

JOB SATISFACTION AND ITS PREDICTIVE MEASURES ON JOB SATISFACTION OF ADMINISTRATIVE STAFF IN SOUTH WEST NIGERIA UNIVERSITIES

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Abstract

The study examined the components of job satisfaction and its predictive measures on job satisfaction of administrative staff in south west Nigeria Universities. The study employed a descriptive research of the survey type to describe and interpret the components of job satisfaction of administrative staff in the South West Nigeria Universities. A self constructed questionnaire titled job satisfaction questionnaire (JSQ) was used to collect information from respondents. Four hundred respondents from various departments were rated by their heads of department. Multi stage technique was used in selecting the four Universities, two federal and two state Universities. The data were analyzed using multiple regression model. The study revealed that achievement is the best predictor of job satisfaction of administrative staff with a beta weight of 1.236. Recommendations were made based on the findings that the administrators and management of the Universities should give attention and priority to those variables that would promote job satisfaction among the administrative staff of the Universities. Since a person's achievement, could advertise his personality in the society, the administrative policies should be enriching to accommodate in-service training on the job, car and housing loan, medical facilities, and if pension scheme is robust, security of the workers are ensured, the moderate job satisfaction could be high satisfaction.

Keywords: Job Satisfaction, Achievement, Advancement, Recognition, Interpersonal Relations

Introduction

Satisfaction is strongly what employees' strive to have in their work place. No organization can exist without human resources, and when employees are satisfied with their work, they would be more creative,

innovative and offer useful advices that would allow the institutions to evolve positively overtime with changes in the world around them. Lack of job satisfaction results in low level of workers commitment and dedication which in turn could affect performance and achievement of institutional goals.

Robbins (2001) perceived job satisfaction as individual general attitude towards his job while Mullins (2005) saw job satisfaction as more of an attitude, an internal state; it could for example, be associated with a personal feeling of achievement, either quantitative or qualitative. He further opined that job satisfaction is a complex and multifaceted concept which can mean different thing to different people. Peretomode (2006) perceived job satisfaction as fulfillment acquired with experiencing various job activities and rewards. He further added that it is the feeling about or effective responses to aspects of the work situation. Kreitner and Kinicki (2004) supported this view and asserted that job satisfaction is an emotional response that results from the employee's perceived fulfillment of their needs and what they believed the institution have to offer. Riggio (2000) also believed job satisfaction to be the feelings and attitude one has about his job. He further stated that all aspects of a particular job, good and bad, positive and negative are likely to contribute to the development of feelings of satisfaction or dissatisfaction.

Arnold and Feldman (1986) shared the view of Riggio that job satisfaction is the amount of overall positive feelings that individuals have towards their jobs. Sousa- Poza and Sousa- Poza (2000) held a contrary view from scholars as they viewed job satisfaction more than their feelings and attitude towards job but opined that job satisfaction depends on the balance between work-role input such as education, working time and work- role outputs (pleasure) increase relative to work-role inputs (pains) the job satisfaction will increase. Rose (2001) introduced a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depends on individual characteristics of the person, such as ability to use initiative, relations with supervisors, or the person who actually performs. Extrinsic source of satisfaction is situational and depends on environment such as pay, promotion or job security. All these are the financial and other material reward or advantage of a job. This is also in agreement with (Luthans, 2006 Griffen and Moorhead, (2009) that the nature of the work performed by employees has a significant effect on their level of job satisfaction. Robbins (2004), Luttans, (2006) supported the fact that pay has a significant influence on job performance. Robbins et al (2003) supposed that most employees will look for payment systems that they believe to be fair, definite, and aligned with their expectations. Smucker et al

(2003) revealed that supervision and job satisfaction has a positive relationship.

