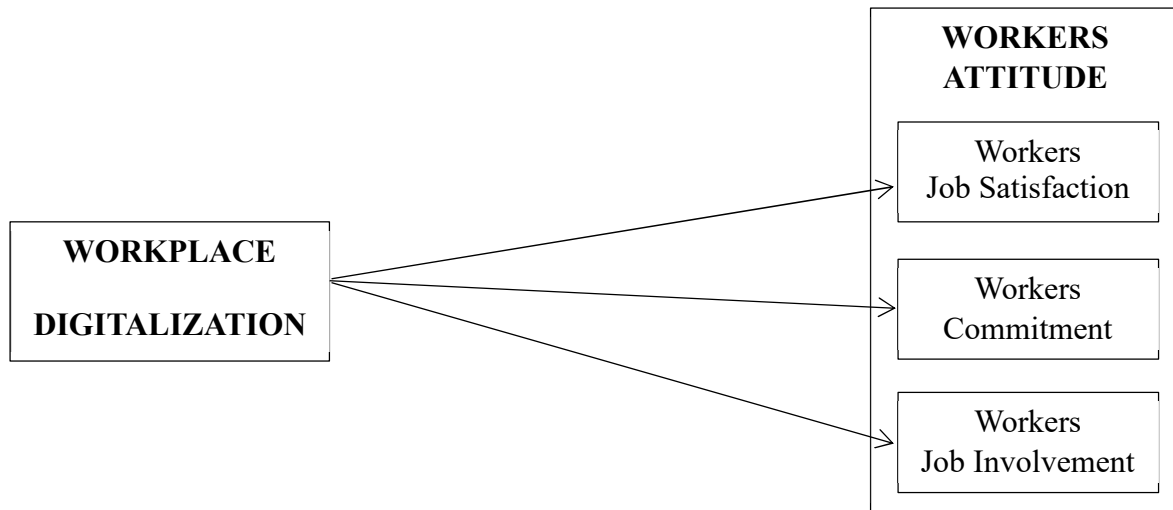
Source: Karia and Asaari, (2019).

Literature Review

Theoretical Framework: Social Identity Theory

Social Identity Theory (SIT) proposes that individuals' identities that stem from group membership are essential for their self-concepts (Tajfel & Turner, 1979), which in turn impacts their affect, cognitions, and behavior (Abrams, 1996). According to the definition of social identity, it is the aspect of an individual's self-concept that results from his awareness of his participation in a social group (or groups), as well as the value and emotional importance associated with that membership (Tajfel, 1978). Social Identity Theory provides the understanding that individuals can identify with a range of social categories based on gender, nationality, profession, and/or religion, among others, and that each of these can be the target of identification, alone or simultaneously. The theory has helped to substantially advance our psychosocial understanding of a range of phenomena related

to social influence and group behavior including work-related activity. It is a theoretical framework that significantly contribute to this study by shedding light on how individuals' social identities, such as professional roles and group affiliations, shape workers attitudes and behaviors in response to workplace digitalization. In the context of the civil service, employees often identify with their specific departments, job roles, and professional affiliations. These social identities can strongly influence their attitudes and reactions to changes brought about by digitalization in the workplace.

In the civil service, different departments or teams may develop unique norms and values related to technology adoption. Understanding how these in-group dynamics operate can help uncover why some employees might be more resistant to digitalization efforts, perceiving them as a threat to their professional identity, while others may embrace them as a means to enhance their group's status. Furthermore, in a digitalized workplace, the introduction of new technologies may lead to the creation of new subgroups based on individuals' technological proficiency or their adaptability to change. These subgroups can influence attitudes and behaviors, as individuals may strive to conform to the norms of their relevant category. Additionally, workers in the civil service may engage in social mobility strategies, such as adopting digital skills and embracing digitalization, to improve their group's social status or protect their professional identity. Conversely, they may engage in social creativity by redefining the criteria for success or downplaying the importance of digitalization if it threatens their group's standing.

