

**APPRAISAL OF THE EMPLOYEES LEVEL OF JOB SATISFACTION AMONG STAFF OF
FEDERAL UNIVERSITIES IN SOUTHEAST ZONE OF NIGERIA.**

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Abstract

This study appraises the employees' perception of their level of job satisfaction in federal Universities in the Southeast zone of Nigeria. The study adopted a mixed method research design. The sample size for the study comprised of one thousand and four-hundred and three 1,043 respondents, selected through the Proportionate Stratified Sampling Technique. The structured Questionnaire schedule and In-Depth Interview (IDI) Guide were used to collect data for the study. The Statistical Package for Social Sciences (SPSS) software version 21 was used to process the quantitative data and descriptive statistics including frequency count, and simple percentages were used to analyse the data. In addition, the qualitative data was analysed using content analysis. Findings of the study indicated that employees in the federal Universities within the study area had minimal level of job satisfaction. The study therefore recommended the need for the National Universities Commission (NUC) to initiate annual conference for top management officers within different Universities in Nigeria, which will be focused on how to improve the QWL of the employees so that their job satisfaction will improve.

Key words: Employees, Job Satisfaction, Perception, Federal Universities.

Introduction

Employee job satisfaction is one of the major contemporary issues that have gained tremendous attention within the ambit of studies in organisational behaviours and industrial relations. Two reasons account for this: First is the recognition of the critical role, played by the employees in industrial productivity. The second is the fact that employees' job satisfaction is a key variable that is considered important in industrial productivity and efficiency in the service organisations (Darabi, Mehdizadeh, Arefi & Ghasemi, 2013; Jofreh, Dashgarzadeh & Khoshbeen, 2012). Accordingly, Darabi, Mehdizadeh, Arefi and Ghasemi (2013) opined that job satisfaction is the

degree of positive feelings and attitudes that people have towards their jobs. To these authors, when a person states his or her great satisfaction, it means he really likes his job, and has a good feeling about the job. Thus, job satisfaction is the result of employee's perceptions, that provides job content and context of what is valuable to employees.

Although a number of researches have explored employees' job satisfaction; however, majority of these studies come from the western and Asian countries; with relatively few studies in the developing countries like Nigeria. Also, majority of the findings of these studies indicate that job satisfaction of employees directly linked to work-related behaviours and responses in terms of organisational identification, job involvement, job effort, job performance, intention to quit, organisational turnover and personal alienation (Almalki, FitzGerald & Clark, 2012; Dada, 2006; Deb, 2006; Fajemisin, 2002; Jahanbani, Mohammadi, Noruzi & Bahrami, 2018; Mukherjee, 2010; Yadav & Dabhade, 2014). Similarly, Lease (1998), as cited in Singh & Jain (2013), earlier opined that employees with higher job satisfaction are usually less absent, less likely to leave, more productive, and more likely to display organisational commitment; while dissatisfaction may led to demoralizing the employees, which often threatens organisational efficiency at the long-run.

However, the majority of these studies were conducted in the manufacturing, production and financial sectors and not much is known about the same in the University context. Thus, considering the fact that the situations highlighted above may not be far-fetched from the federal Universities in Southeast zone of Nigeria, a need arises for this study.

Statement of the Problems

Organisational efficiency and productivity requires that the employees be happy and cognitively fulfilled in their jobs so as to put their best efforts in producing efficiency. But in Nigeria over the past few years, Universities are confronted with several challenges ranging from increased cost of running the institution, inadequate working employees attending to increased workloads and general decline in values placed on quality of education and research (Fapohunda, 2013). This has led to feelings of inadequacy due to uncondusive working atmosphere such as non-availability of office accommodation, unequipped and unventilated offices, constant power

failure, reward system that is not commensurate with job load and unavailability of employees' residential quarters. These clearly imply that the QWL in Federal University community still fall short of standard expectations. Despite the above concerns, the degree to which these problems apply to influence job satisfaction among federal University employees in the Southeast geopolitical zone of Nigeria is not yet clear. This is because, not much concerted research efforts have been geared towards this area of research interest within the context of federal Universities in the Southeastern geo-political zone of Nigeria.

Study Objectives:

1. To ascertain the level of job satisfaction among employees in the selected federal Universities in the Southeast zone of Nigeria.
2. To explore ways of improving employees' level of job satisfaction in federal Universities in the southeast zone of Nigeria.

