

## Job Satisfaction, Social Behaviour and Workers Attitude in the Universities in South East of Nigeria

E.A.C Etonyeaku, (Ph.D)

Department of Vocational Teacher Education, University of Nigeria, Nuskka  
J.N. Igbo (Ph.D)

Department of Educational Foundations , University of Nigeria, Nuskka  
[janetigbo@yahoo.com](mailto:janetigbo@yahoo.com)

### Abstract

The study sought to determine the influence of job satisfaction on university employees' social behaviour and their work attitudes in carrying out their duties. The study was carried out in all the federal universities in South-East of Nigeria. The population of the study was 400 senior academic staff of the universities. Expost facto design was adopted for the study. Three research questions guided the study. A 44-item questionnaire, structured on a four-point rating scale was used for data collection. The questionnaire was face validated by three experts. A reliability coefficient of 0.75 was obtained through Cronbach Alpha reliability technique to ascertain the internal consistency of the items of the questionnaire. The data collected from respondents were analysed and interpreted to answer the research questions using mean. It was found that salary, job security, fringe benefit, participation in decision-making, by employees, among others; in the universities were the sources of job satisfaction of workers. The employees were also found to be having cordial social relationship with colleagues, students and visitors. No difference in the source of job satisfaction and social behaviour of employees based on occupational status was found. Based on the findings, it was recommended that the employees should always be motivated by the employers to fulfill their psychological, social and philosophical needs to achieve job satisfaction and high productivity for national economic transformation in Nigeria.

**Keywords:** Attitudes, Social behaviours and Job Satisfaction

### 1:1 Introduction

Generally, man is a social being, and what informs individuals about that human psyche is that human beings cannot live in isolation, therefore, the tendency to look for each other is imperative. There is evidence that individuals learn from the culture and from people around them.

Generally, the success of a nation's economy depends largely on the quality of its workers, and ordinarily for an individual to make a choice of occupation, there must be a focus. This will determine the level of satisfaction the person will get on the job which usually determines the productivity of the individuals. Mathis and Jackson (2003), perceived that job is a group of tasks, duties and responsibilities that constitutes the total work assignment for employees. These tasks, duties and responsibilities may change overtime and thus the job may also change.

Thus, work is the effort directed towards producing or accomplishing results. The work elements needed by employees are; doing work properly, logically, and willingly, that will lead to achieving the organizational goals with appropriate reward. Satisfaction on a job can arise as a result of absence of much criticisms and supervision of the worker. Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive feelings about the job and the attitude to the job also shapes the person's behaviour. In other words, job has to do with emotions or feeling experienced after a task or duty is accomplished, or an activity has taken place positively or negatively depending on how individuals perceive whether their needs are satisfied or not. A person may experience positive job satisfaction because he has chosen to complete the task and this gives him a special status or feeling. Job satisfaction is feeling that an individual has about his/her job. It results from the exchange of personal factors such as principles, character, and opportunity, as well as employment factors such as the impression of the work situation and the job itself. Herzberg (1967) propounded a hygiene maintenance theory of motivation which explained motivation as two separate sets of conditions which are responsible for satisfaction and dissatisfaction of workers. The theory shows that job satisfaction is a function that is positively related to the degree to which one's personal and social needs are fulfilled in the job situation.

Job satisfaction represents an individual's evaluation of the job and work content. It is an appraisal of the perceived job characteristics, work environments and emotional experiences at workplace. Job satisfaction is a collection of attitudes about different aspects of the job and work context. It is an individual's attitude in relation to his or her job and the work context (Mcshane-Von Glinow, 2004). This implies that the experiences acquired by individuals in their workplaces determine the quality and quantity of expression for the job. Job satisfaction is an attitude that reflects the extent to which an individual is gratified or fulfilled in his or her work.

These include the salary, environment, type of job and the co-workers in organizing and understanding the consequences of job satisfaction, and dissatisfaction.

In relation to job satisfaction and dissatisfaction, Hirschman (1970) and Meshane-Von Glinow (2004) presented a useful template of their findings on job satisfaction in workplaces which referred to as exit, voice, loyalty, neglect (EVLN) model. Exit means leaving one's job or transferring to another work on the worker's wish. Whenever a worker thinks about leaving a particular job, it means that there is no job satisfaction. Voice is seen as an attempt to change, instead of leaving one's workplace for an alternative job. Voice can come in form of constructive response or confrontational response. Constructive response involves recommending solutions to improve the situation, or protesting in writing by aggrieved workers. At the extreme level, some workers might engage in counter productive behaviour, that is, workers refuse to be productive in their workplaces. Workers voice can be viewed constructively or destructively depending on the situation. Loyalty in relation to job and workplace are employees who respond to job dissatisfaction by waiting patiently for the solution of the problem by other workers or the problem getting solved by itself. In this vein the attitude of the workers is neutral, but the workers are not satisfied with the conditions of service in their workplaces. Neglect involves reduction of work effort, paying less attention to quality and increasing absenteeism and lateness. It is generally considered as a passive activity that has negative consequences for the organization. This is simply because the workers are using neglect as a means of taking vengeance against their employers.

