Job Satisfaction and Personal Characteristics of Administrative Staff in South West Nigeria Universities

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This study investigated job satisfaction of administrative staff and also investigated whether workers job satisfaction is related to their personal characteristics. An instrument titled Job Satisfaction Questionnaire (JSQ) was used to collect data. The instrument was administrative on 400 senior administrative staff in South West Nigeria Universities, which were randomly selected from two federal and two state universities. The descriptive analysis of the data was done using t-test analysis, one-way and post-hoc ANOVA. The findings revealed that job satisfaction of the administrative staff was high. Furthermore, working experience will not significantly influence job satisfaction of workers, while age will significantly influence job satisfaction of the administrators also sex made a significant difference in job satisfaction of workers. It was however recommended that more motivational and morale boosting activities should be provided for the workers to sustain their tempo at work. Also enticing programmes that would make female workers value their work more should be incorporated in the system. Aged people should be treated fairly at work so that their wealth of experience can help in moving the institution forward.

Keywords: job satisfaction, personal characteristics, administrative staff, Aged people, Nigeria

INTRODUCTION

Job satisfaction as a frequently studied subject in organizations is very paramount and germane if organizations will amount to anything. Job satisfaction was perceived by Peretomode (2006) as fulfillment acquired with experiencing various job activities and reward. Schneider and Snyder (1975) saw job satisfaction as an effective response of individuals which is reflected in the evaluations that employees make of all the individually salient aspects of their job and the organization for which they work. Arnold and Feldman (1986) defined job satisfaction as the amount of overall positive affect of feelings that individuals have towards their jobs. Middelmeist and Hilt (1981) hold the view that job satisfaction refers to the feelings (good or bad) that one has about his work and the work environment.

Hoy and Miskel (1987) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person to say “I am satisfied with my job”. This is to say that such treatment brings fulfillment, job security, advancement and growth and the interpersonal relationship between super ordinate and the subordinates are very cordial and the organizational environment is healthy and conducive to the extent that absenteeism at work would be regretted. Ejioqu (1980) described job satisfaction as the totality of an individual’s social and psychological well being presupposes the inclusion of such factors as interpersonal relations, pay, fringe benefits, promotion, involvement in decision making processes and proper channelization of communication. Sousa-Poz and Sousa-Poz (2000) postulated that job satisfaction depends on the balance between work-role inputs such as education, working-time and work-role outputs (pleasures) increase relative to work-role inputs (‘pains’) the job satisfaction will increase.

Rose (2001) viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. She further asserted that intrinsic sources of satisfaction depends on individual characteristics of the person, such as ability to use initiative, relations with supervisors, or the work that the person actually performs, all these are symbolic or qualitative facts of the job while extrinsic sources of satisfaction are situational and depends on environment such as pay, promotion or job security; these are financial and other materials rewards r advantages of a job.

Ibukun (2004) asserted that one strategy for ensuring the satisfaction and achievement of a group goals is through the creation of conducive mental and physical environment. Research by scholars have shown that job satisfaction can also be influenced by a variety of factors such as personal variables like sex, age and experience.

Clark (1997) opined that female workers tend to report higher levels of job satisfaction than men while Ward and Sloane (2000) found that for Scottish workers, this was no so. Booth, Burton and Mumford...
(2000) said women are even less satisfied with their promotion prospects than men but they are however more satisfied with their earnings.

Robins (2001) was of the view that job satisfaction declines with increasing age while Saleh and Otis (1964) found out that job satisfaction increased with age up to the age of 50 – 59 when it decreases. Furthermore, he said increase in job satisfaction with length of experience may be due to social and remunerative advantages of staying and advancing on the job.

Hezberg (1959) pointed to age and experience as social economic factors that are related to intrinsic factors of motivation that can facilitate workers satisfaction on the job. He further said, the greater the age and experience, the more satisfied workers are, the less the expressed desire to leave the organization.

PURPOSE OF THE STUDY
The purpose of the study is to examine the level of job satisfaction of administrative staff and also to determine if satisfaction if job satisfaction is related to workers personal characteristics.

RESEARCH QUESTION
What is the level of job satisfaction of administrative staff?

RESEARCH HYPOTHESIS
1.) There is no significant difference between the job satisfaction of male and female administrative staff.
2.) Age will not significantly influence the job satisfaction of administrative staff.
3.) Working experience will not significantly influence job satisfaction of administrative staff.

METHOD
The research design for this study was a descriptive research of the survey type. The population for this study was 400 subjects made up of Senior Administrative Staff in South West Nigeria Universities. Stratified random sampling technique was used to select the subjects for the study from two federal and two state universities in South West Nigeria Universities.