Materials and Methods

Research Design This study used the mixed method research design. This method involved the combination of quantitative and qualitative approach in the collection of data, analysis and presentation of findings. It also allowed the researcher an opportunity to use a sample to study the characteristics of a larger population at a given point in time and at a relatively lower cost, in order to make inferences about the entire study population.

Area of the Study/ Study Organisation This study was conducted in the Southeast geopolitical zone of Nigeria.. The Southeast zone was formerly known as the Eastern Region in Nigeria following the division of the country into three parts in the 1950s. The area was later split into three states in 1967. It was only in 1976 that more states including Imo and Anambra were created. Currently, the region is consisted of five states: Abia, Anambra, Ebonyi, Enugu and Imo. However, the major target institutions for this study are the five (5) Federal Universities in the Southeast zone are Michael Okpara University of Agriculture Umudike, Nnamdi Azikiwe University Awka, Alex Ekwueme Federal University Ndufu-Alike, University of Nigeria Nsukka and Federal University of Science and Technology Owerri.

Population of the study The population for this study comprised of all the employees in the federal Universities in the Southeast zone of Nigeria. According to the data obtained from the

personnel units of the five federal Universities in the Southeast Nigeria (*See Appendix V*), there was Seventeen thousand, five hundred and six (17,516) employees as at the period of this study. However, this study was conducted among the academic and non-academic staff in two selected federal Universities in the Southeast Nigeria (UNN & FUTO). The selection of these two Universities out of the five federal Universities was done using the simple balloting method. According to the data obtained from the personnel units of the two Universities, there was a total of nine thousand, seven hundred and eighty-eight (9,788) employees as at the time of this study.

Table 2: Population Composition of Academic Staff Categories in the Selected Federal Universities.

Academic Staff Categories	UNN	FUTO	Total
Professors/Associate Professors	339 (12.0%)	221 (22.7%)	560 (14.7%)
Senior Lecturers	497 (17.6%)	160 (16.4%)	657(17.3%)
Lecturer II & I	1,041 (36.8%)	365 (37.5%)	1,406(37.0%)
Assistant Lecturers/Graduate Assistants	950 (33.6%)	228 (23.4%)	1,178(31.0%)
Total	2,827 (100.0%)	974 (100.0%)	3,801(100.0%)

Field Survey, 2019.

For the non-academic staff category, ten departments were used for this study. The population composition of each of ten departments in the two selected federal Universities is shown in table 5.

Table 3: Population Composition of Non-Academic Units within the Selected Federal Universities

Non-Academic Staff Units	UNN	FUTO	Total
Administration	3,022 (57.8%)	251 (33.0%)	3,273 (54.7%)
Finance	11 (0.2%)	48 (6.3%)	59 (1.0%)
Information Technology	28 (0.5%)	10 (1.3%)	38 (0.6%)
Library	227 (4.3%)	63 (8.3%)	290 (4.8%)
Personnel	102 (2.0%)	35 (4.6%)	137 (2.3%)
Planning and Resource allocation	19 (0.4%)	16 (2.1%)	35 (0.6%)
Records	31 (0.6%)	10 (1.3%)	41 (0.7%)
Security	799 (15.3%)	160 (21.1%)	959 (16.0%)

Students affairs	395 (7.6%)	29 (3.8%)	424 (7.1)
Works.	593 (11.3%)	138 (18.2%)	731 (12.2%)
Total	5,227 (100.0%)	760 (100.0%)	5,987 (100.0%)

Field Survey, 2019.

Sample Size The sample size for this study was one thousand and forty-three (1,043). In determining the sample size, the researcher used the Yamane (1967) method of sample size determination, which provides a simplified formula to calculate sample sizes for finite (known) population using 95% confidence level or 0.05 margin of error.

Sampling Techniques The proportionate stratified sampling technique was used as the sampling technique for this study. This was to enable the selection of respondents in their various strata in the selected federal Universities based on their relative percentage composition to the entire population of the study. For the qualitative aspect of this study, the researcher purposefully selected 12 participants (six from each of the selected Universities) for the In-depth Interview.

Instruments for Data Collection This study adopted the mixed method for data collection. This involved the combination of quantitative and qualitative instruments in the collection of data for the study.

Methods of Data Analysis The quantitative data collected was sorted, coded and processed with the aid of Statistical Package for Social Sciences (SPSS) software. However, frequency counts and simple percentages were used to present the descriptive aspect of the data.

