

# The Influence of Some Demographic Factors on Job Satisfaction on Academic Staff in Tertiary Institutions in Ogun State, Nigeria

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## Abstract

This study investigated the demographic factors on job satisfaction among academic staff in tertiary institutions in two universities in Ogun State, testing five hypotheses. A total of one hundred and twenty respondents were randomly selected. Male and female academic staff in three of the departments were used for this study. A set of structured questionnaire were administered after the reliability and the validity of it had been tested. The five null hypotheses were analyzed using chi-square statistics at 0.05 point significant level. The findings of the study revealed that most of the academic staff in the universities were dissatisfied with their jobs because of inadequate salaries, allowances, high volume of work and inadequate facilities. It is therefore recommended that greater efforts should be made to provide facilities and infrastructures that will encourage academic staff. Moreover, a more responsive incentive package will relatively motivate and satisfy academic staff on the job. The implications of this will allow effective administration of the system and therefore, avoidance of industrial strike of Unions in our tertiary institutions.

## Introduction

Every human being is a social being whose life style is guided by the activities they engaged in which ranges from socializing, travelling, communicating, working among others. In all these, human being engage in them as profession otherwise known as work. This work, therefore, is of utmost importance as a means of making a livelihood. Thus performance on the job is greatly motivated by certain forces (Kester, Ajala, Orimogunje, 2004).

Within the context of education, University education is very vital in any nation. Excellence in educational outcomes especially in Universities demands quality academic staff being recruited and properly developed to perform their roles in the area of teaching, research and administrative task. The aims of University education according to the National Policy on Education (2004) are to:

1. Contribute to national development through relevant high-level manpower training.
2. Promote scholarship, community service, national unity and international understanding.

Hence, these cannot be achieved because the provision of adequate infrastructure, facilities, equipment, instructional materials, trained and dedicated academic staffs are the challenges they face in the Universities. Nigerian academic staffs now work under difficult and unstable conditions such as inadequate teaching facilities, irregular and inadequate remunerations, under-funding of education, unmanageable students population and strikes.

The United Nations Universal Declaration on Human Rights stipulated that it is the right of everyone who works to have a just and favourable remuneration that will ensure for him and his family, an existence worthy of human dignity (UN, 1998). Thus, job satisfaction has to do with perceived relationship between what one wants from one's job and what one perceives it is offering. It concerns organization requirement of its employees are seeking for the organization. Job satisfaction is one of the factors that explain loss of human resources in the country thereby giving room for decision to quit.

Job satisfaction as perceived by Smith (1969) is an extent to which an employee expresses a positive orientation towards a job. In the view of Wikipedia (2007), job satisfaction describes how content an individual is with the job. Brief (1998), sees job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job an affective reaction to one's job and an attitude towards one's job. In summary, job satisfaction is often described as the quality of life at work as experienced by the employee, and the condition that could be promoted by social responsibility programmes executed by the employer. However, employee satisfaction in one form or another has been related to such variables as turnover, absenteeism, productivity, group cohesiveness, general hygiene factors, job reward, personnel rights, labour, unrest and performance appraisal (Barber, Dunham, Formisano, 1992).

Strong (1953) as cited by Ibikunle (2000) explained that every worker endeavour to evaluate the conditions and factors that surrounds and maintain his employment, his expectations from the job, the

environment in which he works, his physical and mental health, and his continuous assessment of these conditions would influence his attitudes and feelings towards the job. Various studies have identified factors that influence job satisfaction (Onu, Maduke, Agwu, 2005, Knowles, 1978, Greenberg, 1986, Salmond, 2006, Wiedmair, 1998). These include inter-personal relationships, conditions of service, promotion, job design, supervision, age, gender, organizational environment, income, attitude and equal treatment by management.

Onu et al (2005) examined some factors affecting job satisfaction of field extension workers in Enugu State Agricultural Development Programme in Nigeria using a sample of forty-two extension staff randomly selected from three agricultural zones. The field extension workers indicated low level of satisfaction with their job content, conditions of service and working environment, which were subsequently identified as key factors that could enhance job satisfaction among extension workers in Nigeria.

Thomas (1959) discussed job satisfaction as the extent to which a person is pleased or satisfied by the content and environment of his work or is displeased or frustrated by inadequate working conditions and tedious job content.

