

## Job Satisfaction of Administrative Staff in South West Nigeria Universities

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**Abstract** *This study examines the job satisfaction of administrative staff in federal and state universities in South West Nigeria universities. It also investigates whether working experience of these administrative staff will significantly influence their job satisfaction. A self-constructed questionnaire titled (JSQ) was used to elicit information from the respondents 400 subjects in different departments were rated by their supervisors or heads of departments. The selection was done through multistage techniques from four universities- two federal and two states universities. A descriptive research of the survey type was used. The data were subjected to t-test analysis and one way ANOVA for the analysis. The findings revealed that there is no significant difference between the job satisfaction of administrative staff in federal and state universities. Furthermore, working experience will not significantly influence the job satisfaction of administrative staff. Recommendations were made based on the findings that the government and the management of these universities should maintain uniformity in the organizational climate, salary and working conditions of the workers to get the best from them. If all these are well catered for, working experience will be insignificant to job satisfaction.*

**Keywords:** *Organization, internal state, Attitude, Quantitative, Qualitative*

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### 1. Introduction

Job satisfaction appears to be what most workers crave for and work towards in their various endeavours. It is a key to corporate success and a subject of discourse in work and organizational literature. Job satisfaction is so important that its absence often leads to worker's lethargy and reduced organizational commitment. Many of the brain-drain in many of the organizations has been attributed to job dissatisfaction. Little wonder then, while Olowookere (2000) reiterated that job dissatisfaction is a great predictor of quitting jobs. Adeyemo (2006) considered the movement of the people from one occupation to the other for greener pasture has not been satisfied within their job as a result of poor condition of service. Diaz- Serrano and Carbral Vieria (2005) corroborated this assertion as they considered job satisfaction as a strong predictor of intentions of overall individual well-being as well as predictor to leave on a job (Gazioglu and Tansel 2002).

Job satisfaction has been described in various ways by different scholars. Peretomode (2006) perceived it as a fulfilment acquired with experiencing various job activities and rewards. He further said it is the feeling about, or effective responses to aspects of the work situation, while Robbins (2001) also supported the view that job satisfaction is an individual's general attitude towards his or her job. While Mullins (2005) said job satisfaction is more of an attitude, an internal state which could be associated with a personal feeling of achievement, either quantitative or qualitative. He further viewed it as a complex and multifaceted concept which can mean different thing to different people. He further opined that job satisfaction is usually linked with motivation but said motivation of such relationship is not clear. Riggio (2000) asserted that job satisfaction is the amount of overall positive feelings that individuals have towards their job.

Rose (2001) saw job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic dimensions. He further said intrinsic sources of satisfaction depend on individual characteristics such as ability to use initiative, relations with supervisors or the work that the person actually performs. These are qualitative facets of the job. While extrinsic source of satisfaction is situational and depends on environment such as Pay, Promotion, Job security and welfare. All these are financial and other material reward or advantage of a job.

Handy (1997) opined that an inspired workplace, whether state or federal owned university will result in inspired workers and draws attention to the importance of the atmosphere, quality and style of the buildings and offices for work performance. (Ade-Ajayi, 2001) asserted that both state and federal universities should be reformed in such a way that it would no longer depend on insecure and dwindling resources and facilities so that both satisfaction and performance of workers can be effective.

Avolio, Waldman and McDaniel (1990) opined that working experience is an important predictor of satisfaction and performance in organizations. (Rucci, Steven and Quinn, 1998) asserted that satisfied workers have more experience and better skill for performance in organizations.

The problem of the study therefore is to investigate the job satisfaction of administrative staff in federal and state universities in south-west Nigeria and to also investigate whether working experience of these administrative staff will significantly influence their job satisfaction.

## 2. Purpose of the Study

This study is to achieve two purposes namely;

1. To investigate the job satisfaction of federal and state universities in south- west Nigeria
2. To investigate whether working experience of these administrative will significantly influence their job satisfaction

## 3. Research Questions

- I Is there any difference between the job satisfaction of administrative staff in Federal and State Universities in South West Nigeria?
- II Will work experience influence the job satisfaction of administrative staff in South West Nigerian Universities?

The following hypotheses were generated to guide the study.

**Ho1**, there is no significant difference between the job satisfaction of administrative staff in federal and state Universities.