The qualitative data was however analysed using the method of content analysis. This method involved first, reading of the notes and transcripts to gain an overview of the body and context of the data collected. Subsequently, the variables and ideas in the data were coded and organized under distinct themes. In this view, the theme was discussed and necessary illustrative quotes were extracted to support and elucidate the quantitative data.

Research Findings/ Results

This section contains the analysis and presentation of data collected from the field research. Total of one thousand and forty three (1,043) copies of the questionnaire were administered to the sampled respondents, out of which only nine hundred and seventeen (917) copies were

collected back. However, after thorough sorting of the returned copies, only eight hundred and ninety seven (897) copies were considered valid; while twenty (20) copies were considered invalid due to improper filling of the items in those questionnaire copies. Hence, only 897 valid copies were used for data analysis in this study. The qualitative data obtained through the responses of selected key stakeholders in the University community including: a Vice Chancellor, Senior University administrators, Senior Academic Staff and Union Chairmen, were analysed and used to complement the quantitative data.

Socio-Demographic Characteristics of the Respondents

Questionnaire items 1 – 6 were used for the analysis of socio-demographic data of the respondents. The findings are presented in table 4.

Table 4: Socio-Demographic Characteristics of the Respondents

VARIABLES DESCRIPTION	UNN	FUTO	TOTAL	Missing Values
GENDER				
Male	303 (44.8%)	108 (49.1%)	411 (45.8%)	
Female	374 (55.2%)	112 (50.9%)	486 (54.2%)	Missing = Nil
Total	677 (100.0%)	220 (100.0%)	897 (100.0%)	
AGE CATEGORIES				
20 - 29 Years	74 (13.1%)	22 (12.9%)	96 (13.0%)	
30 - 39 Years	210 (37.2%)	56 (32.7%)	266 (36.1%)	
40 - 49 Years	165 (29.2%)	54 (31.6%)	219 (29.8%)	Missing = 161
50 - 59 Years	90 (15.9%)	32 (18.7%)	122 (16.6%)	
60 - 69 Years	26 (4.6%)	7 (4.1%)	33 (4.5%)	
Total	565 (100.0%)	171 (100.0%)	736 (100.0%)	
MARITAL STATUS				
Single	185 (27.9%)	62 (28.4%)	247 (28.0%)	
Married	455 (68.5%)	139 (63.8%)	594 (67.3%)	
Divorced	6 (0.9%)	3 (1.4%)	9 (1.0%)	Missing = 15
Separated	3 (0.5%)	5 (2.3%)	8 (0.9%)	
Widowed	15 (2.3%)	9 (4.1%)	24 (2.7%)	
Total	664 (100.0%)	218 (100.0%)	882 (100.0%)	
CURRENT DURATION OF SERVICE				
Less than 5 Years	292 (44.0%)	86 (39.4%)	378 (42.9%)	
6 - 10 Years	138 (20.8%)	54 (24.8%)	192 (21.8%)	
11 - 15 Years	121 (18.2%)	30 (13.8%)	151 (17.1%)	Missing = 15
16 - 20 Years	39 (5.9%)	26 (11.9%)	65 (7.4%)	
Above 20 Years	74 (11.1%)	22 (10.1%)	96 (10.9%)	
Total	664 (100.0%)	218 (100.0%)	882 (100.0%)	

EMPLOYMENT CATEGORIES

Non Academic Staff	481 (71.3%)	164 (73.9%)	645 (71.9%)	
Academic Staff	194 (28.7%)	58 (26.1%)	252 (28.1%)	Missing = Nil
Total	675 (100.0%)	222 (100.0%)	897 (100.0%)	

RANKS OF NON-ACADEMIC STAFF

Junior Employee	85 (17.6%)	44 (27.0%)	129 (20.0%)	
Intermediate Employee	44 (9.1%)	15 (9.2%)	59 (9.1%)	
Senior Employee	353 (73.2%)	104 (63.8%)	457 (70.9%)	Missing = 252
Total	482 (100.0%)	163 (100.0%)	645 (100.0%)	

RANKS OF ACADEMIC STAFF

Junior Lecturer	64 (33.0%)	24 (41.4%)	88 (34.9%)	
Intermediate (Lecturer II & I)	60 (30.9%)	16 (27.6%)	76 (30.2%)	
Senior Lecturer	50 (25.8%)	10 (17.2%)	60 (23.8%)	Missing = 645
Professor/Asso.Professor	20 (10.3%)	8 (13.8%)	28 (11.1%)	
Total	194 (100.0%)	58 (100.0%)	252 (100.0%)	

Field Survey, 2019.