Many researchers have done a lot of studies on variables of job satisfaction, (Ellickson and Logsdon 2002, Peterson, et al 2003) were of the opinion that job satisfaction has a great connection with opportunities for promotion while Heery and Noon (2001) perceived promotion to be the action of shifting an employee up the organization hierarchy which will normally bring an increase of responsibility and status and a remuneration package among the individuals who are promoted. Out of the competing variables of job satisfaction, one would want to empirically test and know which of these variables or components of job satisfaction would best predict job satisfaction of these administrative staff. In the Universities, there are parameters for measuring workers job satisfaction such as University and administrative policies, supervision, salary, interpersonal relations, working conditions, work itself or the nature of the work, achievement, recognition and advancement. The study is therefore out to investigate which of the components of job satisfaction will best predict job satisfaction.

Purpose of the study

The purpose of this study therefore is to investigate which of the components of job satisfaction will best predict job satisfaction of the administrative staff in South West Nigeria Universities? The components are University and Administrative policies, Supervision, salary, Interpersonal relations, working conditions, work itself, Achievement, Recognition and Advancement.

Research Question

Which of the components of job satisfaction will best predict job satisfaction of administrative staff?

Methodology

The research design for this study was a descriptive research of the survey type. The study employed a descriptive survey to describe and interpret the existing variables or components of job satisfaction of the administrative staff in South West Nigeria Universities.

Population, Sample and Sampling Technique

The populations for the study were all the administrative staff in the South West Nigeria Universities. A stratified random sampling technique was used to select 400 subjects from four Universities in the South West Nigeria. Out of which two were federal and two were state Universities. The strata recognized type and location of the Universities.

Research Instrument

The instrument used for collecting data was a self designed questionnaire titled job satisfaction questionnaire (JSQ) face and content validity of the instrument were ascertained by experts. The construct validity

of the instrument was established and a correlation coefficient was 0.357. The reliability of the instrument was ensured using cronbach Alpha and a reliability coefficient of 0.920 was obtained.

Data Collection and Analysis

Data were collected using some research assistants and analyzed using multiple regression model.

Research Question: which of the components of job satisfaction will best predict job satisfaction of the administrative staff?

Multiple regression analysis of job satisfaction and components of job satisfaction.

Model	B	Std Err	Beta	t	Sig.t P-value	R	R ²	F
Constant	2.104	.941		2.237*	.026			
University & Administrative Policies	.440	.063	.062	6.996*	.000			
Supervision	1.128	.070	.181	16.220*	.000			
Salary	1.073	.088	.129	12.188*	.000			
Interpersonal Relations	1.042	.099	.112	10.537*	.000			
Working Conditions	1.147	.061	.183	18.797*	.000	.992	.984	1996.907
Work itself	.280	.041	0.57	6.800*	.000			
Achievement	1.267	.047	.286	26.902*	.000			
Recognition	1.170	.073	.195	15.932*	.000			
Advancement	1.236	.077	.195	16.081*	.000			

The table shows the result of the Regression Analysis and reveals that achievement is the best predictor of job satisfaction of Administrative staff with a beta weight of 0.286(29%). Next to this are advancement and recognition with a beta weights of 0.195(20%) and 0.195(20%) respectively. Working conditions with a beta weight of 0.183(18%), supervision with a beta weight of 0.181(18%), salary with a beta weight of 0.129(13%), University and administrative policies with a beta weight of 0.062(6%), interpersonal relations with a beta weight of 0.112(11%) while work itself is the least predictor of satisfaction of administrative staff with a beta weight of 0.057(6%).

The value of R² was 0.984. This implies that the components of job satisfaction contributed 98% variation in job satisfaction while the remaining 2% variations in job satisfaction were due to other variables outside the regression model.

Multiple R = 0.992

$R^2 = 0.984$

F = 1996.907

P = <0.05

The following regression equation can be derived from the model.

