

Influence of Job Satisfaction on Job Involvement of Nigerian Army Non-Commissioned Officers in Lagos State

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ABSTRACT

Job Involvement is the level at which a worker psychologically identifies with his job, and this often is reflected in his or her total self-image. Different occupational variables including job satisfaction have been to explain job involvement in the past studies, but not in the context of non-commissioned officers in the Nigerian Army. This study was therefore built on this gap in knowledge. Data was gathered through cross-sectional survey design, employing 408 non-commissioned officers (NCOs) (288 males, 120 females) from the Nigerian Army school, Ojo Cantonment using purposive sampling technique. The study revealed no significant influence of job satisfaction on job involvement ($\beta = .082$; $t = 1.649$; $P > .05$), nor a significant difference in job involvement between officers with low and high job satisfaction ($t = -1.032$, $df (406)$, $P > .05$). The study further revealed that job involvement is significantly influenced by marital status, with single/divorced officers exhibiting higher job involvement than single and married officers. These results contradict previous studies. Some of the reasons used in explaining this is the differential contextual ambience of the NCOs' work, which expect that armed forces members fulfil their roles based on strict military discipline. The study recommends future research to explore organizational and individual factors to better understand the relationship between job satisfaction and job involvement.

Keywords: job satisfaction, job involvement, Nigerian army school, NCOs

INTRODUCTION

In the demanding, fast-paced setting of the Nigerian Army School, job involvement, the unseen fuel that spurs people to action, act as indicator of intrinsic drives towards performance, and takes centre stage (Robbins & Judge, 2021). Job involvement is the height of motivation at which a worker identifies with his or her job. Imagine a classroom abuzz with engaged students; their eyes gleaming with curiosity, their voice animated, and their movements is with confident. Such scene, is analogous to an involved Non-Commissioned Officers (NCOs). And, this is the power of motivation in action. In Nigeria, NCOs are junior soldiers from the rank of private soldiers to

army warrant officers. Some are combatants while some are not. However, there is no much difference between them and the high-ranking soldiers in terms of duties. For them to be commissioned officers, they have to go to the Nigerian Defence Academy (NDA), either for five or one year after graduating from the University (usually, they get presidential oath of commission). At this point, they become high ranking officers, ranging from second lieutenant to general or even field marshal, as the case may be. NCOs, as lower rank and file soldiers, have a vital role to play in being shaped as the next generation of troops by being imparted with the discipline, expertise, and commitment necessary to protect the country. A motivated or involved NCO can take on many duties, and as such, a vital cog in the intricate machinery of the security system.

In the context of this study, job involvement as a subset of motivation is described as the degree to which an employee psychologically identifies with his job; as the importance of the job is reflected in his total self-image (Lodahl and Kejner, 1965). Employee with high level of job involvement places the job at the centre of his or her overall interest (DeCarrufel and Schaan, 1990), hence the individual is cognitively preoccupied with, engaged in and is concerned with the job (Paullay, Alliger, and Stone-Romero, 1994). As a psychological force of motivation, job involvement acts as inner drive that encourages people to take action, maintain the action by working hard till they achieve the particular objective (Cherry & Hamburg, 2020). When it comes to NCOs, job involvement is demonstrated by their commitment to their work, readiness to achieve, and general positive outlook on their position within the service.

Job involvement does not exist in a vacuum; it thrives in fertile ground nurtured by job satisfaction. Job satisfaction, as a silent orchestrator behind the scenes, is the melody that resonates with an individual's perception of their work; the chords that harmonize well-being, fulfilment, and a sense of purpose (Spector, 2020). Job satisfaction is a multidimensional, subjective experience that captures an employee's cognitive, emotive, and behavioural reactions to many aspects of their job tasks (Judge et al., 2010). This complex phenomenon is influenced by different factors which include the cognitive factors which encompass perceptions of work characteristics, such as its meaningfulness, variety, and challenge; the affective (emotive) factors which include job enjoyment, stress levels, sense of accomplishment, recognition and appreciation, and the quality of relationships with colleagues and managers which all contribute to the emotional tapestry of satisfaction; and the behavioural aspects which manifest in employee performance, absenteeism and tardiness, turnover intentions, their willingness to engage in citizenship behaviours that go beyond their defined job duties and mostly importantly their motivation towards their job. For NCOs in the Nigerian Army School, job satisfaction isn't a mere luxury, it is a strategic imperative. Studies have repeatedly demonstrated a robust positive relationship with regard to job satisfaction and employee job involvement, with contented workers demonstrating increased levels of engagement, dedication, and output (Judge, Thoresen, Bono & Patton, 2010). This, in turn, translates to improved training outcomes and a more prepared military force (Burke & Mikulincer, 2006).