Concept of Workplace Digitalization

Workplace digitalization refers to the integration of digital tools and technologies into various aspects of an organization's operations. Chan, Hooi, and Ngui (2021), noted that workplace digitalization poses new challenges in increasing employee engagement, encouraging organizational operations to change to be more complex, demanding speed of adapting to technological developments, encouraging new initiatives to reduce costs, and increasing company profitability. Digitalization is a growing phenomenon that affects business strategies, structures, and processes, and has potential benefits for performance. Many companies recognize the benefits and effects of positive performance (Truant, Broccardo, & Dana, 2021). People state that work is better served by adequate tools and better if each individual can set their own pace and adapt to their work environment. Since resources are virtually accessible from a laptop or smartphone practically anywhere, the digital workplace facilitates remote work. A vicious circle of excessive communication and job fragmentation results from the implicit expectations of quick turnaround times in the digital work environment (Sulistianigtiyas & Djastuti, 2022). The digitization of the workplace has attracted a lot of academic and practical research attention. The existing body of literature demonstrates that, as is virtually often the case in other social sciences in general and administration in particular, arriving at a single and widely accepted definition of the notion of digitalization is seen as problematic (Lanzolla et al., 2020).

According to Ochoa (2016), digitalization refers to the behaviors, routines, and practices created and used by managers and staff members of the organization to take advantage of new digital technologies and transform organizational or business models to benefit customers, staff members, and shareholders. On the other hand, Ismail, Khater, and Zaki (2017) define workplace digitalization as the use of new digital technologies with the goal of achieving superior performance and sustained competitive advantage by changing multiple business dimensions, such

as the business model and customer experience that includes digitally enabled products, services, and processes, including decision-making, and influencing people at the same time, including skills, talents, and organizational culture. Employing digital technology across the company, especially in operations, is a difficult process that calls for the dedication of all organizational resources: human, physical, organizational, and technological (Kutnjak, Pihiri, & Furjan, 2019), and (Stark, 2020) also emphasizes that digitalization is a profound transformation of paradigms. Business competencies, organizational models, business processes, and practices through digital technologies to meet customer needs and satisfaction. In the context of this study therefore, we define workplace digitalization as a complex technical, organizational, and cultural development process carried out by ministries to meet the changing needs of its customers and adapt to the requirements of its workers by taking advantage of digital capabilities to build innovative and new service business models, improve user experiences, digitize operational processes and support operational performance, resulting in the creation of value for money.

Concept of Workers Attitudes

An attitude is a way of thinking. The way a guy thinks about the world ultimately determines how he behaves (Alwaki, 2018). In the workplace, employees' attitudes toward tasks, services, or products, coworkers, management, or the company might be either favorable or negative (Bakker et al., 2007). Negative workplace attitudes cause disregard for ordinary activities. The completion of tasks is subpar and workers are easily enraged by trivial concerns (Peterson et al., 2011). Positive attitudes among employees improve the quality of the workday. Activities are carried out more accurately and without complaints. When a worker perceives a bad customer service contact as a chance to change the client's story from a terrible experience to a good one, it is an example of a positive worker attitude (Crossman & Zaki, 2003).

The attitude of a worker at any given time has a propensity to influence both their performance and the performance of the firm. The failure of some organizational components to meet the needs of the workforce causes attitudes to develop. According to Allport (1935), an employee's attitude is a mental state of readiness that has been developed by experiences and that exerts directives or dynamic impacts on how each individual responds to all the things and circumstances that are linked to it. Affect (an emotion), conduct (an action), and cognition (a belief) make up attitude. The attitude of a worker is correlated with his level of dedication, motivation, training, and growth. Job satisfaction and loyalty are closely related to the employee's perspective of their entire commitment to the company.

Cho, Lee, Kim and Choi (2012), opined that workers attitude describes the actions of workers towards their objectives and goals. They also pointed out that employee attitude has three main components: a following emotional attitude, a cognitive attitude, and an individual's attitude. Effective attitudes take into account the emotional component, employees' feelings, and beliefs or conventions. The cognitive attitude is concerned with the employee's conception of right and wrong. While, the behavioral employee's attitude shows the intensions and decision making will and power. Organizational readiness to reward employees for their efforts, approval for sanctioning resources and granting support for owning results would ultimately shape employees' perception and form their belief that the organization cares about their welfare and support them. Employees extend their efforts and involve themselves only if they perceive that organization is standing for the protection of their rights and appreciate their effort (Kitheka, 2015).

Milman (2002) proposed the following as a predictor of employees' attitudes: characteristics including job satisfaction, dedication, motivation, and training & development. This was done in an effort to determine what influences employees' attitudes toward the accomplishment of an organizational aim. According to Ogilo, Elenwo, and Ojofeitimi (2020), attitude is the way a person reacts to a circumstance and, to some extent, includes how that worker thinks about his employer, his coworkers, and his place within the company. All employees have opinions about their work environment, role, objective, structure, task, coworkers, management, and organizational procedures. As a result, its impact on the organization's health might be either beneficial or detrimental.