The attitude acquired in workplace determines the application of any of the four EVLN. Any employee might try a particular one, and when the result is not fruitful, there may be a change until the suitable one is applied or found. An application of any of these devices indicates job dissatisfaction. Attitude is a mental disposition towards one's self, another person or a thing. It is a feeling given to any stimulus around human beings. Attitudes are relatively enduring sets of beliefs, feelings and interactions towards an object, person, events, or symbol (Martin, Carlson and Buskist, 2007). Attitude may be evaluative statements or judgments about objects, people or events. Attitudes are predispositions that make the individual behave in a characteristic way across the situations. Attitude to work has to do with the perception of individuals to their work, which includes the job itself and the work environment. This in effect determined whether the individual will develop negative or positive attitude towards their job, (Shaffer and Kipp, 2007). This implies that attitudes have behavioural intention component. When individuals have positive attitude towards their work, it is cognitive component that will help the individuals for better productivity. When the feeling is positive it is affective component. Therefore, when cognitive and affective components of attitudes are pulled together, these will yield behavioural component that helps in the perception of job satisfaction. Therefore, for one to acquire job satisfaction, one must possess strong attitude, that has a strong associative link with the object and once activated, has a more automatic link within behavioural intentions (Martin; et al, 2007). This implies that if strong attitude is associated with job satisfaction, productivity will not be in question. In the same vein, Taylor's job satisfaction theory propounded in (1910) stated that job satisfaction was based on a most pragmatic philosophy that man is not motivated by money alone. In recent times, workers are essentially satisfied with their job if they get higher economic benefit from their workplaces. Job satisfaction portrays a combination of psychological, philosophical and environmental circumstances that cause a person to be satisfied with his job. Thus it means that a person is satisfied when the person's job fulfils his dominant need and is consistent with his expectations and values within the society.

It was based on this background that the researchers intend to determine the influence of job satisfaction on workers attitude in their workplace. Specifically the study sought to determine the sources of job satisfaction on workers attitude in their workplace, ascertain the social behaviour activities that influence workers attitude in their workplace, determine the influence of gender on job satisfaction on workers attitude.

## **1:2 Research Questions**

The following research questions guided the study:

1. what are the sources of job satisfaction on workers attitude in their workplace?
2. what are the social behaviour activities that influence workers attitude in their workplace?
3. what is the influence of gender on job satisfaction on workers attitude in their workplace?.

## **2:1 Research Method**

The study adopted an ex post facto research design. According to Nworgu (2006) this design attempts to establish cause-effect relationships and the researchers have no control over variables of interest and therefore, cannot be manipulated.

The study was carried out in South East of Nigeria. South East of Nigeria has five federal universities. The study was carried out in four out of the five federal universities, namely, University of Nigeria, Nsukka, Nnamdi Azikwe University Awka, Federal University of Technology, Owerri, and Federal University of Agriculture, Umudike. The choice of these institutions was that these institutions have similar characteristics in

terms of service conditions and administrative principles.

The population comprised 400 respondents made up of 200 female academic staff and 200 male academic staff of the four universities.

No sample was drawn as the entire population was studied because of the manageable size of the population.

A structured questionnaire was developed by the researchers for data collection. The questionnaire was constructed after review of literature and was grouped in two parts: I and II. Part I contained personal information while Part II had three sections numbered A – C. Section A dealt with questions on influence of job satisfaction on workers attitudes in their workplace B answered question on influence of social behaviour on workers attitude while Section C dealt on influence of gender on job satisfaction on workers attitude in their workplace. A four-point rating scale was used. Any item statement that had a mean score of 2.50 and above was regarded as Agree, while below 2.50 was regarded as disagree.

The instrument for data collection was face validated by three experts. Two from measurement and evaluation unit, in the Department of Vocational Teacher Education and one from the Department of Educational Foundations, all in the Faculty of Education, University of Nigeria, Nsukka.