The Job features Model (JCM), developed by Hackman and Oldham in 1976, makes the claim

that a few specific job features affect job satisfaction. Employee job satisfaction is higher when perceptions of high levels of skill diversity, task identity, task relevance, autonomy, and feedback are held by the employees (Hackman & Oldham, 1976). Employees that find significance and challenge in their work are inherently driven, these core job characteristics not only increase job satisfaction but also lead to higher levels of job involvement as employees who are satisfied with their job because of autonomy, variety, and significance are more likely to identify with their work, thus exhibiting higher involvement (Humphrey et al., 2007).

Self-determination theory (SDT), a theory developed by Deci and Ryan (2000) argues that job satisfaction comes from the fulfilment of basic psychological needs like autonomy, competence, and relatedness. When these needs are met, employees experience higher satisfaction, which naturally leads to greater involvement, satisfied employees are intrinsically motivated, making them more likely to invest effort and energy into their job tasks.

When NCOs feel valued, empowered, and fulfilled in their roles, their inner fire ignites. Their propensity to go above, welcome difficulties with enthusiasm, and make significant contributions to the service's mission are higher. Conversely, dissatisfaction, like a creeping drought, can wither their motivation, leading to decreased performance, absenteeism, and ultimately, a weakened level of involvement. This innate connection between job involvement and work satisfaction is crucial for the army. An NCO corps with high job involvement consequently translates to a stronger, more prepared military force. It follows therefore that knowing what influences NCOs' job involvement becomes a national security issue as well as an issue of personal wellbeing for the soldiers.

Thus, the goal of this paper is to investigate the intricate relationship that exists between job involvement and job satisfaction among the army school's NCO population. By elucidating this relationship, we hope to provide light on a pathway towards a workforce of more empowered and engaged NCOs who are prepared to fan the flame of excellence and dedication within the Nigerian army.

Alfes et al. (2016) measured job satisfaction and the motivational states (such as vigour and devotion) of more than 200 employees in two-wave longitudinal research that was spaced six months apart. The findings demonstrated that gains in self-reported motivation at a subsequent time point were significantly predicted by initial work satisfaction. The argument for causation is strengthened by this longitudinal design, which implies that high satisfaction comes before and may even be the cause of greater motivation. In their investigation, Sonnentag and Fritz (2015) used a longitudinal methodology, monitoring two sizable employee samples over a number of years. The results showed that early job attributes satisfaction (autonomy, diversity, etc.) predicted higher levels of job involvement for work in the future. This demonstrates the long-term influence that positive aspects of the workplace have on employees' intrinsic motivation to engage more in their work.

In alignment with these findings, Abudul Rashid and Nwodo (2024) revealed that job satisfaction significantly enhances work engagement in Nigerian small and medium-sized enterprises

(SMEs). Their study highlighted that higher satisfaction levels foster greater employee involvement and commitment, thus reinforcing the link between contentment and workplace engagement. Furthermore, Osimokha et al. (2024) demonstrated that job satisfaction significantly influences employee morale, which they noted as a proxy for performance. They argued that dissatisfaction with work conditions adversely impacts dedication, illustrating a strong connection between job satisfaction and job involvement in the Nigerian context.

Brown (1996) conducted a study across multiple industries and found that employees who reported higher levels of job satisfaction were significantly more likely to exhibit high levels of job involvement. The study also indicated that satisfaction with intrinsic job factors, such as recognition and autonomy, had a stronger effect on involvement compared to extrinsic factors like pay and benefits. This supports the idea that psychological factors tied to the nature of work are more influential in determining involvement. In a study of public sector employees, Reisel et al. (2010) found that job satisfaction had a significant positive effect on job involvement, with satisfied employees being more committed and emotionally invested in their work. They argued that when employees feel content with their jobs, they are more likely to integrate work into their sense of identity, which enhances their involvement. A longitudinal study by Moynihan and Pandey (2007) tracked employees over a two-year period and found that initial levels of job satisfaction predicted later job involvement, even when controlling for other job-related factors such as workload and stress. This supports the notion that job satisfaction has a lasting influence on employees' psychological involvement in their work.

In a study by Newman and Sheikh (2023), work satisfaction was found to be a significant predictor of job engagement even after accounting for individual differences and cultural values. The study looked at the relationship between job satisfaction and motivation to engage in work across various cultural contexts within Pakistan. This shows that the beneficial relationship between job involvement and satisfaction extends beyond cultural barriers and is consistent across a range of employee profiles. The relationship between job satisfaction and healthcare workers' professional well-being and engagement was examined in a study by Choi et al. (2022), and the results showed a positive correlation between job satisfaction and the desire to continuously learn new skills and provide high-quality care. This emphasizes how important contentment is in encouraging commitment and development in hard-working fields like healthcare.

