

## **JOB SATISFACTION IN NORTH EAST NIGERIA: A DESCRIPTIVE STUDY ON GOVERNMENT SECTOR EMPLOYEES**

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**ABSTRACT:** *The paper deals with the attitudinal elements of job satisfaction among government employees of North Eastern Nigeria. Job satisfaction is a key issue worldwide as it affects the productivity and overall growth of an organization. To investigate the effects of myriads factors of job satisfaction and various other independent variables on overall job satisfaction of employees, the study drew participants through convenience sampling. The results were analyzed through statistical procedures like Cronbach's Alpha, Simple regression, Pearson correlations (bivariate) and K independent samples median test along with simple means, standard deviation and percentages. Organizational prestige emerged as the most satisfying aspect among the participants, while except age, education and gender played no role in job satisfaction among the employees of this region.*

**KEYWORDS:** Job Satisfaction, Employees, Government Sector, Nigeria

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## **INTRODUCTION**

### **Literature Review and Rationale**

Organizations to be effective and productive require its manpower to be happy and content with their job profiles so that they can put in their efforts for the overall growth of the organization. Aptly put by Fritzsche & Parrish (2005) it means "A happy worker is a productive worker" (p. 180). An extensively investigated attitude by many scholars, job satisfaction has wide organizational implications. Spector (2000) has defined job satisfaction as "the extent to which people like their jobs" (p.197). Locke (1976) further defines job satisfaction as: "pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important".

Job satisfaction has an enormous effect on life of an individual, as he spends a big amount of his time and energy on work. According to Judge & Watanabe (1993) the relationship between job and life satisfaction is mutual, job satisfaction affecting life satisfaction and vice versa. Psychologists and sociologists understand the significance of functions of job attitudes (Hoppock, 1935), therefore the need for study at hand. Employees with higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment (Lease, 1998), therefore need of researching more on job satisfaction.

A range of workplace behaviours like attendance at work (Smith, 1977; Scott & Taylor, 1985), turnover decisions (Carsten & Spector, 1987; Hom, 2001), job performance (Judge, Thoresen,

Bono, & Patton, 2000), pro-social and organizational citizenship behaviors (Bateman & Organ, 1983; Farrell, 1983) and decisions to retire (Hanisch & Hulin, 1991; Schmitt & McCune, 1981) are associated with job satisfaction. According to Hulin and Judge (2003) job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (emotional), and behavioral components.

Many researches have been done on the concept of job satisfaction all around the world, across various sectors of work. A study done in the service industry of Oman found a moderate significant positive relationship among job satisfaction facets, demographic factors, and organizational commitment (Azeem, 2010). Further in a study by Kumar (2003, p. 1, 185) in 4 branches of UCO bank done in Delhi concludes that in India employees in banks are more or less satisfied with their jobs.

A Pakistani telecom industry study done using correlation and multiple regression to understand the level of satisfaction of the employees found overall job satisfaction of the employees to be positive (Saeed, 2013). Researching banking sector in India established that private sector bank employees perceived greater satisfaction with pay, social, and growth aspects of job as against public sector ones who expressed greater satisfaction with job security (Shrivastava & Purang, 2009). A research by Padala (2011) in a corporate setting found that male employees give least importance to individual development and economic aspects as factors of the job satisfaction though reverse is true for females. After analyzing the literature available next section discusses the chief aims and model of the study.

### **Objectives and Conceptual Model**

The study at hand focuses to investigate the job satisfaction work attitude among the government employees in North Eastern part of Nigeria. Further this paper tries to understand the effect of various job satisfaction factors as well as demographic variables on job satisfaction in this part of the world. Based on objectives of the present study and assessment of relevant literature, the conceptual framework of job satisfaction among the employees of North Eastern Nigeria is presented in figure 1.

