

# Job Satisfaction And Gender Factor Of Administrative Staff In South West Nigeria Universities

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## ABSTRACT

*The study investigated the level of job satisfaction of male and female administrative staff in South West Nigeria Universities. The research design used was a descriptive survey type. The population consisted of all the senior administrative staff in the universities, out of which a sample of 400 respondents made up of 100 respondents from each of the state and federal universities. Two research questions were raised while one hypothesis was generated and tested at 0.05 level of significance, using t-test statistical method. The result of the analysis showed that the level of job satisfaction of administrative staff in both federal and state universities was high. It was also revealed that there was no significant difference in the job satisfaction of administrative staff in the universities. It was revealed that there was significant difference in the job satisfaction of male and female administrative staff in the universities. Based on this findings, it was recommended that the university management should provide more motivational factors that would sustain the tempo of the workers. Also, the university management should design a programme that would make the female workers satisfied value and their work like their male counterparts. So that educational goals would be achieved.*

**Keywords:** Job satisfaction, Turnover, Gender, University administrative policies.

## INTRODUCTION

Job satisfaction is a frequently studied subject in the work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover.

Job satisfaction has been defined in several ways by different authors. Mullins (2005) perceived job satisfaction as more of an attitude, an internal state and it could be associated with a personal feelings of achievement either qualitative or quantitative.

Robins (2001) saw job satisfaction as an individual general attitude towards his or her job. 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.

Locke (1976) gave a comprehensive definition of job satisfaction as involving cognitive, affective and evaluative reactions or attitude and states that it is a pleasurable or positive emotional state resulting from the appraisal of one's job or experience. Spector (1997) defined job satisfaction as a cluster of evaluative feelings about the job and identifies nine factors of job satisfaction as pay, promotion, supervision, benefits, contingent, rewards, communication. Recent studies by Ehrenberg (2003), Zoghi (2003) and Robst, Van Gilder and Polacheck (2003) found that women are no less satisfied than men. They further suggested that female workers should have the same expectations as their male counterparts and so the same job satisfaction. Sloane and Ward (2001) opined that women over the age of 35 have significantly job satisfaction while Hagedron (1996) asserted that the job satisfaction of

female workers is lower when their earning fall below the earning of comparable males. Bass and Barrent (1992) opined that inherent sex differences in job satisfaction of administrative workers is due to the secondary position women placed their secular jobs compared to their family. Zalenzunik, Christenson and Roethlisbeger (1958) also asserted that women have greater job satisfaction despite the fact that female receive the same pay and had the same job status as their men counterparts.

Alao (1982) attributed satisfaction of female with pay than males to the fact that men are often the traditional breadwinners of their families and are more liable to the pressing financial implications of family upkeep.

### **PURPOSE OF THE STUDY**

The purpose of the study is to examine the level of job satisfaction of administrative staff in South West Nigeria Universities and to examine the effects of gender on job satisfaction of administrative staff in the universities

### **RESEARCH QUESTION**

What is the level of job satisfaction of administrative staff in the universities?

### **NULL HYPOTHESIS**

There is no significant difference in job satisfaction between male and female administrative staff in South West Nigeria Universities

### **METHOD**

Descriptive research design of the survey type was employed in the study. The population for the study was 5,918 subjects, which made up of all senior administrative staff in the South West Nigerian Universities. The sample consisted of 400 subjects selected from four Universities, two federal and two state universities. Multi-stage sampling technique was used in selecting the sample for the study.

### **RESEARCH INSTRUMENT**

The instrument used for data collection was a questionnaire titled Job Satisfaction Questionnaire (JSQ). The face and content validity of the instrument were ascertained 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**

#### **Descriptive analysis**

What is the level of Job Satisfaction of Administrative staff?

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

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

Job satisfaction		Satisfied		Dissatisfied	
Components of job satisfaction		F	%	F	%
A	University and administrative policies	252	83.7	49	16.3
B	Supervision	256	85.0	45	15.0
C	Salary	232	77.1	69	22.9
D	Interpersonal relations	244	81.1	57	18.9
E	Working condition	221	73.4	80	26.6
F	Work itself	246	81.7	55	18.3
G	Achievement	239	79.4	62	20.6
H	Recognition	223	74.1	78	25.9
I	Advancement	252	83.7	49	16.3
<b>Mean</b>		<b>241</b>	<b>80.1</b>	<b>60</b>	<b>19.9</b>