Zhang and Wu (2024) used a rigorous experimental design known as a randomized controlled trial to assess the effects of a work-life balance intervention they implemented for employees to those of a control group. Significant increases in job satisfaction and job involvement were also seen in the intervention group that had better work-life balance. These results provide strong evidence for the causal relationship between job involvement and satisfaction, which is further supported by the controlled experimental setting. Employee effort, inventiveness, and task persistence have increased as a result of experiments modifying job satisfaction by interventions like skill variety or recognition (Kuvaev et al., 2016). This implies that motivating behaviours and en-

joyment are causally related. According to a study, contented workers exhibit higher levels of dedication and motivation, which have a favourable effect on workers' performance and behaviour, which is reflected in their production.

There is a positive association between motivation and job satisfaction, according to the findings of a study conducted by Rožman et al. (2017) to examine the variations in workplace motivation and satisfaction among employees of different ages. This implies that those who are contented with their professions are more likely to be driven to perform them effectively. The study indicates that there are several causes behind this. First off, happy workers are more likely to have positive self- and work-esteem, which can boost their vitality and enthusiasm. Second, contented workers are more likely to think that their contributions matter and have an impact. This result in an increased drive for success and a clearer sense of purpose.

Based on a study by Sharma and Singh (2020), which polled 234 IT professionals in India and used Self-Determination Theory to examine the relationship between intrinsic motivation and job satisfaction, the study found that intrinsic motivation was positively influenced by job satisfaction and was mediated by relatedness needs, autonomy, and competence. Regardless of overall job satisfaction levels, employees who felt more engaged, skilled, and self-directed at work reported higher levels of intrinsic motivation.

Although a number of occupational contexts have been the subject of previous studies on job satisfaction and job involvement, the military context, most especially the experiences of non-commissioned officers in Nigerian Army School, remains a relatively unexplored field. This research, therefore, sought to pursue the objective of examining how job satisfaction affects NCOs' job involvement within the special context of military education and training institutions, building on the body of past studies to close the gap in knowledge. Hypotheses of the study are:

1. Job satisfaction will be a significant positive predictor of job involvement among Non-Commissioned officers in the Nigerian army in Lagos state.
2. Non-Commissioned Officers in the Nigerian army in Lagos state with low level of Job satisfaction will significantly score low on job involvement than their counterparts with high level of job satisfaction.
3. Married non-commissioned officers will report significantly higher levels of job involvement compared to their single and divorced/separated counterparts

METHODS

This study adopted a cross-sectional survey design so as to examine the different variables of interest at once. For primary data, structured questionnaires were used for data collection, and they lasted for about a month. The structured questionnaire was in pen and paper format. This study was carried out at Lagos state. The study was conducted in an academic setting of Ojo Cantonment, where the NCOs were going through training.

Participants in this study comprises 408 NCOs that are selected from Ojo cantonment. One hundred and twenty (120) making 29.4% were female, while 288, making 70.6% were male. The sampling technique adopted for this study was a combination of purposive and convenience sampling methods. Purposive sampling was used to identify the target population, specifically NCOs within the training facility, as they were deemed the most appropriate source of the required information. Subsequently, convenience sampling was employed to select participants based on their availability and willingness to participate. A total of about 600 questionnaires were distributed among the selected participants, and 408 were successfully retrieved for analysis.

The data was collected using questionnaires consisting of standardized psychological tests which were adopted to measure the variables of interest in this study; and were divided into various sections of as follows: Section A included sex, age, marital status, religion, highest level of qualification, level of income, corps, and rank. Section B consisted a 10-items scale that measures participants' job involvement as developed by Kanungo (1982). This scale is rated on a five-point Likert scale with responses ranging from "Strongly disagree." (1) to "Strongly agree." (5), Items 2 and 7 are reversely scored. Kanungo (1982) found this scale to have a Cronbach Alpha coefficient of 0.81, which indicates a reasonably high level of internal consistency, and therefore a reasonably high level of reliability and construct validity. Score for the JIQ range from 10 to 50, with lower score indicating low job involvement and higher score indicating high job involvement, the composite score is used in this study. This study revalidated the scale and reported an internal consistency and test-retest reliability of the JIQ to be .87 and .85 respectively. Section C Minnesota Satisfaction Questionnaire (MSQ-short form) is a standardized scale and is especially designed to measure an employee's satisfaction with his or her job. MSQ-short form was developed by Weiss, Dawis, England, and Lofquist in 1967. MSQ-short form has 20 items included, activity, responsibility, variety, social status, supervision of human relations, technical supervision, moral values, security, social service, authority, ability utilization, company policy, compensation, advancement, independence, creativity, working conditions, coworkers, recognition, and achievement. MSQ-short form is a 5-point Likert scale (1 "very dissatisfied with this aspect of my job," 2 "dissatisfied with this aspect of my job," 3 "can't decide if I'm satisfied or dissatisfied with this aspect of my job," 4 "satisfied with this aspect of my job." and 5 "very satisfied with this aspect of my job."). The scale yielded a high internal consistency with a Cronbach's Alpha of .84.