Table 4 contains the socio-demographic characteristics of the respondents. The data show that a majority 486(54.2%) of the respondents were females compared to 411(45.8%) of them who were males.

With regards to the age categories of the respondents, the data show that a majority 266(36.1%) of the respondents aged between 30-39 years old, while a least proportion 33(4.5%) of them were aged between 60 – 69 years old. The mean age of the respondents was 40.6 and standard deviation of 10.0. This indicates that the respondents were within the active or productive age and mature enough to express their feeling and experience about the QWL and job satisfaction within the selected institutions.

With respect to the marital status of the respondents, the data show that a majority 594(67.3%) of them were married compared to 247(28.0%) of them who were single. The data also indicated that 24(2.7%) of them were widowed, 9(1.0%) of them were divorced, while the least proportion 8(0.9%) were separated. Going by the respondents' job duration within the two selected Universities, the data show that a majority 378(42.9%) of them had worked within the organisation for less than 5years. Also, 192(21.8%) of them had worked between six to ten years. Also, 151(17.1%) of them indicated that they had worked within the institutions for period between eleven to fifteen years. Only 96(10.9%) of them indicated having worked more than

twenty years within the institutions; while a lower proportion of them 65(7.4%) had worked between sixteen to twenty years within the institutions.

In the employee categories, the data show that non-academic staff comprises a larger proportion of the employees in the selected federal Universities compared to the academic staff (71.9% and 28.1% respectively). This goes to show that there is a huge gap or discrepancy in the employment quota for the academic and non-academic staff of the federal Universities in the Southeast Nigeria.

In addition to the above, the data show that within the non-academic staff category, a majority 457(70.9%) of them were senior employees compared to 129(20.0%) and 59(9.1%) of them who were junior employees and intermediate employees respectively. These data are also reflected within the two selected Universities. On the contrary, within the academic staff category, the data show that a majority 88(34.9%) of them were junior lecturers compared to 76(30.2%) of them who were intermediate lecturers (Lecturer II & I), 60(23.8%) who were senior lecturers, and a very lower proportion 28(11.1%) of them who were professors/Associate professors respectively. These data show that there is a gap in the number of experienced lecturers in terms of lecturers within higher ranks; which informs the need to improve the experience of the upcoming employees through international scholarship programmes for Masters Degree and Doctoral programmes, interdisciplinary workshops and seminars, etc.

Research Question 2:

What is the level of job satisfaction among employees of federal Universities in the Southeast zone of Nigeria? Questionnaire items 8, 9, 10, 11, 12 and 13 were used to answer research question 2. The answers to this question are contained in figure 7,

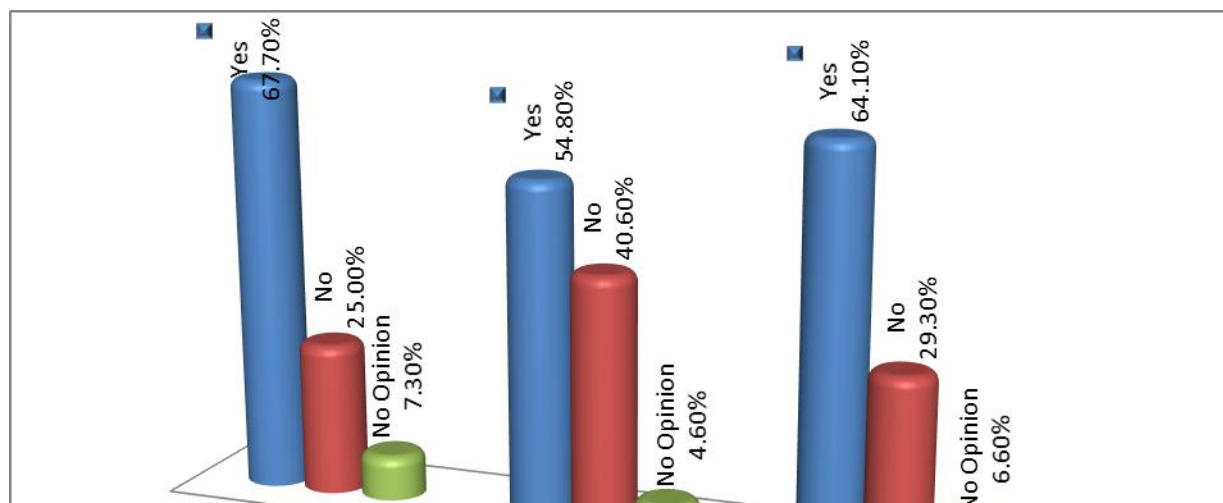


Fig. 7: Distribution of the respondents by their job satisfaction according to job designation.