To ensure the internal consistency of the instrument, a trial-test on 40 respondents in Delta State University Abraka was carried out. The reliability of the instrument was established using Cronbach Alpha method which yielded 0.71, 0.79 and 0.75 given an average of 0.75. The coefficient yield of 0.75 was considered high enough for the study.

The questionnaire was administered by the researchers with the help of four research assistants who were briefed by the researchers in order to enhance the administration and collection of the instrument from the respondents. The research assistants were drawn from the institutions under study. The questionnaire were retrieved immediately after the completion from the respondents.

The data were analysed using mean and standard deviation in answering the research questions.

### **3:1 Results of the Study**

Table 1, shows that item 1 salary enhancement was rated strongly agree by the respondents while items 2-10 were rated agree as the sources of job satisfaction on workers attitude in their workplaces. (See Table 1).

Table 2 revealed that out of 12 social behaviour activities, for determining social behaviour of workers, cooperation in workplace was rated with the highest mean score of 3.85 and standard deviation of 0.80. The remaining social behaviour activities ranged from 2.83 to 3.43 that influence workers social behaviour in organizations. (See Table 2).

The data presented in Table 3 for determining influence of gender on job satisfaction showed that the respondents rated all the items as agree. The ratings of the male academic staff are in agreement with those of the female staff. The scores were rated between 2.78 to 3.57 respectively. (See Table 3).

### **3:2 Discussion of the Findings**

The findings revealed that salary enhancement, allowances paid, opportunities for growth and promotion, and opportunities given to participate in decision making influence job satisfaction. Generally, individuals develop internal working models that are cognitive representation of themselves and others. This is used to interpret events and to form expectations about the character of human relationship. The findings corroborate with Onah (2003) who found that need, and aspirations as well as organizational factors determine workers job satisfaction. This implies that the experiences acquired by individuals in their workplaces determine the quality and quantity of expression for the job.

The level of job satisfaction seemed to have some relationship with various aspects of work behaviour like absenteeism, adjustment, productivity and union recognition. Although several studies have shown varying degree of relationships, it is not quite clear whether these relationships are correlative or causal. The term job attitude and job satisfaction are used interchangeable in literature. Attitudes are predispositions that make the individual behave in a characteristic way across the situations while job satisfaction is an end state of feeling which may influence subsequent behaviour.

In this vein, Baumeister and Bushman (2008) stated that it is more likely that attitudes will be unrelated or slightly related to overt behaviour than attitudes closely related to actions. Rushton, Brainerd and Pressley (1983) believed that attitudes and behaviour are made of combination of different behaviours at different situations. In this respect, job attitude and job satisfaction may have something in common because when behaviour is freed, attitude would initiate it while job satisfaction would result from it.

In Table 2, cooperation in a workplace is a matter of necessity rather than desire. Employees prefer work situations that allow them to use all their skills, mentally and physically; freedom and quick feedback on their work performance, whether it has excessive challenge to one's abilities which may bring frustration (Robbins, 1991). This implies that attitude toward workplace helps or prevents employees from performing or

yielding positive outcome.

From literature, the parameters that generally influence job satisfaction include age, working environment, treatment by management, promotion, realization of expectations, company support and attitude, gender and supportive work environments that do not pose danger, are more preferred by employees. The treatment meant on workers will definitely affect the workers' social behaviour in their workplace. It is believed that with time workers develop more confidence and assertive personalities after a period of time (Roberts, 1997).

Therefore, for job satisfaction to manifest in individuals, motivation is usually attached to it. Normally, when workers are dissatisfied in their workplaces, they become aware that their attitudes and social behaviour do not agree. Motivation increases workers morale which is general workers' attitude while job satisfaction is an individual feeling which could be caused by a variety of factors including group. Another factor revealed in the result was care for co-workers welfare. Hulin (2009) found that when job conditions are held constant, job satisfaction becomes a function related to the degree to which the characteristics of the job meet with the approved and the desires of the group to which the individual looks for guidance in evaluating the world and defining social reality. Therefore, when this is not carried out, tension in the workplace which is referred to cognitive dissonance occurs (Myers, 2002). Festinger (1954) stated that cognitive dissonance theory believe that individuals always bring their attitudes in line or in agreement with their behaviour or actions, which makes behaviour to manifest in workers lives. The author emphasized that the more dissonance workers are, the more motivated they are to find consistency such as change of attitudes for justification of behaviour. Whilst a number of factors such as the inimical macro economic environment could explain the loss of human resources in a workplace, job satisfaction is a factor that influences the decision to study or quit in an organization. Onu, Madukwe, and Agwu (2005); Salmond (2006) and Tutuncu and Kozak (2006) have identified factors that influence job satisfaction as inter-personal relationships, conditions of service, type of social insurance, organisation environment, gender, equal treatment by management, income and attitude among others.

