



IWNest PUBLISHER

## International Journal of Administration and Governance

(ISSN 2077-4486)

Journal home page: <http://www.iwnest.com/AACE/>

### Intrinsic Factors of Job Satisfaction Among Lecturers of Bauchi State Univeristy Gadau, Nigeria

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#### ARTICLE INFO

##### Article history:

Received 23 Feb 2015

Accepted 6 March 2015

Available online 28 March 2015

##### Keywords:

Lecturers, responsibility, work itself, job satisfaction, intrinsic factors.

#### ABSTRACT

The study seeks to examine the relationship between intrinsic factors and job satisfaction among the lecturers of Bauchi State University Gadau (BASUG), Nigeria. This Study uses intrinsic factors as independent variables, whereas job satisfaction as a dependent variable is based on the theoretical framework of 'two factor theory' of Fredrick Herzberg (1959). The study employs close-ended questions adapted and adopted from the Minnesota Satisfaction Questionnaire (MSQ) and interviews were also conducted to compliment the result of the survey questions in measuring the relationship between intrinsic factors and job satisfaction among 148 academic staff of BASUG that had participated in the study. Accordingly, descriptive statistic was used in testing the data collected. The findings reveal that there is a positive and significant relationship between intrinsic factors and job satisfaction where, specifically, 'responsibility', 'work itself' are positively related to job satisfaction and interview responses found that staff training and library needs to be upgraded and improved in order to increase the level of job satisfaction of lecturers of Bauchi State University Gadau, Nigeria.

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**To Cite This Article:** Hassan, Abubakar Idris 2ABD Rahim Romle (PhD)., Intrinsic Factors of Job Satisfaction Among Lecturers of Bauchi State Univeristy Gadau, Nigeria. *Int. J. Adm. Gov.*, 1(4), 87-91, 2015

#### INTRODUCTION

Job satisfaction is crucial for any organization which desires its workforce to be productive [15]. Job satisfaction is a person's pleasurable emotional response to his or her present job situation that explains state of mind and may be linked to performance and organizational productivity and other related issues, including labour turnover [9]. However, it is found that dissatisfied employees are prone to absenteeism and excessive turnover is also a consequence [4]. Job dissatisfaction is also associated with some indirect costs attached to recruitment, training and learning curve inefficiencies [2]. Contrary to job dissatisfaction, worker satisfaction may improve performance, productivity, reduce employee turnover and enhance commitment and creativity [12]. Hence, Motivation and Job Satisfaction of employees, particularly of academic staff should not be ignored. Academic staff of universities must be valued as key resources and have a major role to play in achieving the goals and objectives of the universities they work for [5]. The main duties of academic staff are teaching, doing research and performing management tasks [4] Meanwhile, the objective of a university is to provide quality and comprehensive knowledge, educate students, seek academic development and coordinate national development demands [9].

Consequently, university academic staff's motivation and job satisfaction are linked to university functions [4] The birth of the knowledge economy has affected the nature of man, which has consequently metamorphosed into people who continually seek for knowledge [8]. Consequently, Therefore, for effective management of human capital in Africa, there must be a shift from looking at a knowledge worker as a 'social man' to a 'knowledgeable man. Knowledge worker as an asset that future organizations cannot do without. While 20<sup>th</sup> century organizations rely upon their equipment as their most valuable asset for production, 21<sup>st</sup> century organizations, in contrast, rely upon the knowledge worker as their most valuable asset [8]. Hence, motivation and job satisfaction of employees, particularly of academic staff should not be ignored. Academic staff of universities are key resources and have a major role to play in achieving the goals and objectives of the universities [5]. Consequently, university academic staff's motivation and job satisfaction are linked to

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university functions [4]. Therefore, a study of factors that can lead to job satisfaction of academic staff is justifiable so as to ascertain educational and overall national development in Nigeria.

*Objective of the study:*

- i. To find out whether there is a relationship between responsibility and job satisfaction among lecturers in Bauchi State University Gadau, Nigeria.
- ii. To find out whether is a relationship between the work itself and job satisfaction among lecturers in Bauchi State University Gadau, Nigeria.