Permission was sought from the G7 Department conducting the training session of the NCOs, and informed consent was gotten from the participants. The questionnaires were handed over to the officers in charge of the session who then administered them to the participants. Approximately 35-45 minutes was used by a participant to complete a questionnaire. Since the research was carried out in an academic (training) setting, a caution was made to avoid obstructing the school schedule of lecture time. Four (4) weeks was used in the collection and retrieval of the whole data in the school. Afterwards, the questionnaires were counter checked, and those found not correctly

filled were eliminated. In all, about six hundred (600) questionnaires were administered, but only four hundred and eight (408) was found to be well-filled, totalling 68% response rate.

Statistical analysis and data visualization were carried out using Statistical Package for Social Sciences (SPSS), version 25. Descriptive statistics such as the mean (standard deviation) and frequency (percentages) depicted the socio-demographic variables. Hypothesis 1 was tested using simple linear regression, and Hypothesis 2 was tested using independent t-test. All statistical analyses were 1-tailed, and the level of statistical significance was set at a p-value less than 0.05.

FINDINGS

Table 1: Descriptive statistics

Demographic variables	N	Percent	Mean	SD
Sex				
Male	288	70.6		
Female	120	29.4		
Age	408		30.79	6.87
Marital status				
Single	195	47.8		
Married	210	51.5		
Divorced/Separated	3	0.7		
Religion				
Christian	173	42.2		
Muslim	191	46.8		
Traditional	44	10.8		
Corps				
Armour	12	2.9		
Army	105	25.7		
Artillery	15	3.7		
Band corps	8	2.0		
Education	11	2.7		
Electrical & mechanical engineering	7	1.7		
Engineer	7	1.7		
Finance	8	2.0		
Infantry	51	12.5		
Intelligence	40	9.8		

Demographic variables	N	Percent	Mean	SD
Medical	29	7.1		
Military police	74	18.1		
Ordinance	6	1.5		
Signals	18	4.4		
Supply & transport	17	4.2		
Rank				
Bombardier (BDR)	8	2.0		
Corporal (CPL)	101	24.8		
Lance corporal (LCPL)	142	34.8		
Private	106	26.0		
Sergeant (SGT)	45	11.0		
Staff sergeant (SSGT)	6	1.5		

Sex: Table one shows that the participants for the study is made up of 408 Non-commissioned officers in Lagos state, which consist of 288 males (70.6%) and 120 females (29.4). This is further visualized with the figure below.

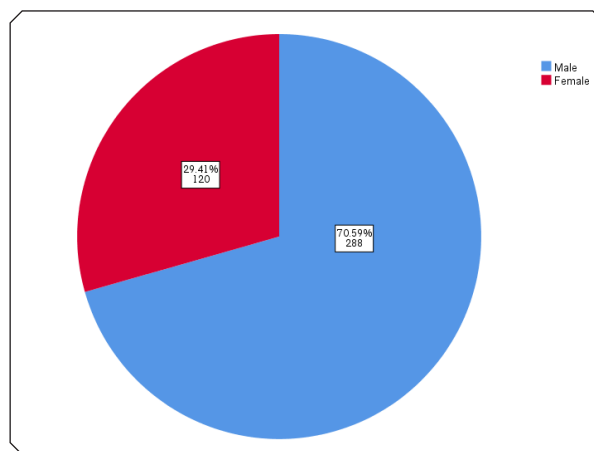


Fig. 1: *Distribution of respondents by sex*

Age: The age range of the total participants (408) is from 21 to 56 years old, with the mean age of 30.79 and a standard deviation of 6.87. The largest group is 30 years old, consisting of 48 individuals, which accounts for 11.8% of the total participants. This is followed closely by 28-year-olds, who

represent 9.6% of the total population with 39 individuals. Other notable age groups include those aged 34, with 33 individuals (8.1%), and 25, with 27 individuals (6.6%). Majority of the participants in the study fall within the age range of 28 to 34 years, as these ages collectively account for a significant portion of the population. Participants aged 30, 28, and 34 alone make up approximately 29.5% of the total sample. This concentration in the late twenties to early thirties suggests that the bulk of the NCOs in Lagos State are relatively young, in their prime working age, and likely in key operational roles within the military hierarchy. As age increases beyond the early 30s, the frequency of participants begins to decline, the number of officers aged 36 and above becomes progressively lower, with ages 38, 41, 42, 45, 48, 50, 52, 54, and 56 all having just 3 participants each, representing only 0.7% of the total sample. Below is a visual representation of the result.