Results of the study (Table 3) indicated gender influences job satisfaction. This is in line with Baumeister and Bushman, (2008) that individuals social behaviour has to do with peoples attitudes about different issues that concerns them. The result also showed that there is no difference on influence of gender on job satisfaction. Since occupational status does not pose any difference in the influence of job satisfaction, the result is in agreement with the view of Smith in Onah (2003) that relationship between colleague, subordinates and supervisors in the workplace help an individual to be fulfilled on his or her job.

### 3:3 Conclusion

Individuals determine the social behaviour that such individuals manifest. For one to be satisfied in his or her workplace, there should be some amount of regular social interactions in the workplace. This is because job satisfaction does not necessarily end in the amount of money or salary one earns, rather, how conducive and friendly the environment is, which determines individuals' social behaviour. A worker is satisfied in his/her job when the job fulfils his/her dominant needs which must be consistent with his/her expectations and values. The social behaviour of employees with job satisfaction is mostly cordial with their colleagues, subordinates, supervisors and visitors.

Dissatisfaction mainly emanated from inadequate salaries and allowances, care for workers welfare, to develop skills. However, in order to cope with the conditions in the workplace, job satisfaction is basically affected by the amount of rewards that an individual derives from his job while his level of performance is closely affected by the basis for attainment of rewards.

### 3:4 Recommendations

The following recommendations are made based on the findings and conclusions of the study:

1. Workers job satisfaction should always be assessed and maintained based on job security, salary, growth and promotion opportunity together with work contents and contexts.
2. Workers should be motivated by managers of organizations to attain their psychological, physiological, social and philosophical needs to achieve job satisfaction and high productivity.

### REFERENCES

- Baumeister, R.F. & Bushman, B.J. (2008). *Social psychology and human nature*. Belmont: Thomson Wausworth.
- Festinger, L. (1954). A theory of social comparison processes. *Human Relation* 7: 117-140.
- Herzberg, F. (1967). Two factor or Hygiene maintenance theory of motivation. *Journal of the Nigerian Institute of Management* 39/40:15-16.
- Hirschman, A. (1970). *Exit, voice and loyalty: Responses to decline in firms, organizations, and states*. Harvard University Press. P. 176 ISBN 0-674-27660-4.
- Martins, G.N., Carlson, N.R. & Buskist, W. (2007). *Psychology*. (3rd ed) London: Pearson Education Limited.
- Mathias, R.L. & Jackson, J.H.C. (2003). *Human resource management*. (10th ed). Thomson South-Western:

- Thomson Learning Publishers Melisa Acuna Maso Ohio.  
 Mcshane-Von Glinow, (2004). *Organizational behaviour*. (2nd ed) Toronto. McGraw-Hill Coys.  
 Myers, D.G. (2002). *Exploring psychology* (5th Ed.) New York: Worth Publishers.  
 Nworgu. B.G. (2006). *Educational research: Basic issues and methodology* (Second & Enlarged, Edition).  
 Enugu: University Trust Publishers.  
 Onah, F.O. (2003). *Human resource management*. Enugu: Fulladu Publishing Company.  
 Onu, M.O; Madukwe, M.C & Agwu, A.E. (2005). Factors affecting job satisfaction of front-line extension workers in Enugu state agricultural development program Nigeria, *Agri-Sci 4*: 19-22.  
 Roberts, B. (1997). Plaster and plasticity: Are adult work experiences associated with personality change in women? *Journal of Personality*, 65:205-232.  
 Ruston, J.P.; Brainerd, C.J., & Pressley, M. (1983). Behavioural, development and construct validity. *The Altruistic Personality and Individual Differences 2*: 293-302.  
 Shaffer, D.R. & Kipp, K. (2007). *Developmental psychology, childhood and adolescence* (9th ed) Belmont. Wadsworth.  
 Taylor, F. W. (1910).Scientific management communication skills for managers. *Journal of the Nigerian Institute of Management 39/40*:15-16.