RESEARCH INSTRUMENT
Relevant data for the study were collected using a questionnaire titled Job Satisfaction Questionnaire (JSQ). The face and content validities of the instrument were certified by experts. The construct validity of the instrument was established, the correlation coefficient was 0.357. The reliability of the instrument was established using Cronbach Alpha, a reliability coefficient of 0.920 was obtained.

DATA ANALYSIS AND RESULTS
a) Descriptive Analysis
What is the level of job satisfaction of administrative staff?

Table 1: Frequency counts and percentages of level of job satisfaction of administrative staff

<table>
<thead>
<tr>
<th>Components of Job Satisfaction</th>
<th>Satisfied</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>University and Administrative Policies</td>
<td>252</td>
<td>83.7</td>
</tr>
<tr>
<td>Supervision</td>
<td>256</td>
<td>85.0</td>
</tr>
<tr>
<td>Salary</td>
<td>232</td>
<td>73.1</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td>244</td>
<td>81.1</td>
</tr>
<tr>
<td>Working Condition</td>
<td>221</td>
<td>73.4</td>
</tr>
<tr>
<td>Work Itself</td>
<td>246</td>
<td>81.7</td>
</tr>
<tr>
<td>Achievement</td>
<td>239</td>
<td>79.4</td>
</tr>
<tr>
<td>Recognition</td>
<td>223</td>
<td>74.1</td>
</tr>
<tr>
<td>Advancement</td>
<td>252</td>
<td>83.1</td>
</tr>
<tr>
<td>Mean</td>
<td>241</td>
<td>80.1</td>
</tr>
</tbody>
</table>

Table 1 shows that about 80% of the respondents or subjects were highly satisfied with their job and 19% of the workers were dissatisfied with their job.

Figure 1: A bar chart showing the level of the satisfaction of administrative staff in South West Nigeria University

Hypothesis One
There is no significant difference between the job satisfaction of male and female administrative staff in the universities. Data were analyzed using t-test comparison as presented in table 2.

Table 2: T-test of gender and job satisfaction of male and female administrative staff.

<table>
<thead>
<tr>
<th>Group</th>
<th>N</th>
<th>X</th>
<th>SD</th>
<th>DF</th>
<th>t-cal</th>
<th>t-table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>172</td>
<td>120.31</td>
<td>14.24</td>
<td>299</td>
<td>2.444</td>
<td>1.960</td>
</tr>
<tr>
<td>Female</td>
<td>130</td>
<td>115.44</td>
<td>20.33</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

P<0.05

The table shows the mean score for male and female administrator job satisfaction as 120.31 and 115.44 respectively. The t-calculated was 2.444 while the
corresponding table was 1.960. since the value of t-table is less than the value of t-calculated, the null hypothesis is rejected. This means that there was significant difference in job satisfaction of male and female administrative staff. The table also shows that male workers perform better than the female workers as the mean score of male was 120.31 and is greater than the mean score of female which was 115.44.

**Hypothesis Two**
Age will not significantly influence the job satisfaction of administrative staff. Data were analysed using one-way ANOVA and the summary is presented in table 3.

Table 3: One-way ANOVA summary of age and job satisfaction of administrative staff

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>Ms</th>
<th>f-cal</th>
<th>f-tab</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between group</td>
<td>2543.419</td>
<td>5</td>
<td>847.806</td>
<td>2.896</td>
<td>2.600</td>
</tr>
<tr>
<td>Within group</td>
<td>86957.810</td>
<td>297</td>
<td>292.782</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>89501.229</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3 shows the summary of one-way ANOVA of age and job satisfaction of administrative staff. The f-calculated and f-table were 2.896 and 2.600 respectively. The f-calculated was greater then f-table 2.600, therefore the null hypothesis was rejected at 0.05 level of significant. Hence age will significantly influence the job satisfaction of administrative staff. In order to determine the source of significance, Scheffe Post-Hoc test was used. The result is shown in table 4.

Table 4: Scheffe Post-Hoc analysis of age and job satisfaction of administrative staff

<table>
<thead>
<tr>
<th>Age</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 – 30</td>
<td></td>
<td></td>
<td>*</td>
<td>*</td>
<td>117.82</td>
</tr>
<tr>
<td>31 – 40</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>114.71</td>
</tr>
<tr>
<td>41 – 50</td>
<td></td>
<td></td>
<td>*</td>
<td></td>
<td>119.86</td>
</tr>
<tr>
<td>Above 50</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>124.24</td>
</tr>
</tbody>
</table>

* Mean difference is significant at 0.05 level

Table 4 shows that there is significant difference in the job satisfaction of administrative staff who were between 20 to 30 age group and those who were above 50 years. Similarly, the table shows the mean difference on job satisfaction of administrative staff who were between 31 to 40 years age group and those who were above 50 years was significant at 0.05 level. There was significant difference in the job satisfaction of administrative staff who were between 20 to 30 years and 31 to 40 years at 0.05 level.