The respondents were asked to indicate whether they were satisfied or not satisfied with their current jobs in the two selected Universities. The result indicated, that majority 546(64.1%) of the respondents were satisfied with their jobs in the selected Universities. Only 250(29.3%) of them indicated being dissatisfied with their jobs; while a very lower proportion 56(6.6%) of them had no opinion on that. In addition, looking at the relative job satisfaction of non-academic and academic staff as contained in figure 7, there is no significant variation in the job satisfaction between the two groups. In the non-academic staff category, a majority 415(67.7%) of them indicated being satisfied with their jobs. This is against 153(25.0%) of them who indicated being dissatisfied with their jobs. Also, in the academic staff category, a significant proportion 131(54.8%) of them indicated being satisfied with their jobs, while 97(40.6%) of them indicated being dissatisfied with their job. In comparison with dissatisfaction level among the two groups, a greater proportion (40.6%) of the academic staff showed higher levels of job dissatisfaction compared to the non-academic staff (25.0%). The qualitative data obtained through the In-Depth Interview however generated a mixed result, with some of the findings supporting the quantitative data and some others falling at variance with the quantitative data. For instance, an IDI respondent was asked to express his feelings and observations about the employees' job satisfaction in the University. The interviewee noted that,

They are not; ...it is not only applicable to FUTO alone, even as ASUU chairman, when we go for meetings we interact with other employees of different Universities and I can boldly tell you that they are not satisfied at all (56 years old, Male, ASUU Chairman, FUTO, Imo State).

Yet, another Interviewee had a similar opinion to the above by noting that;

... I don't think they are satisfied (referring to the employees), but at times they pretend, that's what am trying to say. It is not as if they are satisfied but is a lot of

pretense among them (Male, 55 Years Old, Head of Department, FUTO, Imo State).

Another respondent also did not differ in his opinion when he reacted on the perception about employees' job satisfaction. According to the interviewee,

... the only, the people that are satisfied are the people who are closer to the administration; if you are not closer to the administration you will feel neglected, rejected or dejected. ...you can see messenger/cleaner being more powerful than a professor of the University, because he/she has access to V.C. In such instance, that employee can demonstrate more job satisfaction than the professor. Therefore, there is no streamlined system. However, it mainly depends on an employee's relationship with the management (Male, 52 Years Old, NASU Chairman, UNN, Enugu State).

The respondents who indicated being satisfied with their jobs were further probed to ascertain their level of satisfaction with selected aspects of job in the University. The findings were shown in table 5.

Table 5: Respondents' Level of Satisfaction with Aspects of their Jobs.

	Options	Non Academic Staff	Academic Staff	Total
Satisfaction with Medical Benefits	Very Satisfied	181 (43.7%)	39 (29.8%)	220 (40.4%)
	Fairly Satisfied	233 (56.3%)	92 (70.2%)	325 (59.6%)
	Total	414 (100.0%)	131 (100.0%)	545 (100.0%)
Satisfaction with hours of work	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	284 (68.8%)	85 (64.9%)	369 (67.8%)
	Fairly Satisfied	129 (31.2%)	46 (35.1%)	175 (32.2%)
Total	413 (100.0%)	131 (100.0%)	544 (100.0%)	
Satisfaction with available work facilities	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	131 (31.7%)	29 (22.1%)	160 (29.4%)
	Fairly Satisfied	282 (68.3%)	102 (77.9%)	384 (70.6%)
Total	413 (100.0%)	131 (100.0%)	544 (100.0%)	
Satisfaction with reward systems	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	99 (24.1%)	25 (19.1%)	124 (22.9%)
	Fairly Satisfied	312 (75.9%)	106 (80.9%)	418 (77.1%)
Total	411 (100.0%)	131 (100.0%)	542 (100.0%)	
Satisfaction with work load	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	206 (49.9%)	51 (38.9%)	257 (47.2%)
	Fairly Satisfied	207 (50.1%)	80 (61.1%)	287 (52.8%)