**Table 1: Responses on Mean and Standard Deviation on Sources of Job Satisfaction of University Workers**

N = 400				
S/N	Item Statement	$\bar{X}$	SD	Remarks
1.	I consider salary enhancement	3.54	.70	Strongly Agree
2.	I am emotionally affected to my job because of the allowances paid	3.36	.91	Agree
3	There are opportunities to develop skills and improve on life conditions	3.43	.66	Agree
4	My job security is assured therefore I put in my best	3.43	.71	Agree
5	Being given authority and responsibility give me satisfaction	3.27	.71	Agree
6	Having a sense of belonging and recognition is assured	3.35	.62	Agree
7	There are opportunities for growth and promotion which give me joy	3.39	.65	Agree
8	As a staff, I am given opportunity to participate in decision making	3.16	.78	Agree
9	There are logically organized work order in my workplace	3.24	.68	Agree
10	Appropriate reward in my workplace is always considered	3.28	.83	Agree

**Table 2: Response on Mean and Standard Deviation on Social Behaviour of Workers in their Workplace**

N =400				
S/N	Item Statement	$\bar{X}$	SD	Remarks
1.	I always relate well and work cooperatively with others	3.36	.61	Agree
2.	There is information and communication flow	3.14	.75	Agree
3	Personally, I do not like to communicate with others in the office	3.18	.77	Agree
4	There is no sense of belongingness between other workers and myself	3.17	.68	Agree
5	We are concerned about each other's welfare	3.09	.62	Agree
6	There is always good rapport among staff members	3.17	.62	Agree
7	Cooperating with each other is demanding and encouraging	3.13	.66	Agree
8	It is very difficult to leave my present job because of the quality of friends I had made	2.83	.83	Agree
9	Cooperation in my workplace is a matter of necessity rather than desire	3.85	.80	Strongly Agree
10	Generally, workers are concerned with each others problems and this is very encouraging	3.25	.30	Agree
11	I care for my co-workers welfare	3.43	.57	Agree
12	Visitors can be irritating sometimes but I try as much as possible to find solutions to their problems	3.34	.66	Agree

**Table 3: Response on Mean and Standard Deviation on Job Satisfaction based on Gender**  
**N = 400**

S/N	Item Statement	Male $\frac{200}{X_1}$ SD <sub>1</sub>	=	Remarks	Female $\frac{200}{X_2}$ SD <sub>2</sub>	=	Remarks
1.	I consider salary enhancement	3.57	.71	Agree	3.54	.66	Agree
2.	I am emotionally affected because of allowances paid	3.40	.64	Agree	3.29	.75	Agree
3	There are opportunities to develop skills and improve life on conditions	3.48	.68	Agree	3.30	.69	Agree
4	My job security is assured	3.46	.71	Agree	3.37	.81	Agree
5	Being given authority and responsibility give me satisfaction	3.38	.65	Agree	2.94	.84	Agree
6	Having a sense of belonging and recognition is assured	3.42	.72	Agree	3.15	.174	Agree
7	There are opportunities for growth and promotion which gives me joy	3.45	.71	Agree	3.22	.84	Agree
8	I am given opportunity to participate in decision making	3.19	.76	Agree	3.07	.84	Agree
9	There are logical organized work order in my workplace	3.29	.71	Agree	3.10	.75	Agree
10	Appropriate reward in my work place is always considered	3.32	.65	Agree	3.14	.81	Agree
11	I always relate well and work cooperatively with others	3.34	.65	Agree	3.42	.54	Agree
12	There is information and communication flow	3.10	.65	Agree	3.26	.65	Agree
13	Personally, I do not like to communicate with others in the office	3.15	.74	Agree	3.27	.74	Agree
14	There is no sense of belongingness	3.13	.75	Agree	3.26	.65	Agree
15	We are concerned about each other's welfare	3.06	.73	Agree	3.17	.67	Agree
16	There is always good rapport among staff members	3.16	.67	Agree	3.20	.73	Agree
17	Cooperating with each other is demanding and encouraging	3.11	.73	Agree	3.18	.76	Agree
18	It is very difficult to leave my present job because of the quality of friends I had made	2.79	.64	Agree	2.95	.82	Agree
19	I listen and attend to their problems	2.78	.81	Agree	3.06	.89	Agree
20	I refer them to appropriate staff when I cannot handle their complaints	3.28	.54	Agree	3.15	.82	Agree
21	I care for their welfare	3.45	.71	Agree	3.38	.55	Agree
22	Work mates can be irritating sometimes	3.34	.87	Agree	3.37	.63	Agree
	<b>Grand mean</b>	<b>3.26</b>	<b>.70</b>	Agree	<b>3.28</b>	<b>.71</b>	Agree

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage:

<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. There's no deadline for submission. **Prospective authors of IISTE journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> The IISTE editorial team promises to review and publish all the qualified submissions in a **fast** manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Recent conferences: <http://www.iiste.org/conference/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