Workers Job Satisfaction

A pleasant and desirable attitude toward one's employment is known as job satisfaction (Aziri, 2011). According to Locke (1976), job satisfaction is an enjoyable or pleasant emotional state brought on by an evaluation of one's employment or professional experiences. Aziri (2011) found a clear correlation between employees' mental and emotional health and job satisfaction. Employee behavior is influenced by how satisfied they are with their jobs, and this attitude has an impact on the organization's operations. Job satisfaction was cited by Chong and Monroe (2015) as a major contributor to job churn. According to the findings of their 2012 study, Jain, Sharma, and Jain, welfare programs, a secure work environment, and employment stability are crucial elements that raise the bar for job satisfaction. Therefore, it is crucial to maintain a high level of work satisfaction inside an organization in order to impact the productivity and expansion of the company. If employees are happy in their jobs, they will work hard and provide good work. On the other side, if workers are not content with their work, they will portray a poor picture of the company, which will have an immediate impact on management and leadership. Organizations provide prizes, incentives, and promotions in exchange for their employees' good work habits, with the expectation that they will continue to do so in the future. As opposed to someone who is only marginally content, someone who is satisfied, loyal, and devoted to their company will enjoy working.

Rahiman and Kodikal (2017) posits that job satisfaction commonly reflects a positive, affective reaction of employees to their job. The employees' job satisfaction relies mostly on the crucial factors such as mentally challenging work, equitable rewards, supportive working conditions and supportive supervisor and helpful coworkers (Karia & Asaari, 2019). Susanty, et al (2013), explains that job satisfaction is an emotional state of pleasant or positive result of the assessment of a person's job and work experience. Working circumstances (extrinsic) and assignments (intrinsic), which are two dimensions of job satisfaction, are separated by Voon et al. (2011). According to Parvin and Kabir (2011), a person's level of job satisfaction is influenced by a variety of variables, including salary and incentives, perceived fairness of a company's promotion system, crock-bag working conditions, leadership and social relationships, and the actual job. According to Budianto and Oetomo (2011), factors that contribute to job satisfaction include the task itself, career advancement, relationships among coworkers, and working circumstances. Yet, Ahmad et al (2010), contend that job satisfaction variable is measured from the level of employees' satisfaction within the company and the will of the employees to stay up within the company.

Workers Commitment

Many studies has pointed out that employee commitment as one of the major factors influencing the success of organizations and efficiency in the workplace. Over the years, employee commitment has become significant in the success of organizations because of its relation with the performance of leaders and employees' outcome in the workplace (Lau, 2015). Workers commitment is characterized as an employee attitude, a psychological state of behavior in which a person feels a sense of responsibility for, or ownership over, organizational goals and is prepared to take on challenges within the organization in which they are employed (Dolan, Tzafrir, and Baruch, 2005). Employees who believe that the organization is dedicated to their success typically perform better. Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work (Offorbike, Nnadi, & Agu, 2018).

Commitment is seen as one of employee attitude. It is an individual psychological state of behavior whereby he or she has a sense of belonging, ownership or accountability of organizational goals and he is ready to face the challenges in the organization where he or she is working (Dolan, Tzafrir and Baruch, 2005). Organizational commitment is conceptualized based on Karia (1999), measuring the degree of attachment and loyalty by employees to the organization. According to Karia and Asaari (2006) employees who are highly committed to their organizations contribute more effectively to company growth and success. Committed employees tend to be motivated to perform well, contribute more effectively to their performance and success and remain in the organization. Organizations need employees who are not only committed to the goals and initiatives that affect the bottom line, but who also are committed to their particular positions. Employees project a committed attitude by demonstrating a willingness to go above and beyond to perform the responsibilities of their roles and by coming up with fresh ideas to improve the business. When committed individuals work together as a team towards company goals, everyone benefits (Offorbike, Nnadi, & Agu, 2018).

Workers Job Involvement

Job involvement is a part of employee attitude. It is conceptualized in many ways and modified over the past decades due to its complexity (Seo, 2013). Job involvement is concerned with the degree to which employees participated in their job. It is also related to the level to which the employee's job meets his individual needs for prestige and autonomy (Ekmekçi, 2011). According to Rogelberg (2007), workers job involvement is a psychological condition of affiliation with one's employment. It refers to how much a person's identity depends on their employment. Job participation, according to Mase and Aondoaver (2014), is the key to unlocking employee enthusiasm and boosting productivity from an organizational standpoint. According to Kanungo (1982), job participation is crucial for a worker's motivation, performance, personal development, attitude, and pleasure at work. He continued by defining job participation as the degree of psychological identification with one's job.