Szilagyi (1993) observed that there is an emotional orientation that every worker carries to his job which has to do with the individual's general attitude towards the job. These attitudes according to him can be an expression of satisfaction or dissatisfaction. Managers in all types of organizations are continually faced with the problem of the vast differences in the performance of individual employees. Some employees will perform at higher levels and need little or no direction while others appear to enjoy what attention and direction they get. The reasons for these differences in performance are varied and complex, involving the nature of the job, the behaviour of the manager and the characteristics of the employee but the core of each of these aspects is motivation.

Furthermore, Devancy and Chen (2003) asserted that demographic variables such as age, gender, race and education have an effect on job satisfaction. It was shown that older workers are more likely to be satisfied than younger workers and also that non white employees are less satisfied than white employees. Work related variables such as whether the job is interesting, good relations with management, job security (permanent or contract jobs) higher pay, a sense of control over one's work were identified as important factors underlying job satisfaction (Miller, 1980; Souza-Poza, 2000).

Young (1988) conducted a research on the overall satisfaction and dissatisfaction with jobs of diverse degrees as well as workplace traits of teachers in a public school district in central California in the United States of America. He found that satisfying factors of teaching have correlation with interactions and success with learners. Dissatisfaction was detected to emanate from conditions that diminished teacher performance. Young concluded that opportunity for creativity; resourcefulness, challenge, and salary earned from teaching and its adequacy are the greatest casual factors in job satisfaction.

Even though job satisfaction has been found to bring about good performance, Smith (1987) observed from his study that satisfaction does not necessarily lead to high performance. It could also lead to low performance due to complacency. However, he admits that the job satisfaction outlook is a guarantee to high degree of performance especially in an environment where job dissatisfiers are present.

Furthermore, Sur, Mumeu, Soylemez, Atli, Idrim (2004) investigated job satisfaction among 855 dentists selected from 9 provinces in Turkey. Job satisfaction was conceptualized intrinsically and extrinsically and items were rated using a 5 point Likert Scale. It was found out that the type of social insurance, amount of monthly income and number of patients examined per day was the most common and statistically significant predictors of intrinsic, extrinsic and overall satisfaction among Turkish dentists.

Robbins (1991) noted that employees prefer work situations that allow them to use all their skills, mentally, physically, freedom and quick feedback on their work performance though excessive challenge to one's abilities may bring in frustrations.

Aigboje (2007), observed that better salaries and allowances, teaching and learning materials, sabbatical appointments, promotion of staff as at when due, housing loans, vehicle advances or vehicle refurbishing loans, furniture advance, conducive offices and classrooms, training and re-training and other motivational factors can stimulate productivity and job satisfaction of academic staff in the Universities. Ali (2000) observed that poor salaries had been the major bane of the Nigerian university system. He observed that in the year 2000, about 170 Nigerian professors were in England and Wales. There, a professor earns about \$60,000 a year and equivalent of ₦9.9m as at April 15, 2002 at inter-bank rate of ₦165.00 to \$1.00. With such salary comes prestige and the dignity for the person.

In conclusion, provision of adequate and appropriate working equipment facilities, resources, are related to job satisfaction. It has been seen that the parameters that influence job satisfaction include age, income, working environment, gender, conditions of service, promotion management's support and treatment of academic staff and attitude. These conditions of service and welfare package help to motivate academic staff to work harder in the Universities. They also promote job satisfaction for academic staff.

Based on the background, the study is out to examine the influence of some demographic factors on

job satisfaction among academic staff in tertiary institutions in Ogun State.

### Research Hypotheses

1. There is no significant difference between experienced academic and inexperienced academic staff on job satisfaction in tertiary institutions in Ogun State.
2. There is no significant difference between conducive physical working environment and job satisfaction of academic staff in tertiary institutions in Ogun State.
3. There is no significant difference between non-monetary incentives and job satisfaction of academic staff in tertiary institutions in Ogun State.
4. There is no significant difference between male and female academic staff on job satisfaction in tertiary institutions in Ogun State.
5. There is no significant difference between prompt payment of salaries/allowances and job satisfaction of academic staff in tertiary institutions in Ogun State.

### Methodology

#### Research Design

The study employed a survey research design with the questionnaire and structured interview instruments of data collection. The population comprised of all lecturers in the two tertiary institutions in Ogun State. The sampling technique used is simple random technique.

#### Sample and Sampling Procedure

The sample chosen consisted of two Universities in the state which are Tai Solarin University of Education, Ijagun and Olabisi Onabanjo University, Ago Iwoye. Male and female lecturers from three departments in the institutions, Education, Arts, Sciences and Social Sciences were used for the study. A total of 120 academic staff were randomly selected comprising of 80 males and 40 females. The reason for the low number of females used was that there are a small number of female lecturers in universities. A multi-stage sampling method was used to select the respondents because of the different academic departments at the universities. Each department was defined as strata while male and female lecturers were defined as sub-strata. The first stage is the selection of departments while the second stage involved selection of male and female lecturers using simple random sampling method.