**Hypothesis Three**
Working experience will not significantly influence job satisfaction of administrative staff. Data were analyzed using one way ANOVA and the summary is as presented in table 5.

Table 5 shows one way ANOVA summary of working experience and job satisfaction of administrative staff.

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>Ms</th>
<th>f-cal</th>
<th>f-tab</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between group</td>
<td>1734.239</td>
<td>4</td>
<td>433.510</td>
<td>1.462</td>
<td>2.37</td>
</tr>
<tr>
<td>Within group</td>
<td>87766.991</td>
<td>296</td>
<td>296.510</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>89501.229</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DISCUSSION
The study revealed that the level of job satisfaction of administrative staff in South West Nigeria Universities was high. The high satisfaction experienced by the administrative staff might not be unconnected with the way workers perceive both the intrinsic and extrinsic environment of their workplace. The work environment must have been well ventilated, conducive offices to work with adequate provision of necessary facilities. Also, workers must have been allowed to use their initiative with a measure of autonomy at work. The supervisors might have been friendly with the subordinates, maintaining a balance between organizational goals and the workers goals/needs. The administrative staff must have enjoyed good security services provided by the university like health service, life insurance service and a reasonable pension benefits when retired. The leadership provided by the vice chancellors must have been outstanding, involving workers in decisional participating activities. All these benefits enjoyed by the workers might have boosted their morale thereby contributing their quota in moving the universities forward. The finding is in line with Judge et al (2000), Rose (2001) who asserted that if the creative requirements of employees job are met, they would be satisfied.

Also revealed in the study, was the significant in the job satisfaction of male and female administrative staff as shown from the table. The t-table (1.960) was less than the t-calculated (2.244). the significant difference in job satisfaction of male and female administrative staff may not be unconnected with the physical and psychological perception of their work place, and the type of treatment, and honour accorded these workers. This finding is in line with Clark (1997) who report that females tend to report high levels of satisfaction than men while Alao (1822) attributed satisfaction of female with pay than males to the facts that men are often the traditional breadwinners of their families and are more liable to
The pressing financial implications of family up-keep. Wilcoxon (1945) has a different view and claimed that male and female academics report similar level of job satisfaction. Van Gilder (2003) also found out that females are not less satisfied than men are, as females have the same expectation as their male counterparts and so the same job satisfaction.

The study also revealed that age will significantly influence job satisfaction of administrative staff. The reason might be due to the values and expectations of the aged people about their work particularly when they are preparing for retirement viewing a robust pension and allowances are not met, it may cause dissatisfaction. The study is in consonance with Zoghi and Robst (2003), Robins (2001) who claimed that job satisfaction declines with increasing age while Saleh and Otis (1964) discovered that job satisfaction increases with age up to the age of 50 – 59 when it decreases.

Revealed in the study was that working experience will not significantly influence the job satisfaction of administrative staff in South West Nigeria Universities. This is to say that working experience of workers will not affect or influence their job satisfaction. Satisfaction of the work environment was perceived by newly employed workers and the experienced ones. Zoghi and Robst (2003) supported this view that workers have high expectations of success and may be aggressive in their behaviour at work if their desires appear to be unmet, they may be disgruntled, unsatisfied and slack in job performance irrespective of their experience or age. Herzberg (1959) holds a negative view that older workers whose career and experience have fully developed in an organization are likely to be more satisfied and be committed to job performance than the younger ones who have not invested much in the organization.

CONCLUSION
It was found out from the study that job satisfaction of administrative staff in South West Nigeria Universities was high. Also revealed in the study was that there was a significant difference in the job satisfaction of male and female administrative staff. The study also revealed that age will not significantly influence the job satisfaction of administrative staff in the universities. Also working experience will not significantly influence job performance of administrative staff in the universities.

RECOMMENDATIONS
The following recommendations were made based on the findings of the study that the management of the universities should enlarge motivational activities to sustain the morale and tempo of the workers. Attention and recognition should be given to both male and female workers on the job, and job environment should be made conducive for them so that they will be satisfied with their job and be ready to give their best.

REFERENCES