Employee engagement in their job is essential for organizational performance, productivity, and morale due to its capacity to thoroughly engage workers. It increases the purpose of work (Shrestha, 2017). When employees see a chance to fulfill important psychological needs (including

stability, purpose, progress, and accomplishment), they become invested in their work (Brown, 1996). Furthermore, it was said by Akintayo and Ayodele (2012) that job engagement is a belief characterized by the current employment and frequently depends on how well it can meet an individual's requirements at the time. According to Joiner and Bakalis (2006), job engagement refers to how invested, immersed, and absorbed a person is in the objectives, culture, and duties of a certain firm. Employees interested in their jobs are more likely to uphold the work ethic and to display high growth decision making (Gopinath, 2020).

Employee engagement, according to Kumari and Kumari (2014), is the procedure via which workers are given the authority to participate in managerial decision-making and development activities according to their positions in the firm. According to Sofijanova and Zabijakin-Chatleska (2013), engagement is defined as an increase in employee autonomy in work processes and participation in decision- and problem-solving processes. Employee involvement refers to giving employees a voice in decisions that affect them, giving them more autonomy and control over their work, and giving them more authority and responsibility in order to increase their commitment, motivation, and job satisfaction. Employee participation, in Mwiudi's (2011) opinion, relates to participative management. While Agyeman (2012) views workers job involvement as a management strategy for empowering employees to participate to an organization's success and ongoing development.

Empirical Review

Various studies have been done previously on the variables understudy. Chatterjee, Chaudhuri, Vrontis, and Giovando (2023) examined digital workplace and organizational performance with the moderating role of digital leadership capability. The study aim was to look at the influence of digital workplace on the performance of organizations looking at the moderating role of digital leadership capacity. The study developed a research model from the review of literature and the study had a sample of three hundred and thirty five (335) respondents from various firms that embarked on digital transformation. The analysis of the data collected was done using the PLS-Structural Equation Modelling technique and the study found that dynamic capabilities of organizations have positive and significant influence on the workplace digital transformation and that the digitalization of the workplace improves workers work-life balance resulting in enhanced performance which translates to higher organizational performance.

Anyanaba, Justice and Soye (2021) carried out another study on meaningfulness of work and workers' attitude in Health Ministries in South-South, Nigeria. The study employed the cross-sectional survey design and primary data was generated using a questionnaire designed to gather data from the respondents. The study population was 2181 and the sample for the study was 338 employees drawn from the population using the Taro Yamane sample size determination formular. The Spearman Rank Order Correlation was used in analyzing the relationship between the variables. The study findings showed that work meaningfulness had a significant and positive relationship with affective commitment, affective satisfaction and workers engagement in the selected health ministries.

Ogilo, Elenwo and Ojofeitimi (2020) examined the relationship between the attitude of employees and performance of service firms in Port Harcourt. The study had a population of 500 employes out of which the sample for the study was 222 employees were drawn using Taro Yamene's

formula. The study employed structured questionnaire to collect data from respondents and the data collected was analysed using descriptive statistics, Pearson Product Moment Correlation Coefficient and simple regression analysis. The result of the data analysed revealed that employee attitude had a positive and significant effect on the overall performance of the organization. It therefore conclude that the long term performance and success of any organization is tied to the positive attitude displayed by employees in the organization.

Sulistianingtiyas and Djastuti (2022) examined the effects of digitalization in the workplace on employee performance mediated by employee attachment of Centre for Product Processing Research and Marine and Fisheries Biotechnology, Central Jakarta, Indonesia. The study population was a total of 92 employees and the study used the survey method for descriptive quantitative data with questionnaire and census techniques on all members of the population. The data collected was subjected to analysis using the Partial Least Squares (PLS). The results obtained from the analysis showed that workplace digitalization had a positive and significant effect on the performance of employees and mediated by employee engagement.