	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with co-workers relationship	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	271 (65.6%)	67 (51.1%)	338 (62.1%)
	Fairly Satisfied	142 (34.4%)	64 (48.9%)	206 (37.9%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with overall working conditions	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	160 (38.7%)	41 (31.3%)	201 (36.9%)
	Fairly Satisfied	253 (61.3%)	90 (68.7%)	343 (63.1%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Table 5 (Continued)				
Satisfaction with physical environment	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	140 (33.9%)	36 (27.5%)	176 (32.4%)
	Fairly Satisfied	273 (66.1%)	95 (72.5%)	368 (67.6%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with employee-management relationship	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	146 (35.4%)	30 (22.9%)	176 (32.4%)
	Fairly Satisfied	267 (64.6%)	101 (77.1%)	368 (67.6%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with decision-making pattern	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	147 (35.8%)	34 (26.0%)	181 (33.4%)
	Fairly Satisfied	264 (64.2%)	97 (74.0%)	361 (66.6%)
	Total	411 (100.0%)	131 (100.0%)	542 (100.0%)

Field Survey, 2019.

The data contained in table 12 show the respondents' level of satisfaction with selected aspects of their jobs. Two levels of satisfaction (very satisfied and fairly satisfied) were presented to the respondents. Accordingly, a majority 325(59.6%) of the respondents indicated being fairly satisfied with medical benefits compared to 220(40.4%) of them who indicated being very satisfied with it. On the respondents' level of satisfaction with hours of work, a majority 369(67.8%) of the respondents indicated being very satisfied with it, compared to a lower proportion 175(32.2%) of them who indicated being fairly satisfied with it. Also, a majority 384(70.6%) of the respondents indicated being fairly satisfied with the available work facilities in their workplaces, compared to a lower proportion 160(29.4%) of them who indicated being very satisfied with it. The data also indicate that a majority 418(77.1%) of the respondents were fairly satisfied with the reward system, as against a lower proportion 124(22.9%) of them who were very satisfied with it. About half proportion 287(52.8%) of the respondents were also fairly satisfied with workloads and another sizeable proportion of them 257(47.2%) were very satisfied with workloads.

On the assessment of their level of satisfaction with co-workers' relationship, the findings indicated that a majority 338(62.1%) of the respondents were very satisfied, compared to 206(37.9%) of them who only showed fairer level of satisfaction. 343(63.1%) of the respondents showed a fair level of satisfaction with their overall working conditions, while 201(36.9%) of them were very satisfied with it. Furthermore, a majority 368(67.6%) of the respondents indicated being fairly satisfied with the physical environment; while a lower proportion 176(32.4%) of them indicated being very satisfied on that. On the respondents' satisfaction with employee-management relationship, a majority 368(67.6%) of the respondents indicated being fairly satisfied, while a lower proportion 176(32.4%) of them indicated being very satisfied on that. Finally, the data also shows that a majority 361(66.6%) of the respondents were fairly satisfied with decision-making pattern in their organisation, while a lower proportion 181(33.4%) of them were very satisfied with it.

With respect to the employees' satisfaction with decision making pattern in their organisation, an IDI respondent had this to say;

... before, whenever there is need for employment, it is advertised and once it is advertized you can apply; but now you see... before you go to office now, you will see somebody who will show a letter of appointment. When the post was advertized, you don't know; when you know that it is supposed to be applied through you as the head of department. So those who have been in the system, who are supposed to be promoted, are grumbling and complaining because; how can somebody be employed without my notice? Where the vacancy exists, you don't know, yet somebody gets a job in my own office without my approval (Male, 54 Years Old, NASU Chairman, FUTO, Imo State).

Table 6: Respondents' Views on how Job designation meets their desired jobs.

Options	Non Academic Staff	Academic Staff	Total
YES	268 (51.0%)	99 (55.9%)	367 (52.2%)
NO	173 (32.9%)	61 (34.5%)	234 (33.3%)

NO OPINION	85 (16.2%)	17 (9.6%)	102 (14.5%)
Total	526 (100.0%)	177 (100.0%)	703 (100.0%)

Missing Values = 194(21.6%)

Field Survey, 2019.