To comprehend job satisfaction, it is imperative to know factors which contribute to contentment of employees. Herzberg et.al, (1959) view achievement, recognition, work itself, responsibility, and advancement as the determinants of satisfaction and named them “the motivators” and the determinants of dissatisfaction (called the “hygienes”) were termed to be policy and administration, supervision, salary, interpersonal relations, working conditions. The present research implies that there exists a relationship between the factors of job satisfaction, selected demographic variables and the overall job satisfaction.



**Figure 1: Conceptual Framework of Study**

### **Statement of Hypotheses:**

On the above pedestal of the discussion, following null hypotheses are stated:

H<sub>0</sub>. Factors of job satisfaction have negative effect on overall job satisfaction of the employees.

H<sub>0</sub>. Age has no significant effect on overall job satisfaction.

H<sub>0</sub>. There is no significant difference in job satisfaction among males and females employees.

H<sub>0</sub>. There is no significant relationship between education and job satisfaction.

### **METHODOLOGY**

Non-experimental, descriptive and quantitative research design was employed in the study with total sample size of 112 drawn from Damaturu, Potiskum (both in Yobe State) and Maiduguri (Borno State) Local Government Areas (LGA) of North Eastern Nigeria. The universe of study was carefully selected as these two states represent a bulk of intended area of the research. Participants of the study were local, state and federal government employees, involved in clerical/administrative and academic work.

MAJORITY of the respondents were in the age group of 25-30 years (34.8%), greater part being males (52.8%) and 65.2% were married. Education wise 63% were having bachelor's degree having 9.36 years of average work experience with Naira 50000 to 100000 income bracket. Convenience sampling was done and 32% of the returned questionnaires were rejected for various discrepancies and inconsistencies. Statistical tools used for data analysis were Cronbach's Alpha, Simple regression, Pearson correlations (bivariate) and K independent samples median test along with simple means, standard deviation and percentages.

### Reliability Statistics

<b>Table 1. Reliability Statistics of Instrument</b>		
<b>Factors</b>	<b>Cronbach's Alpha</b>	<b>No. of Items</b>
Financial Factors	.612	2
Working Conditions	.684	3
Supervision	.807	4
Geographic Location	.603	3
Advancement Opportunities	.633	2
Organizational Prestige	.601	2
Overall Scale	.790	16

Five point Likert type instrument was employed to ascertain job satisfaction among participants. The said tool has already was used in a previous research by Abbas (2012), it being tested, validated and reliably suitable. Table 1 displays the Cronbach's Alpha threshold of factors that influence job satisfaction, overall scale value being .790 which agrees to the measures given by Nunnally & Bernstein (1994) and Song and Parry's (1993) for such instruments.

### Descriptive Statistics

**Table 2: Descriptive Statistics**

<b>Factors</b>	<b>No.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Financial Factors	112	2.20	.792
Working Conditions	112	1.21	.412
Supervision	112	2.88	.744
Geographic Location	112	3.44	1.121
Advancement Opportunities	112	3.13	.875
Organizational Prestige	112	3.83	.793

Presenting factors of job satisfaction in Table 2 the means and standard deviations for the evaluated job satisfaction scores divulge that respondents were most content with organizational prestige ( $M = 3.83$ ,  $SD = .793$ ) and least satisfied with working conditions offered in their respective organization ( $M = 1.21$ ,  $SD = .412$ ).

## FINDINGS

### Influence of Factors of Job Satisfaction and Selected Variables on Overall Job Satisfaction

With P-Value = .000 (less than .05), regression analysis revealed that there was effect of various factors of job satisfaction and selected demographic variable on overall job satisfaction (see table 3) with 95% confidence. Additionally the value of R Square = 0.562 indicate that 56.2% of the variation in job satisfaction experienced by employees is due to these predictor variables.