*1.5 Literature Review:*

Job satisfaction is a person's emotional response to his or her present work situation. It signifies pleasurable emotional condition, emanating from the appraisal of one's job; an effective responds to person's job and an attitude towards one's work. Herzberg opines that job satisfaction is an attitude that explains state of mind. Job satisfaction examines how contented a person is with his or her work [7]. The more people are satisfied with their job, they happier they become and by extension a regulated behavior toward higher performance. Job satisfaction is the belief and feeling that workers have about their work. It is vital for employer to note that satisfied employees are more liable to put in their best on performance and will stay with the organization. Job satisfaction can be defined as worker's positive attitude to work [7]

Similarly, the results of another of a conducted by Christopher and Balarinde on motivation, job satisfaction and service delivery of library staff of university of Ibadan, Oyo State, Nigeria has shown how commitment to work and a considerable level of discipline on the job are related to motivation and satisfaction which have a direct connection to adequate facilities at work, good working conditions, consistency in payment of salaries and recognition of personnel contribution to work. Although remuneration is not commensurable. The working environment is conducive and thus, this affects the performance of the University of Ibadan's library staff [3]. Mohammed & Abdullahi argue that motivation factors are most vital of the two sets of factors due to their direct effect on a person's motivation to do good work. Hygiene factors secondarily support the motivators, but they do not directly affect a person's motivation to work; they only affect the level of the person's discontent [7].

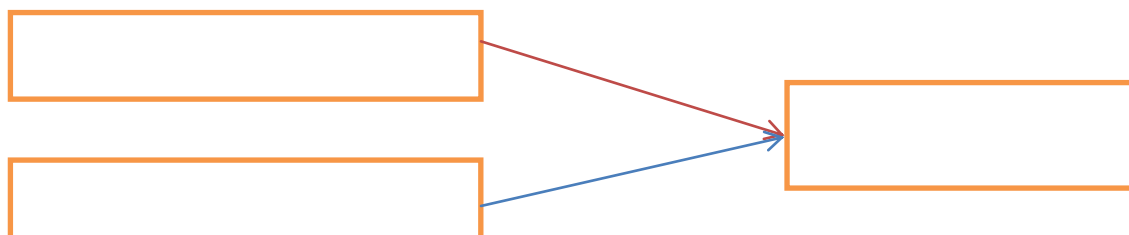
Bashir conducted another study on the academic staff of Ibrahim Badamasi Babangida University, Nigeria, to determine the level of job dissatisfaction. The main finding was that there is no job dissatisfaction among the staff. However, there were hygiene factors and a good working atmosphere existed in the university which had raised staff commitment level. Also, the staff were highly motivated due to their positive perception about job fulfillment, recognition at work, the work itself, responsibility, opportunities for advancement and personal growth. It was found that the academic staff level of job performance in teaching was high but low in terms of conducting research, which may be attributed to a lack of funding by the university [1]. Another research conducted by Tella, Ayeni & Popoola on work motivation, job satisfaction and organizational commitment among library personnel at the Academic and Research Institute, sampled 200 library personnel at Oyo State of Nigeria, for academic and five research libraries. The study found a positive relationship between work motivation and job satisfaction with the coefficient value of  $r=0.4$ . It was, however, correlated with organizational commitment, but with a negative of sufficient value  $r=0.17$ . There was no significant difference between work motivation of the professional and non-professional library personnel as well as no difference in work motivation and job satisfaction between library personnel of academic and research libraries. The study also revealed no significant relationship between years of experience and organizational commitment. The research is however limited in the sense that it was based on correlation and cannot identify a causal relationship between motivation, job satisfaction and the organization concerned [19].

A survey administered by Salma from September 2010 to December 2010 on 105 full-time academic staff from two public and two private universities in Pakistan show that, private university lecturers were more contented with their work than public university lecturers. However, both groups of lecturers exhibited significant variation in the level of overall job satisfaction they derived from their jobs in terms of pay, supervision, relationship with colleagues, promotion and job security. The private university lecturers were more satisfied with pay, promotion and supervision. However, except for job security and relationship with co-workers, the majority of public university lecturers were found to be dissatisfied with other aspects [18]. The findings failed to establish a relationship between job satisfaction and turnover. In a study by Egbule using demographic characteristics as determinants on faculty members working in different capacities, the researcher was able to observe the relationship between work satisfaction and the factors influencing it – intrinsic, extrinsic and work-life balance. In this regard, all independent variables - promotion, working atmosphere, supervision, and compensation and work life challenges are important factors of faculty job satisfaction. While promotion opportunities and training programmes also affect faculty job satisfaction, other factors like compensation and working atmosphere are unimportant to other faculty members [6]. The findings coincide with Herzberg postulation that make differentiation between "satisfier" and "dissatisfier" factors such as promotion prospect and growth showing differentiation among faculty members' job satisfaction. Meanwhile, Karim and Roger

conducted a study of 182 academic staff from two universities in Uganda to evaluate their job satisfaction level, focusing on students' interest in courses as intrinsic variables. The academicians were highly satisfied with teaching and the interest shown by their students. However, they were dissatisfied with the irregular and inadequate remuneration, lack of research grants, poor library facilities and inadequate recreation activities, leading to many of them leaving their university to work in a different organization. In terms of gender, the male lecturers were more satisfied than their female counterparts, where extrinsic factors were concerned [10].