Osita-Ejikeme and Onuoha (2021) explored the link between workplace politics and employee work attitude of government parastatals in Rivers State. The study employed a sample of two hundred and five respondents. And the simple random sampling technique was employed for the study with data collected using questionnaires and the analysis of the data collected was done using Pearson Correlation coefficient. The study result revealed a significant relationship between the dimensions of workplace politics and the measures of employee work attitude in government parastatals. The study result also showed an inverse relationship between the dimensions of workplace politics and measures of employee work attitudes.

Alobidyeen, Al-Edainat, Al-Shabatat and Al-Shabatat (2022) conducted a study on the impact of digitalization on the performance of employees using Greater Tafila Municipality, Jordan as a case study. The aim of the study was to measures and analysis how digitalization impacts the performance of employees. The study utilized the primary data for the study using questionnaire and the sample size of the study was 167 people from the municipality. The analysis of the data collected was done using arithmetic averages, and standard deviations. The study result showed a positive and significant linkage between digitalization and the performance of employees, the study also found that digitalization had a moral effect on the performance of selected employees.

Offorbike, Nnadi and Agu (2018) investigated how proper management of employee attitudes can improve organizational performance in local government areas. The study aimed at determining the effect of employee attitudes on improved performance of local governments in Enugu State. The study employed the descriptive survey design. The population was 483 senior management staff of the local governments and a sample of 215 was determined using Rassfot sample size calculator while the sampling technique employed was the simple random sampling technique. The analysis of the data collected through the use of questionnaire was done using Pearson's product moment correlation coefficient and t-test. The result of the study showed that employee commitment pay and recognition have a significant effect on the improved performance of the organization.

Khuwaja, Ahmed, Abid and Adeel (2020) also examined the relationship between leadership and employee attitudes with the mediating role of perception of organizational politics. The aim of the study was to explore how leadership affects the attitudes of employees in an organization. The study used a sample of 320 employees working in largest public sector electricity distribution

company of Pakistan. The data for the study was obtained through primary data i.e. questionnaire and the data obtained were subjected to analysis using structural equation modelling. The result of the analysis revealed that paternalistic and servant leadership styles had a positive influence on the level of satisfaction, commitment and negative political perceptions of employees. The study also found that there was a relationship between personalistic leadership style and employee attitude and is mediated by employees perception of politics but not for servant leadership style.

Methodology

The study aim was to examine how workplace digitalization influences the attitudes of workers in Ekiti state civil service. The cross-sectional survey design was used in this study. The target population of the study include ministries in Ekiti State civil service. However, the accessible population was 282 employees selected across 6 ministries in the Ekiti state civil service. The sample for the study was derived using the Krejcie and Morgan sample size determination table, giving us a sample of 162. The simple random sampling technique was utilized in order to avoid the researcher's bias in the selection of respondents. The predictor variable (workplace digitalization) was operationalized as a single construct while the criterion variable (workers attitude) was operationalized using workers job satisfaction, workers commitment and workers job involvement. The data for the study was sourced through the primary source i.e. through questionnaire adapted from previous studies. Workplace digitalization was measured using 5 items while the measures of workers attitude was each measured with using 5 items. The questionnaires were administered by the researcher. The items were all rated on a 4-point likert scale ranging from strongly agreed to strongly disagree. Finally, the hypothesis for the study were tested using the Spearman Rank Order Correlation Coefficient with the aid of SPSS version 23.

Results and Discussion

This section presents the data collected as well as the analysis of the data through the questionnaire administered to respondents. Out of the 162 questionnaires distributed, 148 were correctly filled and returned and was therefore used for the analysis to know if the formulated hypotheses were accepted or rejected.

Table 1: Workplace Digitalization and Workers Job Satisfaction

Correlations

			Workplace Digitalization	Job Satisfaction
Spearman's rho	Workplace Digitalization	Correlation Coefficient	1.000	.872[**]
		Sig. (2-tailed)	.	.000
		N	162	162
	Job Satisfaction	Correlation Coefficient	.872[**]	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

**. Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2023

The test of hypothesis presented in the above table shows a Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.872) also indicates that workplace digitalization has strong and positive correlation with workers job satisfaction in Ekiti state civil service. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted that there is a significant relationship between workplace digitalization and workers job satisfaction in Ekiti state civil service.

Table 2: Workplace Digitalization and Workers Commitment

Correlations

			Workplace Digitalization	Workers Commitment
Spearman's rho	Workplace Digitalization	Correlation Coefficient	1.000	.714[**]
		Sig. (2-tailed)	.	.000
		N	162	162
	Workers Commitment	Correlation Coefficient	.714[**]	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

**. Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2023

The test of hypothesis two, as shown in the table 2, /the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.714) indicates that workplace digitalization has strong and positive correlation with workers

commitment in the civil service. We therefore reject the null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between workplace digitalization and workers commitment in Ekiti state civil service.