**Table 3. Regression Analysis**

Model		Sum of Squares	df	Mean Square	F	Sig.	R Square
1	Regression	25.849	10	2.585	12.979	.000 <sup>a</sup>	.562
	Residual	20.116	101	.199			
	Total	45.964	111				

a. Predictors: (Constant), Financial Factors, Working Condition, Supervision, Geographic Location, Advancement Opportunities, Organizational Prestige, Qualification, Income, Age

b. Dependent Variable: Overall Job Satisfaction

The direction of effect of supervision, geographic location and advancement opportunities with coefficients regression .191, .179 and .304 in that order indicates that these factors have positive effect on overall job satisfaction of the participants. It rejects the null hypothesis that factors of job satisfaction have negative effect on overall job satisfaction of the employees, for these aspects. Additionally among the demographic factors only age have significant effect on overall job satisfaction (coefficients regression -.083), thereby rejecting the null hypothesis that age has no significant effect on overall job satisfaction.

**Table 4. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			-Lower Bound	Upper Bound
1	(Constant)	1.057	.332		3.184	.002	.398	1.715
	Supervision	.191	.072	.221	2.666	.009	.049	.333
	Geographic Location	.179	.053	.312	3.414	.001	.075	.284
	Advancement Opportunities	.304	.067	.414	4.553	.000	.172	.437
	Age	-.083	.042	-.192	-2.005	.048	-.166	.000

a. Dependent Variable: Overall Job Satisfaction

### Male and Female Differentials in Job Satisfaction

A study done on female bank managers in Nigeria found them to be less satisfied with their salary than their male counterparts due to gaps in salary (Okpara, 2004). Similarly, the present study explores job satisfaction differential among males and female employees in North Eastern Nigeria using K independent samples median test. It was established that irrespective of gender, most of the employees are not satisfied with their jobs. The analysis says that 23 male and 9 females employees have overall satisfaction level more than the median score of 3, while majority of male (44) and female (36) employees have less than equal to the median score. However chi-square value of 2.708 and asymptomatic significance more than .05 statistically accepts the null hypothesis that there is no significant difference in job satisfaction among males and females employees.

### 5.3. Education and Job Satisfaction

A significant positive correlation was recorded between qualification and overall job satisfaction among employees ( $r = .229$ ,  $p < .05$ ). It means that as the educational level of the participants increased, they were more satisfied with their jobs. Therefore null hypothesis that there is no significant relationship between education and job satisfaction is rejected.

**Table 5. Correlations**

		Qualification	Job Satisfaction
Qualification	Pearson Correlation	1	.229*
	Sig. (2-tailed)		.015
	N	112	112
Job Satisfaction	Pearson Correlation	.229*	1
	Sig. (2-tailed)	.015	
	N	112	112

\*. Correlation is significant at the 0.05 level (2-tailed).

### DISCUSSION, IMPLICATIONS, LIMITATIONS

As finance is termed as the life blood of the business, human resource management can be considered its soul, job satisfaction being very important part of it. If this cognitive employee need is not taken care of by the management practitioners, the consequences can be very detrimental to the organizations. The present paper suggests that supervision, geographic location and advancement opportunities were factors of job satisfaction instrumental in positively effecting the overall job satisfaction of the participants.

Among the employees of North East Nigeria prestige derived from their respective organizations was the most satisfying job aspect, nonetheless they seem to be unhappy with working conditions there. Further it was established that at the outset as the age of the employees in this region increases their job satisfaction is decreased and younger participants were found to be more satisfied with their present jobs, nevertheless it was statistically not significant. Moreover statistically no variation was found among male and female employees vis-à-vis job satisfaction in the study.



However better educated employees registered more job satisfactions as compared to their lesser counterparts. Future researches on job satisfaction could be dealt with a more qualitative approach making the study at hand as initiation. Not much research has been done in the areas where the present research has been conducted as the region is considered relatively remote from rest of the Nigeria.

More human resource management and organizational behaviour studies concentrated in the region is required as it deserves its share of recognition and potential professional growth in every field. The present model can be applied in other sectors of industry and businesses, particularly so in the universe of the present study as not much or rather no literature was available from the region in question. Further, it was desired that study on a larger scale would have been done, since the areas involved in the research was infested with militancy by Boko Haram group, it was not very feasible to move around much security wise. Study being self financed by the authors, financial constraints was felt at every level of the research.

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