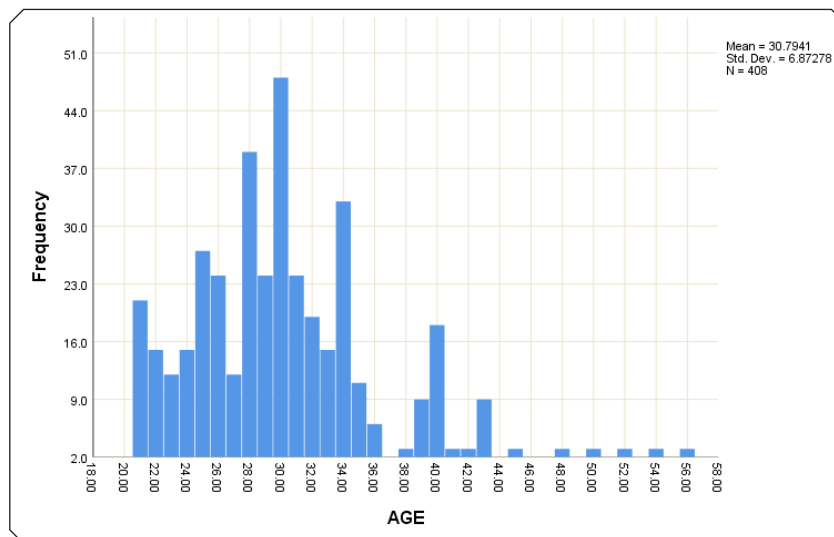


Fig. 2: Distribution of respondents by age

Marital Status: 195 participants (47.8%) were single as at the time of data collection, while a higher number of the participants, 210 (51.5%) were married as at the time of data collection, with 3 participants (0.7%) being either divorced or separated. This is further visualized using the figure below.

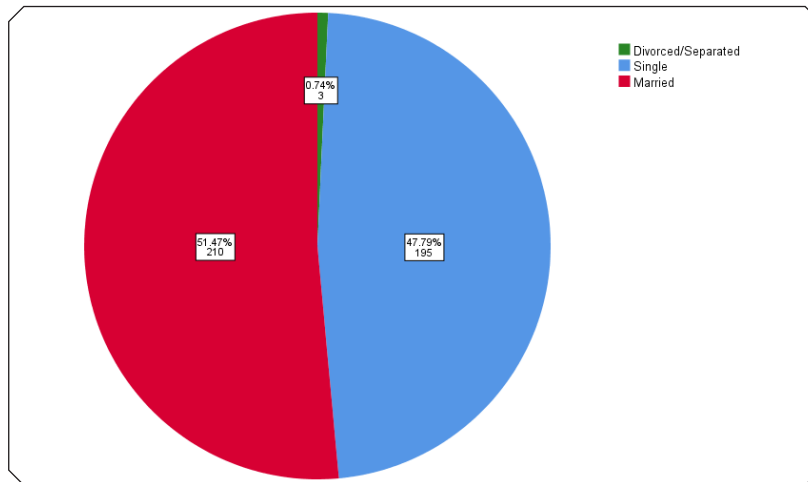


Fig. 3: *Distribution of respondents by marital status*

Religion: The participants for the study consist of 173 Christians (42.2%), 191 Muslims (46.8%) and a small number of 44 participants (10.8%) who are traditional worshippers.