Table 6 shows that majority of the respondents 367(52.2%) agreed that the character of their jobs were commiserate with their desired jobs, while 234(33.3%) disagreed on this and 102(14.5%) of them did not give any opinion on this. Further probing was done to measure the effect of this factor on their willingness to contribute more towards their organisational goals. Findings to this are presented in table 7.

Table 7: Respondents' view on whether they will Willingly to contribute more towards organisational goals as a measure of job satisfaction

Options	Non Academic Staff	Academic Staff	Total
YES	238 (88.8%)	92 (92.9%)	330 (89.9%)
NO	18 (6.7%)	5 (5.1%)	23 (6.3%)
NOT QUITE SURE	12 (4.5%)	2 (2.0%)	14 (3.8%)
Total	268 (100.0%)	99 (100.0%)	367 (100.0%)

Field Survey, 2019.

Note: missing values = 530

The item analyzed in table 7 was designed to further probe their willingness to contribute to the goals of their organisation as a measure of how satisfied they feel with their jobs. Thus, only the respondents who were affirmative in table 6 responded to the item analyzed here. The findings indicated that a larger proportion 330(89.9%) of them affirmed that they are very willing to contribute more towards their organisational goals. A lower proportion 23(6.3%) of them did not show any indication of willingness to contribute more as a measure of their job satisfaction.

Table 8: Distribution of Respondents on the Job Characteristics they feel most Dissatisfied with, in their Organisations.

Options	Non Academic Staff	Academic Staff	Total
Medical Benefits	15 (9.7%)	7 (7.4%)	22 (8.8%)
Hours of Work	19 (12.3%)	10 (10.5%)	29 (11.6%)
Available Work Facilities	20 (12.9%)	9 (9.5%)	29 (11.6%)
Reward System	39 (25.2%)	21 (22.1%)	60 (24.0%)
Work Load	26 (16.8%)	6 (6.3%)	32 (12.8%)
Co-workers relationship	1 (0.6%)	3 (3.2%)	4 (1.6%)
Overall Working Conditions	14 (9.0%)	24 (25.3%)	38 (15.2%)
Physical work environment	6 (3.9%)	1 (1.1%)	7 (2.8%)
Employee-management relationship	7 (4.5%)	1 (1.1%)	8 (3.2%)

Decision-making process	8 (5.2%)	13 (13.7%)	21 (8.4%)
Total	155 (100.0%)	95 (100.0%)	250 (100.0%)

Field Survey, 2019.

Note: Missing values = 647

Table 8 contains further probes on the job characteristics to which the respondents who responded negatively in figure 6 were dissatisfied with. The data show from the total rows that a majority 60(24.0%) of the respondents were mostly dissatisfied with the reward system in their organisations; while the least dissatisfying factor according to 4(1.6%) of the respondents was that of co-workers relationship. These data were also reflective of the relative views of non-academic and academic staff in the two selected institutions.