#### Instrumentation

The researchers used questionnaire constructed by them which was given out to experts in the field for validity and reliability which yielded at 0.85.

### Results

The results of the study are shown in relation to the list of hypotheses as indicated below:

H<sub>1</sub>: There is no significant difference between experienced academic and inexperienced academic staff on job satisfaction in tertiary institutions in Ogun State.

**Table 1:** Chi-square analysis of the Hypothesis of the There is no significant difference between experienced academic and inexperienced academic staff on job satisfaction in tertiary institutions in Ogun State.

Alternative	Respondent	%	Df	x <sup>2</sup> cal	x <sup>2</sup> tab	remark
In-experienced	87	72.5	1	24.30	3.84	Rejected
experienced	33	27.5				
Total	120	100				

X<sup>2</sup>cal=24.30 at df = 1, p=0.05

From the table 1 above, 72.5% of the sampled respondents were inexperience while the remaining 27.5% respondents were experienced about job satisfaction. Then the calculated chi-square is 24.30 while the tabulated one is 3.84. Since the calculated chi-square is greater than the tabulated one i.e. 24.30 > 3.84. Therefore null hypothesis is rejected.

H<sub>2</sub> There is no significant difference between conducive physical working environment and job satisfaction of academic staff in tertiary institutions in Ogun State.

**Table 2:** Chi-square analysis of hypothesis of the conducive physical working environment and job satisfaction of academic staff in tertiary institution in Ogun State.

Alternative	Respondent	%	Df	x <sup>2</sup> cal	x <sup>2</sup> tab	remark
Satisfied	78	65.0	1	10.80	3.84	Rejected
Not-satisfied	42	35.0				
Total	120	100				

X<sup>2</sup>cal=10.80 at df = 1, p>0.05

From the table above, 65% of the respondents were satisfied with the physical working environment and their job while the remaining 35% of the sampled respondents were not satisfied with their physical working environment. Then, the calculated chi-square is 10.80 while the tabulated one is 3.84. Since the calculated chi-square is greater than the tabulated one i.e. 10.8>3.84. Therefore the null hypothesis is rejected.

H<sub>3</sub>: There is no significant difference between non monetary incentives and job satisfaction of academic staff in tertiary institutions in Ogun State.

**Table 3:** Chi-square of hypothesis of the non monetary incentives and job satisfaction of academic staff in tertiary institutions in Ogun State.

Alternative	Respondent	%	Df	x <sup>2</sup> cal	x <sup>2</sup> tab	remark
Satisfied	68	56.7	1	2.13	3.84	Accepted
Not-satisfied	52	43.3				
Total	120	100				

X<sup>2</sup>cal=40.83 at df = 1, p>0.05

From the table 3 above, 56.7% of the sampled respondents were satisfied with non-monetary incentives while the larger part of 43.3% of the respondents were not satisfied with non monetary incentives. Then the calculated chi-square is 2.13 while the tabulated value is 3.84. Since the calculated chi-square is lesser than the tabulated one, we then conclude that the null hypothesis is therefore accepted.

H<sub>4</sub>: There is no significant difference between male and female academic staff on job satisfaction in tertiary institutions in Ogun State.

**Table 4:** Chi-square analysis of hypothesis IV of the male and female academic staff on job satisfaction in tertiary institutions in Ogun State

Alternative	Respondent	%	Df	x <sup>2</sup> cal	x <sup>2</sup> tab	remark
Satisfied (F)	32	26.7	3	36.00	7.82	Rejected
Not-satisfied (F)	08	6.6				
Satisfied (M)	26	21.7				
Not-satisfied (M)	54	45.0				
Total	120	100				

X<sup>2</sup>cal=36.00 at df of 3, p>0.05

From the table 4 above, the calculated chi-square 36.00 while the tabulated value is 7.82. Since the calculated chi-square is greater than the tabulated one, we then concluded that the null hypothesis is rejected.

H<sub>5</sub>: There is no significant difference between prompt payment of salaries/allowances and job satisfaction of academic staff in tertiary institution in Ogun State.

**Table 5:** Chi-square analysis of hypothesis V of the prompt payment of salaries/allowances and job satisfaction of academic staff in tertiary institution in Ogun State.