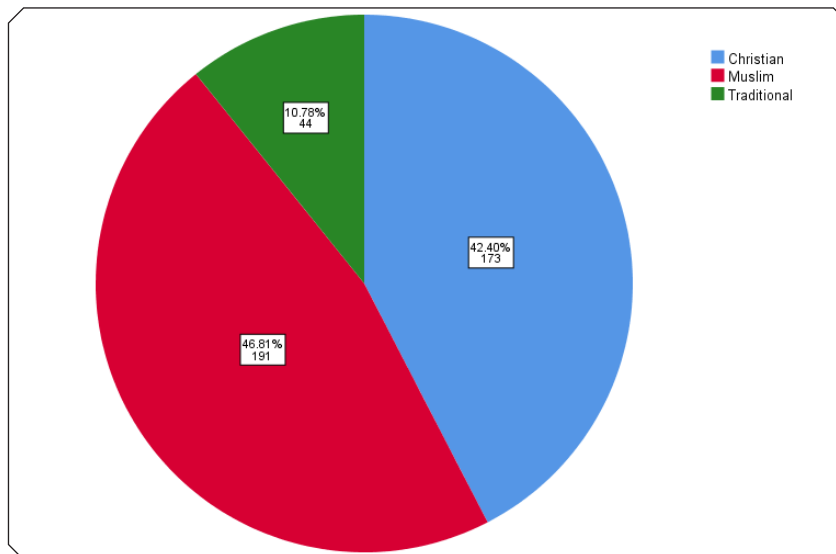


Fig. 4: *Distribution of respondents by religion*

Corps: In this study, the largest representation of the officers came from the Army corps, with 105 participants, accounting for 25.7% of the total sample, followed by the Military Police corps, which consists of 74 participants, making up 18.1% of the total, the Infantry corps also has a significant

number of participants, with 51 individuals (12.5%), Intelligence corps with 40 participants (9.8%), and Medical, with 29 participants (7.1%). The Signals corps represents 4.4% of the total with 18 participants, while Supply & Transport follows closely with 17 participants (4.2%), Artillery corps includes 15 individuals (3.7%), while the Band corps, Finance corps, and Education corps have relatively modest numbers, with 8, 8, and 11 participants, respectively. Other corps such as Electrical and Mechanical Engineering, Engineer, and Ordnance have fewer participants, with each having 7, 7, and 6 participants, respectively, all contributing less than 2% each to the overall total.

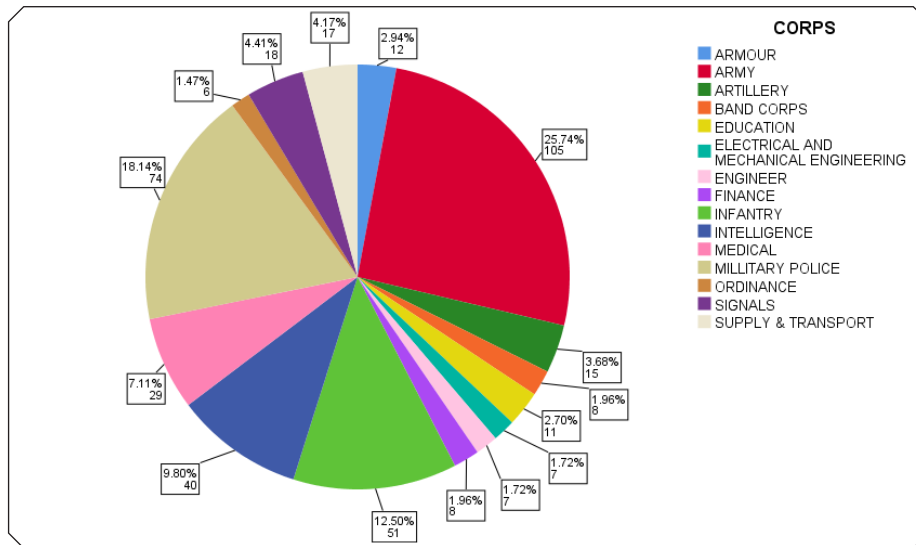


Fig. 5: Distribution of respondent by corps

Rank: Participants who were in the lance corporal (LCPL) rank had the largest representation in the study, with 142 individuals, accounting for 34.8% of the total sample size which is 408, followed closely by the Private rank, with 106 individuals, making up 26.0% of the participants, these two ranks constitute the majority of the sample, comprising over 60% of the total NCO sampled for the study. The corporal rank is the third most common, with 101 participants, representing 24.8% of the total, suggesting a significant portion of officers hold mid-level positions, the Sergeant (SGT) rank accounts for 11.0% of the sample with 45 individuals, which indicate fewer participants from the higher officers. The Bombardier (BDR) rank, a specific title used in some artillery units, is less represented, with 8 individuals (2.0%) and the Staff Sergeant (SSGT) rank, a senior NCO rank, has the smallest representation, with only 6 individuals, making up 1.5% of the total sample size.