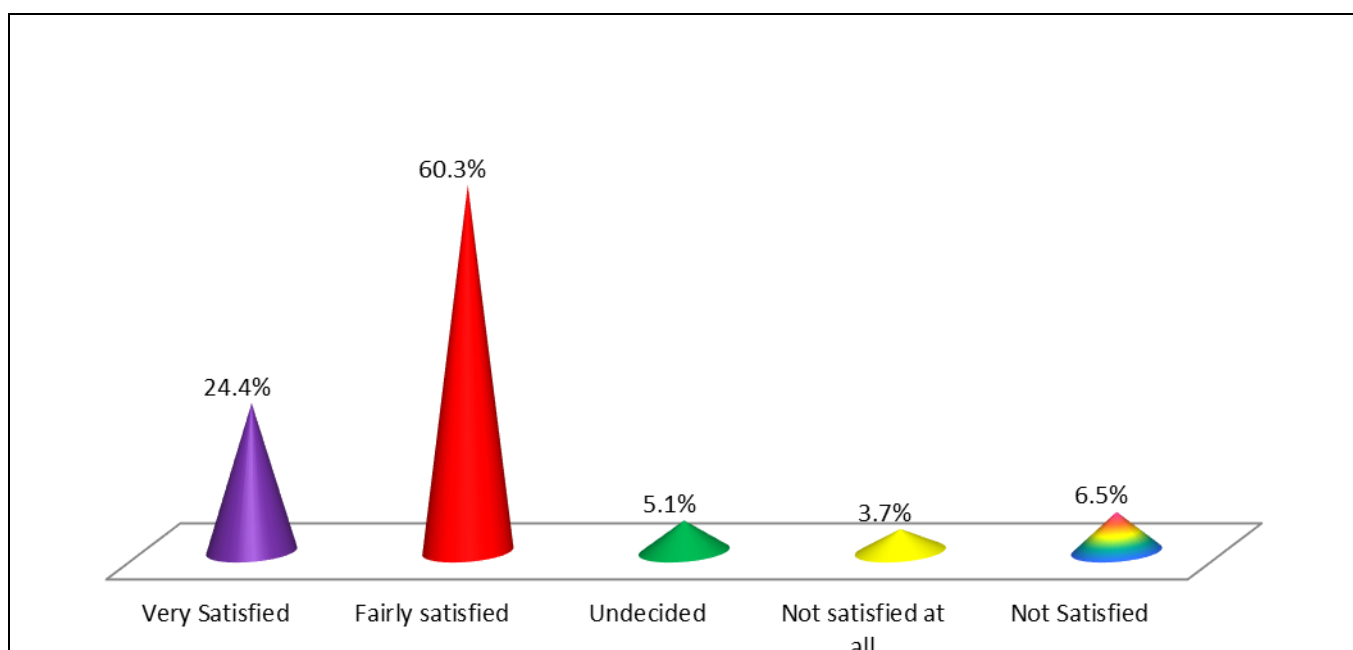


Fig. 8: Respondents' General Level of Job Satisfaction

Figure 8 contains the analysis on the general satisfaction level of the respondents with the characteristic of their job. From the general level of job satisfaction as shown in figure 8, a majority of the respondents 521(60.3%) were fairly satisfied with their jobs and another significant proportion of them 211(24.4%) indicated being very satisfied with their jobs. Those who indicated being not satisfied and not satisfied at all were very insignificant (6.5% and 3.7% respectively). Cumulatively, the findings indicate that those who showed satisfaction with their jobs were two times greater than those who were dissatisfied with their jobs.

Summary of findings

This study examined employees' perception of their job satisfaction level in federal universities within the Southeast geopolitical zone of Nigeria; with focus on two selected Universities viz: UNN and FUTO. Employees in the selected Universities showed a minimal level of job satisfaction. However, findings from the qualitative data suggest that this result may be a 'false positive' result due to pretence on the part of the respondents about their job satisfaction. Thus, the qualitative data suggest that most employees are dissatisfied with their jobs but prefer to remain protective of their respective institutions due to the prevailing unemployment and lack of effective job security system within the Nigerian context.

Conclusion

QWL is a key variable that influences optimal job satisfaction of employees within organisations. This study was conducted to investigate the level of job satisfaction of employees within the federal Universities in the Southeast geopolitical zone of Nigeria. Based on the complexity of data found in this study, it is concluded that the opinion of the respondents varied significantly based on the mixed-approach to data collection. While the quantitative data suggest that employees have fair level of perception about their job satisfaction, the qualitative data however suggest strongly that there is a lot of pretence among the employees regarding their actual situation; hence, may not actually reflect the findings of the quantitative data.

Based on the two contradicting findings, this study also concludes that, there are observable improvements in the QWL within the Federal Universities in the Southeast, Nigeria, which have consequently improved the job satisfaction of employees beyond what previous studies documented. This may be due to the periodic strike actions by ASUU and the Nigeria Labour Congress (NLC) and series of negotiations that have occurred within the last few years between the Federal Government and these unions. However, lots of areas need significant improvements. Hence, all hands must be on deck to improve the employees' QWL which is a key factor towards their job satisfaction, which will eventually culminate into greater productivity within the Southeast federal Universities in Nigeria.

Recommendations

1. There is also the need for the management of the Universities to instill the spirit of democratic principles into the management of employees, so as to give the employees sense of opinion in decision-making process that could influence their commitment, enthusiasm, and sense of ownership, which are indicators of job satisfaction.
2. There is equally the need for Universities to introduce compulsory monthly general meeting within different units with conditions that would give each employee the opportunity to express their concerns, challenges, as well as their suggestions on areas for improvement within their respective units.

Suggestions for Further Studies

1. Again, further studies should also compare the QWL and employees' job satisfaction in the state-owned Universities, private Universities with that of federal Universities within the Southeast Nigeria.

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