Alternative	Respondent	%	Df	x <sup>2</sup> cal	x <sup>2</sup> tab	Remark
Satisfied	5	4.2	1	100.83	3.84	Rejected
Not-satisfied	115	95.8				
Total	120	100				

X<sup>2</sup>cal=100.83 at df = 1, p>0.05

From the table 5 above, 4.2% of the sampled respondents were satisfied with prompt payment of salaries/allowances and job performances of academic staff while the remaining larger percent 95.8% were not satisfied with it. Then the calculated chi-square is 100.83 while the tabulated value is 3.84. Since the calculated chi-square is greater than the tabulated values then, the null hypothesis is rejected.

### Discussion of Findings

The central focus of this study was to find out the influence of some demographic factor on job satisfaction among academic staff in tertiary institutions in Ogun State.

The analysis of data for hypothesis one which states that there was no significant difference between

less experienced academic staff and greater working experienced academic staff, was however rejected. The reason being that the variables are not statistically significant. This result however, is not in conformity with DeVaney and Chen (2003) who suggested that the employee's working experience is important. It is observed that the less experienced academic staff are more satisfied with the job, while the greater working experienced academic staff are not satisfied thereby the reason for the brain-drain being experienced in Ogun State many of them have sought for greener pastures abroad.

A conducive working environment is very important for any worker to be able to be satisfied with his job. From the analysis, it was observed that the availability and utilization of facilities such as computers, stationery, offices, chairs and tables' projectors, lecture halls and facilities were not adequately provided thereby leading to job dissatisfaction. The hypothesis that states that there was no significant difference between conducive physical working environment and job satisfaction of academic staff was therefore rejected. This is however in line with Thomas (1959), Salmond (2006) who both observed that the environment within which employees operate determines whether they are satisfied or not.

The third hypothesis that states that there was no significant difference between non-monetary incentives and job satisfaction of academic staff was therefore accepted. The result of the study revealed that availability of non-monetary incentives such as car and housing loans, soft loans, school fees allowance, and academic staff job satisfaction. The academic staff in the sampled universities does enjoy all these incentives. This is however in agreement with Dun Hoff (1962), Greenberg (1986), Robbins (1998), Oni et al (2005) and DeVaney and Chen (2003) who all believed that pay, income, provision of school fees allowance, soft loans for housing and cars, economic wages, organizational incentives are vital contributors to job satisfaction.

The fourth hypothesis which states that there was no significant difference between male and female academic staff and job satisfaction was rejected. The reason being that from the table, it is observed that female academic staff experienced lower job satisfaction than the male academic staff; thereby gender variable was not significant. Varna et al (1983), and DeVaney and Chen (2003), asserted that at higher occupational levels, men expressed greater satisfaction because they have greater opportunities for advancement. For example, at Tai Solarin University of Education, Ijagun, there were no female academic staff that has reached the post of a reader and also none as Deans of Colleges as the time of carrying out this research. This may be as a source of dissatisfaction among female academic staff.

Hypothesis five which states no significant difference between prompt payment of salaries/allowances and job satisfaction of academic staff was therefore rejected. The analysis of data shows that the salary variable was statistically significant. The data of the study also revealed that majority of the respondents agreed that they will be more devoted, dedicated and satisfied to their job if salaries and allowances were paid regularly as at when due. This is in agreement with Miller (1980), Souza-Poza (2000) and Sur et al (2004) whose studies revealed that high pay, income were important factors affecting job satisfaction.

### **Conclusion and Recommendations**

Nigeria, like many other developing countries of the world, has strong faith in education as the key economic progress and political stability. For this reason, education constitutes the major engine for sustainable human development. academic staff in tertiary institutions particularly in our universities has been experiencing dissatisfaction in their job due to so many factors leading to poor quality of education.

Most of the academic staff interviewed was generally dissatisfied with their jobs, thereby resulting in a negative attitude towards delivery of work. It was found out that good working environment, inadequate salaries and allowances, and gender were factors that brought about job dissatisfaction on the other hand, non-monetary in terms of loans, school fees, academic personal development, and working experience however, did not significantly affect job satisfaction.

### **Recommendations**

In reducing or controlling brain-drain of academic staff at universities, the following recommendations are made:

- Employers of labour should endeavour to provide appropriate good working conditions to raise the level of job satisfaction
  - Provision of inflation-adjusted salaries
  - Provision of adequate allowances for academic staff
  - University management should ensure the availability of conducive working environment will enable academics to derive job satisfaction within the ivory towers
- Generally, employers/university management should create a good relationship between academics and management to create a team spirit of all thus enhancing job satisfaction.

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