Where

Y = Job Satisfaction

X₁ = University and Administration Policies

X₂ = Supervision

X₃ = Salary

X₄ = Interpersonal Relations

X₅ = Working Conditions

X₆ = Work itself/ Nature of the work

X₇ = Achievement

X₈ = Recognition

X₉ = Advancement

B₁ (1:1-9) = Regression Weights Coefficients

A (Constant) = 2.104

Thus, from the table, the multiple regression analysis of job satisfaction and components of job satisfaction are shown in this form.

$$Y = 2.104 + 0.440X_1 + 1.128X_2 + 1.073X_3 + 1.042X_4 + 1.47X_5 + 0.280X_6 + 1.267X_7 + 1.70X_8 + 1.236X_9$$

The above shows the result of step wise regression. The model reveals that the most important predictor of job satisfaction among the components is Achievement with beta weight of 1.267. The calculated F – ratio (1996.907) is significant at 0.05 levels. This means that the explanatory variables as a group provide a significant explanation of variation in job satisfaction of administrative staff. In order of magnitude of the weight of regression coefficient, achievement which workers are able to make on the job, turned out to be the most important and powerful predictor of job satisfaction of administrative staff followed by advancement. The calculated t-value of each of the regression coefficient shows the achievement workers are able to make on the job, advancement in terms of promotion, recognition given to the workers in the cause of job performance, the conduciveness of the work environment, the attitude of the supervisors to the subordinates on the job, the salary the workers receive, interpersonal relations with colleagues at work, how pleasant and favorable the University administrative policies are, and how enjoyable, the autonomy the work itself provides are significant in terms of predictive ability. R was found to be 0.992 indicating a strong positive relationship among the variables.

Discussion

The study revealed that components of job satisfaction like University and administration policies, Supervision, Salary, Interpersonal relations, Working conditions, Work itself, Achievement, Recognition and Advancement will significantly predict job satisfaction of administrative staff. The result of the study revealed that achievement workers are able to make on the job would best predict job satisfaction of the workers. In the society particularly in the South West Nigeria, one's achievement is looked at to rank a person among the fulfilled and successful.

All these findings corroborates Miskel (1989) who perceived job satisfaction as any combination of psychological, physical and environmental circumstances that cause a person to say 'I am satisfied with my job. Denga (2005) posited that workers will derive, contentment and satisfaction from organization policy with financial and other instrumental sources that can meet their basic and luxury needs like salary and other income, fringe benefits, retirement benefits, allowances and other instrumental economic basis. Glinow (2005) added that money and other financial rewards are fundamental part of employment relationship. Money is a symbol of status, which relates to the innate drive to acquire and that people tend to define themselves in terms of their ownership and management of money. While Mc Shane and Glinow (2005) opined that people with a strong need for achievement want to accomplish reasonably challenging goals through their own effort. They further said such people prefer working alone rather than in teams and they choose tasks with a moderate degree of risk. Mullins (2005) asserted that achievement is more of an attitude, an internal state, it could for example be associated with a personal feeling either quantitatively or qualitatively about a person's job. From all these assertions, one would be right to infer that achievement is the vital thing a worker strife to have in his work place and the achievement one has, would make a person say 'I am ripe for retirement' even when he/ she has not reached the age of retirement conversely some people who never achieve anything would work and work until they are forced to retire.

Conclusion

The study examined job satisfaction and its predictive components on administrative staff in South West Nigeria Universities. The study revealed that of all these components of job satisfaction, like University and administration policies, supervision, salary, interpersonal relations, working conditions, work itself, achievement, recognition, advancement that achievement was found to be the best predictor of job satisfaction with beta weight of 1.236. All these components contributed 98% variation in job satisfaction while the 2% contribution variations in job satisfaction were due to other variables outside the regression model.

Recommendations

On the premise that Achievement made by workers on the job best predicted job satisfaction of the workers, it is therefore recommended that the University management should give attention and priority to those variables that contribute to workers achievement on the job since success is measured by one's achievement in this part of the world. The University and administrative policies should be enriching and robust to accommodate innovation, empowerment of workers, in-service training, promotion of workers as at when due, advancement, car loans, medical facilities, housing loans, training on the job opportunities, pension scheme and security of workers. If all these could be incorporated into University policies and well implemented, a high job satisfaction of the workers would be enhanced.

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