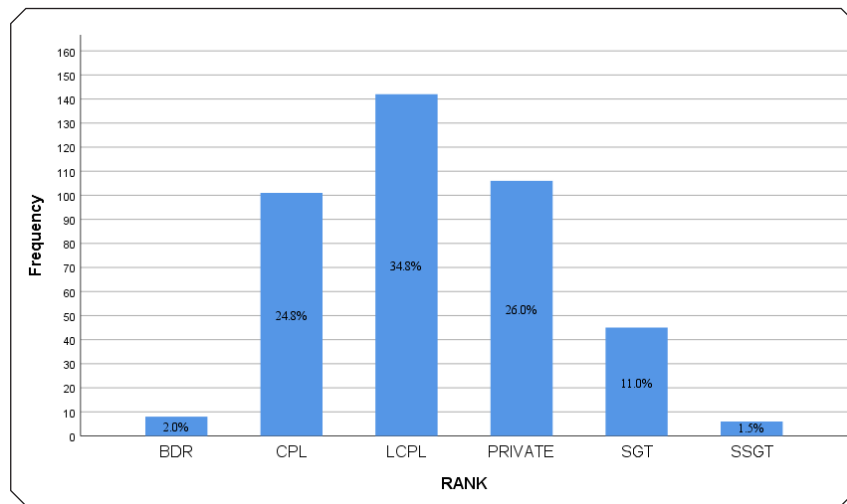


Fig. 5: Distribution of respondent by rank

- **Hypothesis 1:** Job satisfaction will be a significant positive predictor of job involvement among Nigerian army NCOs in Lagos state. This hypothesis was tested using simple linear regression and the result is presented in the table below:

Table 2: Summary table of simple linear regression showing independent influence of job satisfaction on the job involvement of Army NCOs in Lagos

Variable	Unstandardized coefficient		Standardized coefficient	t	Sig
	B	Std. error	β		
(constant)	24.838	1.202		20.658	.000
Job Satisfaction	.033	.020	.082	1.649	.100

$R^2 = .007$; $R = .082$

The result from the table above revealed that there is no significant influence of job satisfaction on job involvement among Army NCOs in Lagos state ($\beta = .082$; $t = 1.649$; $P > .05$). It can also be observed that job satisfaction contributed 0.7% of changes observed in the job involvement of NCOs in Lagos state, this means that 0.7% of the variance that occurred in the reported job involvement among the officers is attributed to job satisfaction which is not statistically significant. Therefore, the hypothesis is hereby rejected.

- **Hypothesis 2:** Non-commissioned officers in the Nigerian army in Lagos state with low level of Job satisfaction will significantly score low on job involvement than their counterparts with high level of job satisfaction.

Table 3: Summary table of independent t-test showing the influence job satisfaction on the job involvement of Army NCOs in Lagos

	Job satisfaction	N	Mean	Std	df	t-value	Sig
Job involvement	Low	205	26.4732	6.04	406	-1.032	.303
	High	203	27.0591	5.41			

From the table above, it could be observed that there is no significant mean difference between the levels of job satisfaction on the job involvement of non-commissioned officers in the Nigerian army school in Lagos state ($t = -1.032$, $df (406)$, $P > .05$). It could further be observed that the mean job involvement score for the group with high job satisfaction ($M = 27.06$) is slightly higher than that of the low job satisfaction group ($M = 26.47$). However, the difference is not statistically significant enough to conclude that non-commissioned officers with high low job satisfaction are definitively less involved in their job than those with high job satisfaction. Therefore, the hypothesis is hereby not confirmed.

- **Hypothesis 3:** Married non-commissioned officers will report significantly higher levels of job involvement compared to their single and divorced/separated counterparts. This hypothesis was tested using One-Way ANOVA and the result is presented in the table below:

Table 4: ANOVA showing influence of marital status on job involvement of Nigerian Army NCOs in Lagos

Source	SS	df	MS	F	Sig.
Between groups	524.820	2	262.410	8.311	.000
Within groups	12786.670	405	31.572		
Total	13311.490	407			

The result in the table above shows that there is a significant influence of marital status on job involvement of non-commissioned officers in the Nigerian army in Lagos. ($F (2,405) = 8.311$, $p < .05$).

Table 5: Descriptive statistics showing mean difference on job involvement based on marital status.

LSD	N	Mean	SD	1	2	3
Single	195	25.7231	5.11368	—	-1.86*	-8.61*
Married	210	27.5857	6.04962		—	-6.75*
Divorced/ Separated	3	34.3333	5.68624			—
Total	408	26.7451	5.71895			

*. The mean difference is significant at the 0.05 level.

The descriptive analysis above indicate that divorced/Separated non-commissioned officers ($M = 34.33$) reported higher level of job involvement compared to their single and married counterparts. Therefore, the stated hypothesis is rejected.