To conclude, it may be agreed that the outcome of staff motivation and job satisfaction is dependent on the level of the motivation and hygiene factors in relation to the time and situation that staff face and the goal of the organization.

*Framework of the study:*



**Fig. 1:** Research framework

*Research Methodology:*

This study has adopted triangulation (both quantitative and qualitative methods). Primary data have been collected from different sources such as surveys and interviews, while secondary data has also been collected from published sources like books and journal articles. According to BASUG registry unit, there are 185 academic staff working in 16 departments of the university [16] Therefore, a census study of all the academic population has been employed; interviews have been conducted with some of the Professors, Senior Lecturers, Lecturers1, Lecturers11, Assistant Lecturers and Graduate Assistants in order to provide a reliable sample of respondents that can substantiate the data which the questionnaire employed seeks to discover.

The questionnaire of this study, is adapted and taken from the Minnesota Job Satisfaction Questionnaire (MSQ). This questionnaire consists of 16 closed-ended questions related to the Nigerian higher education system. The MSQ has a high level of statistical reliability; it is about 0.86 for motivation factors, and 0.80 for maintenance factors as well as 0.90 for overall job satisfaction [17]. The data are analyzed using SPSS (Statistical Package for Social Science 16<sup>th</sup> edition) through descriptive statistics.

*Results:*

**Table 1:** Demographic Profile of the Population

Variable	Frequency	Percentage
Gender		
male	131	88.5
female	17	11.5
Marital status		
single	18	12.2
married	130	87.8
Age		
18-25	2	1.4
26-33	124	83.8
34-41	15	10.1
42 & above	7	4.7
Education		
Bsc	104	70.3
Masters	41	27.7
PhD	3	2.0
Position		
Professor	2	1.4
Senior Lecturer	1	.7
Lecturer I	3	2.0
Lecturer II	15	10.1
Assistant Lecturer	23	15.5
Graduate Assistant	104	70.3

The table above represents the demographic characteristics of the population that participated in the study.

*Intrinsic Factors:*

Based on this study, there are two intrinsic factors that influence the employee's job satisfaction. Tables 4.1 to 4.2 describe the frequencies and means with regard to responsibility and the work itself.

**Table 2:** Responsibility

	Responsibility	VS	S	N	D	VD	M	SD
1	The chance to do new and original things on my own	40 (27%)	98 (66.2%)	8 (5.4%)	2 (1.4%)	-	3.62	1.08
2	The chance to be responsible for planning my job	37 (25.0%)	102 (68.9%)	6 (4.1%)	3 (2.0)	-		
3	The chance to make a decision on my own	32 (21.6%)	101 (68.2%)	11 (7.4%)	4 (2.7%)	-		
4	The chance to try my own method of doing the job	33 (22.3%)	100 (67.6%)	11 (7.4%)	3 (2.0%)	1 (.7%)		

Table 2 presents the result for responsibility. The overall result shows that the majority are satisfied with their responsibility with mean of 3.62 (SD =1.08). This position can be supported from the interview as "*I am responsible in devising a method in delivering lecture to students within the framework of stated course outline by the university*". This means that the lecturers have freedom in deciding which method to use in impacting knowledge to students, provided it is within the course outline.

The table below present data on work itself of the lecturers of Bauchi state university Gadau.

**Table 3:** Work itself

	Work itself	VS	V	N	D	VD	M	SD
1	Being able to stay busy on the job	38 (25.7%)	102 (68.9%)	6 (4.1%)	2 (1.4)	-	3.55	1.18
2	The variety in my work	34 (23.0%)	103 (69.6%)	5 (3.4%)	6 (4.1)	-		
3	The chance to do different things from time to time	37 (25.0%)	100 (67.6%)	5 (3.4%)	6 (4.1%)	-		
4	The job that I do is interesting	64 (43.2%)	83 (56.1%)	1 (.7%)	-	-		

Table 3 represents the result of the work itself. The overall result shows that the majority of the university staff are satisfied with the work itself with the mean 3.55 (SD=1.18). This is because lecturing work requires continuous research by academic staff. As revealed from an interview, "*I read every day to prepare myself against class lecture or students and colleagues' challenges*". Thus academic work is interesting and challenging with varieties of work ranging from lecturing, research and other committee assignments to the lecturers of the university.

*Discussion:*

The result of this study revealed that intrinsic motivators have significant and positive related to job satisfaction of lecturers of Bauchi State University Gadau. In this vain, interview responses found that continuous training of the staff, clear and open policies that incorporate staff in decision making as well as standardize working conditions are suggested to be given attention in order increase higher job satisfaction and motivation of academic staff in the university. However, the study is limited to academic staff of Bauchi State University Gadau. Thus, there is a need for broader study to include wider scope and more variables.

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