Table 3: Workplace Digitalization and Workers Job Involvement

Correlations			Workplace Digitalization	Workers Job Involvement
Spearman's rho	Workplace Digitalization	Correlation Coefficient	1.000	.533[**]
		Sig. (2-tailed)	.	.000
		N	162	162
	Workers Job Involvement	Correlation Coefficient	.533[**]	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

**. Correlation is significant at the 0.05 level (2-tailed).
Source: Survey Data, 2023

The test of hypothesis presented in table 3 reveals that there is a Significant level (Sig) = 0.000 which implies (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.533) which indicates that workplace digitalization is moderately significant with workers job involvement in the civil service. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted agreeing with the fact that workplace digitalization is significantly related with the level of workers job involvement in Ekiti state civil service.

Discussion of Findings
The result of the analysis revealed a significant and positive relationship between workplace digitalization and the measures of workers attitude in Ekiti state civil service. To this end, the discussions on the findings are as follows:

Workplace Digitalization and Workers Job Satisfaction

The result of first hypothesis with a correlation coefficient value of 0.872, shows that indicating that there is a strong and significant relationship between workplace digitalization and workers job satisfaction in Ekiti state civil service. The implication of this is that when there is workplace digitalization, it will have a great impact on the level of workers job satisfaction in the state civil service. The finding is in line with the study of Sulistianingtiyas and Djastuti (2022) who in their study found a significant link between workplace digitalization and performance of employers which can be attributed to their level of satisfaction for their jobs.

Workplace Digitalization and Workers Commitment

The analysis result of hypothesis two gave a correlation coefficient value of 0.714, indicating that there is a strong and significant relationship between workplace digitalization and workers

commitment in Ekiti state civil service. This implies that workplace digitalization impacts the commitment of workers in the civil service. The result concurs with the study of Anyanaba, Justice and Soye (2021) whose study found that workers attitudes can be enhanced when there is work meaningfulness of which workplace digitalization is part of. The study also agrees with the study of Khuwaja, Ahmed, Abid and Adeel (2020) whose study found that attitude of employees in organizations can be influenced by a number of factors.

Workplace Digitalization and Workers Job Involvement

The result of hypothesis 3 which indicate that there is a significant relationship between workplace digitalization and job involvement of workers in Ekiti state civil service with a correlation coefficient value of 0.533, indicating that there is a moderate and significant relationship between workplace digitalization and workers job involvement in Ekiti state civil service. This implies that a change in the digitalization of the workplace influences the level of workers job involvement which is important in the performance of employees. This is in line with the study of Offorbike, Nnadi and Agu (2018) whose study found that performance can be enhanced when there is proper management of employee attitudes. In the context of this study, when there is workers job involvement it enhances the quality of service delivery in the civil service.

Conclusion and Recommendations

The aim of this study was to examine the influence of workplace digitalization on the attitudes of workers in Ekiti state civil service. The literatures reviewed shows that several factors contribute to the attitude of employees in organizations including organizational politics, compensation, leadership and other factors. However, only a few study have examined how workplace digitalization affects the attitudes of workers in the civil service. While some will accept that digitalization enhances their work, some workers will view it as a disadvantage to their existence on the job. However, the result of the study revealed that there is a significant and positive link between workplace digitalization and attitudes of workers in state civil service. This means that the introduction of digitalization if well managed will enhance the level of attitudes in terms of job satisfaction, commitment and job involvement of workers in Ekiti state civil service. Therefore, it is important to introduction digital tools to the civil service and provide proper training to enable the workers get acquitted to measure up to the 21st century workplace. In the light of the above, the following recommendations were proffered:

   i.   That management of Ekiti state civil service should introduce the digitalization of the civil service as this will enhance the level of workers job satisfaction especially when proper training is carried out to prepare them for the tasks ahead.
   ii. The state civil service should carry out gradual digitalization of the tasks in the civil service as being done in other states in order to tap into the benefits that comes with digitalization as this will improve workers commitment and give them a sense of growth while performing their tasks.
   iii. The state civil service commission should as a matter of urgency digitalize government activities and ensure that the workers are carried along in the course of doing so. This

will help the ministries as the workers will feel among and improve their level of job involvement.

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