DISCUSSION

The finding of this study revealed that job satisfaction does not influence job involvement among Non-Commissioned officers in the Nigerian army in Lagos state. The research findings challenge the established relationship between job satisfaction and job involvement, as it is inconsistent with existing literature, which largely supports a significant influence of job satisfaction on job involvement. This finding contrasts with numerous previous studies (e.g., Alfes et al., 2016; Reisel et al., 2010; Moynihan & Pandey, 2007; Newman & Sheikh, 2023; Choi et al., 2022; Zhang & Wu, 2024) that suggested a strong positive correlation between job satisfaction and job involvement across various contexts. The second hypothesis suggested that Non-Commissioned officers with lower levels of job satisfaction would also have lower job involvement scores compared to their higher-satisfaction counterparts, the study revealed no significant difference between the two groups i.e. there is no difference in the reported level of job involvement from both officers with low job satisfaction and officers with high job satisfaction. Again, this contradicts the finding of Brown (1996) which revealed that employees who reported higher level of job satisfaction significantly reported higher level of job involvement than employees with low level of job satisfaction.

The context of the Nigerian military offers an explanation to why job satisfaction does not have as much influence on job involvement for Non-commissioned officers, as the military environments, most especially in Nigeria, differ significantly from civilian workplaces. In the military discipline and adherence to the chain of command are core principles that drive behaviour. Non-commissioned officers are often required to fulfil their roles based on strict military discipline, regardless of whether they are satisfied with their jobs. This sense of obligation, ingrained by military training and culture, may be more influential in determining their level of involvement than personal job satisfaction. With this, it could be said that job involvement is less about personal fulfilment and more about fulfilling one's duty.

The study further revealed that marital status significantly influences job involvement. Divorced or separated non-commissioned officers exhibited the highest levels of job involvement, followed by married officers, while single officers demonstrated the lowest levels. This finding contrasts with Nwankwo (2021) study, which reported that single soldiers displayed higher professional performance than married and divorced personnel. Nwankwo emphasized the role of reduced familial obligations in enhancing focus and commitment to professional duties. The divergence in these findings may stem from the distinct dynamics between job involvement and professional performance, as job involvement reflects an individual's psychological identification with their work, which can vary based on personal circumstances. For example, emotional resilience developed through experiences like divorce may influence job involvement positively. Interestingly,

these findings partially align with Jeon and Park (2013) research on Korean female office workers, which identified marital status as a factor shaping job involvement through different mediators. For married workers, work-family conflict and job satisfaction were critical, while for unmarried employees, job stress played a central role. Similarly, the higher job involvement among divorced or separated officers in the current study may reflect their ability to channel personal challenges into professional roles, using work as a coping mechanism or a source of personal fulfilment. The contrast between these findings and those of Allam and Habtemariam (2009) and Singh and Kumar (2011) is particularly notable. These earlier studies suggested that married employees typically reported higher job involvement across marital status groups, attributing this to the added responsibilities and motivations of providing for a family. However, in the highly regimented and demanding environment of the Nigerian Army, the stress of balancing marital obligations with military duties may diminish the motivational benefits of marriage, leading to comparatively lower job involvement among married personnel. The findings of Adeoye et al. (2014), which identified marital status as a significant predictor of job satisfaction among Nigerian workers, add another layer of insight. While job satisfaction and job involvement are related constructs, the nature of the military context may partially decouple them. For divorced or separated officers, the absence of immediate family obligations enables them to invest more psychological energy into their roles, increasing their job involvement even if their job satisfaction remains lower. Divorce or separation foster a sense of independence and resilience, enabling individuals to focus on their military duties without the distractions of familial responsibilities (Amato, 2000).

The findings of the study indicated that the relationship between job satisfaction and job involvement may not be as straightforward in the unique context of the Nigerian army school, as factors such as organizational culture, job characteristics, or external influences specific to the military environment may independently influence officers' job involvement regardless of their level of job satisfaction. Methodological differences between the current study and previous research, such as sample characteristics or measurement tools, could have also contributed to the divergent findings. The null results highlight the need for further research to explore the complex nature of job satisfaction and job involvement within military settings and other contexts where traditional theories may not fully explain observed behaviours.

CONCLUSION

The current study's unexpected findings prompt the importance of re-evaluating the presumed relationship between job satisfaction and job involvement, especially within the Nigerian army school and similar military environments. The result indicates that in order to effectively inform organizational policies and practices, a more detailed knowledge of the relationship between work satisfaction, job involvement, and other contextual factors is required. Future research endeavours should employ mixed-method approach, longitudinal design, or qualitative analyses to gain deeper insights into the underlying mechanisms driving job involvement and satisfaction

among non-commissioned officers and other military personnel. These studies should aim to explore how organizational culture, job characteristics, and other contextual factors interact to shape job involvement and job satisfaction levels within military settings. Understanding these relationships is crucial for developing tailored interventions and strategies aimed at enhancing job involvement and job satisfaction among non-commissioned officers and improving overall organizational effectiveness within the military. Future studies can offer more practical insights to improve military personnel's performance and well-being in challenging and high-stakes contexts by bridging the theoretical-practical divides.

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