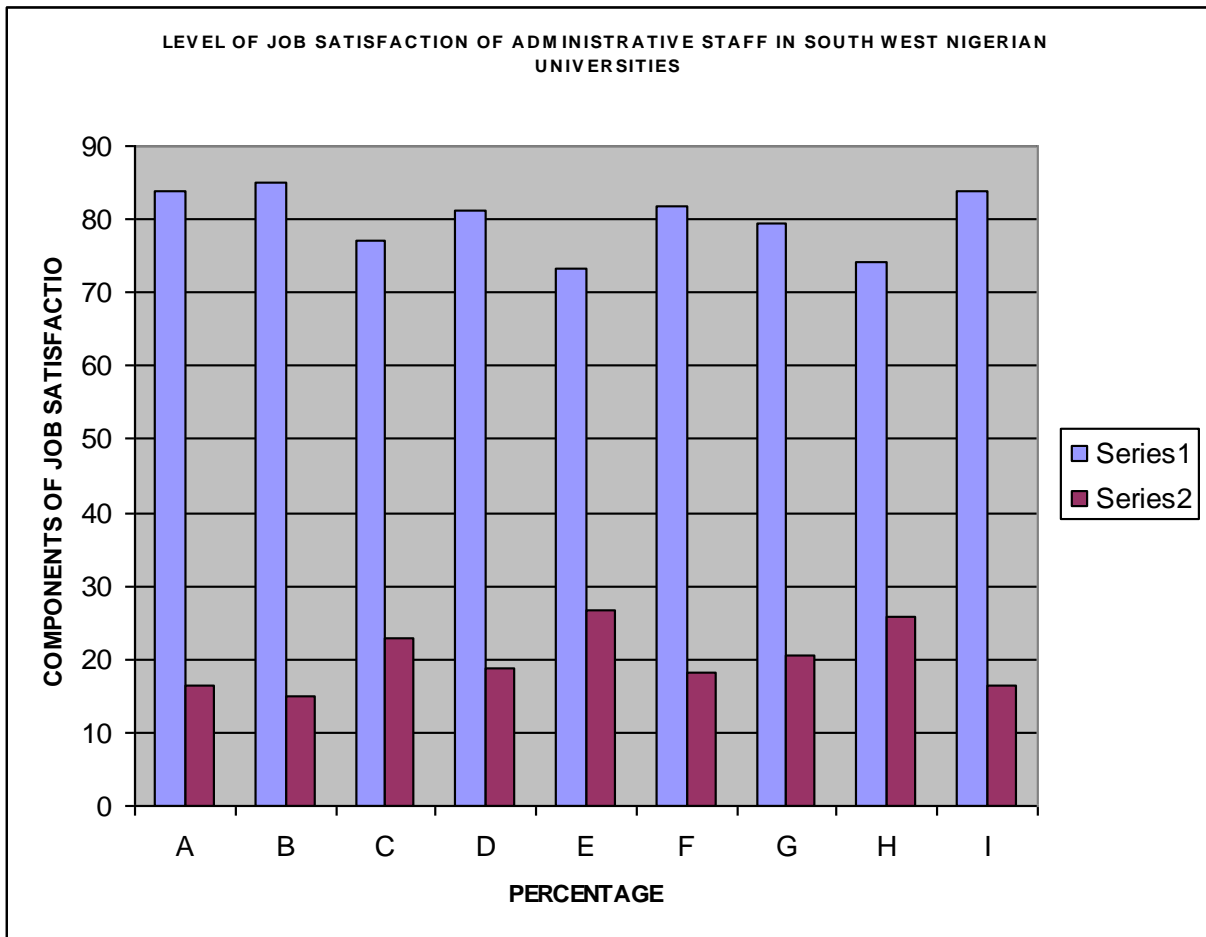


Figure 1

**HYPOTHESIS ONE**

There is no significant difference in job satisfaction between male and female of administrative staff in the universities.

**Table 2: Data were analysed using t-test comparison as presented in table 2. T-test of gender and job satisfaction of male and female administrative staff.**

<b>Group</b>	<b>N</b>	<b>X</b>	<b>SD</b>	<b>DF</b>	<b>t-cal</b>	<b>t-table</b>
Male	172	120.31	14.24	299	2.444	1.960
Female	130	115.44	20.33			

**DISCUSSION**

The study revealed that the level of Job Satisfaction of Administrative Staff in South West Nigeria Universities was high. The high satisfaction got by the administrative staff might not be unconnected with both intrinsic and extrinsic experiences of the workers on the job. This is to say that the work environment was highly conducive with well ventilated offices, necessary facilities to work with, the job itself has been highly challenging, a measure of autonomy and initiative might have been enjoyed by the workers, the relationships between the workers and their supervisors must have been tolerable, workers enjoyed a warm relationship with one another, the security provided by the university had been enjoyed by the workers, like health services, life and property insurance services and a reasonable pension benefits when retired. This finding is in line with Rose (2001) that opined that if the creative requirements of employees job are met, then they could be satisfied. Ukeje (1992) also asserted that when various forms of responsibilities are assigned to employees with well defined tasks that are challenging, they could be satisfied and perform better.

The study also showed that there was significant difference in the job satisfaction of male and female administrative staff as the t-table (1.960) was also less than the t-calculated (2.444). the significant difference in job satisfaction of male and female administrative workers may be due to what they value, goals and their expectations in the work place. This finding is in line Bass and Barrent (1992) that sex differences inherent in job satisfaction of these workers may be due to fact that job is secondary to many compared to their family.

**CONCLUSION**

It was concluded from the finding that the Job Satisfaction of Administrative Staff in South West Nigeria University was high. However, there was significant difference in the job satisfaction of male and female administrative staff.

**RECOMMENDATIONS**

Based on the finding of this study, the following recommendations were made to sustain Job Satisfactions of the Administrators.

The university management should embark more on the motivational factors that can sustain and boost the morale of workers more to achieve educational goals.

Also the management should design an enriching programme that would make the female workers satisfied and value their work like their male counterparts so that educational goals would be achieved.

**AUTHOR INFORMATION**

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