**Ho2**, working experience will not significantly influence the job satisfaction of administrative staff in South West Nigeria Universities.

## 4. Research design and study area

The descriptive research of the survey type was adopted in the study. The research covered four universities in the South West: Two Federal Universities and two State Universities.

### 4.1 Population

The population of the study comprised of all administrative staff in South West Nigeria Universities.

### 4.2 Sample and Sampling Techniques

The multi-stage sampling technique was used to select 400 subjects from four Universities two federal and two states.

### 4.3 Research Instruments

The instrument used for data collection was questionnaire titled Job Satisfaction Questionnaire (JSQ), to elicit both information from the administrative staff of both Federal and State Universities. Both the face and content validity of the instrument was ascertained by experts. The construct validity of the instrument was established and the correlation coefficient was 0.357. The reliability of the instrument was established using Cronbach Alpha and a reliability coefficient of 0.920

## 5. Result

Hypothesis 1: There is no significant difference between the job satisfaction of administrative staff in Federal and State Universities in South West Nigeria?

**Table 1:** Data were analysed using t-test comparison as presented in the table.

t-test of difference between job satisfaction of administrative staff in federal and state universities

Group	N	Mean	SD	df	t-cal	t-table
Federal	152	117.18	13.34	299	1.037	1.960
State	149	119.25	20.52			

P>0.05

The table shows that the mean score for job satisfaction of federal and state administrative were 117.18 and (119.25 respectively). The t-calculated was 1.037 which was less than the corresponding t-table 1.960. Hence, the null hypothesis was accepted this implies that there is no significant difference between the job satisfaction of administrative staff in Federal and State Universities.

Hypothesis 2: Working experience will not significantly influence the job satisfaction of administrative staff.

Data were analysed using one-way ANOVA and the summary is presented in Table II.

**Table 2:** One-way ANOVA summary of working experience and job satisfaction of administrative staff.

Source	SS	df	MS	f-cal	f-table
Between Groups	1734.239	4	433.560	1.462	2.37
Within Groups	87766.991	296	296.510		
Total	89501.229	300			

$P > 0.05$

Table II shows one-way ANOVA summary of working experience and job satisfaction of administrative staff. The F-calculated was 1.462 while the F-table was 2.37. Since the F-table was greater than the F-calculated, hence; the null hypothesis was accepted. It implies therefore, that working experience will not significantly influence the job satisfaction of the administrative staff in South West Nigeria Universities.

## 6. Discussion

The study revealed that there was no significant difference between the job satisfaction of administrative staff in Federal and State Universities. This finding implies that whether a university is owned by federal or state government, does not make any difference in job satisfaction of workers. this reason might not be unconnected with the way workers in both federal and state Universities viewed their job environment.as conducive , security of staff is held in high esteem by the university management, salaries and allowance are paid as at when due. This finding is in consonance with Hughis, Ginnelt and Curphy (2009) who are of the view that it is the leader and management that make workers and institution whether State or Federal to perform. They further asserted that when leaders and management work in harmony. It will enhance workers satisfaction and effective performance. The study also revealed that working experience of workers will not influence their job satisfaction.

This finding is in agreement with Robst Gilder and Polachek (2003) who asserted that workers have high expectations of success and may be aggressive in their behaviour at work if their desires appears to be unmet, may be disgruntled, dissatisfied and slack on performance irrespective of their experience and age.

## 7. Conclusion and recommendation

### 7.1 Conclusion

The study examined if there is significant difference between the job satisfaction of administrative staff in the Federal and State Universities whether the working experience of the administrative staff in the universities will significantly influence their job satisfaction. The study was able to conclude or reveal that there was no significant difference between the job satisfaction of administrative staff in Federal and State Universities. It was also revealed that working experience of workers will not influence the job satisfaction of the administrative staff in South West Nigerian Universities.

### 7.2 Recommendation

The fact that there is no significant difference between the job satisfaction of Administrative staff in Federal and State Universities is an indication that the universities have a conducive environment for their workers and this should be encouraged and more welfare packages that could enhance workers satisfaction should be provided. Also, since working experience was found out not to significantly influence the job satisfaction of workers, it means that all workers should be provided with materials to work and a good organizational climate for better satisfaction and effectiveness at work.

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