
Appraisal of Job Satisfaction and Organisational Effectiveness in University of Abuja

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Abstract: *The paper examines job satisfaction and organizational effectiveness with particular reference to the University of Abuja. The objective of the paper is to give an appraisal of job satisfaction among staff of the University of Abuja. Job satisfaction improves productivity and enhances workers performance leading to organizational effectiveness. One hundred staff of the University of Abuja are randomly selected and given questionnaires, interviews were also conducted through face to face interaction. The workers were asked to ascertain the level of job satisfaction among staff of the University of Abuja. Major findings of the result reveal that morale of the university staff is diminished leading to organizational ineffectiveness. The paper recommends that management should do everything possible to ensure workers are fully satisfied so as to achieve organizational effectiveness.*

Keywords: *Appraisal, Effectiveness, Organization, Job Satisfaction.*

1. Introduction

The University of Abuja was established in January 1st, 1988 [under University of Abuja Act- No. 106 (1992) cap U2 LFN (2004)] with a mandate to combine conventional system with distance learning programme, the University is set up, not only to provide instructional research and public service programmes appropriate to a University of high standing, but to operate a strong and virile distance learning component. One of the cardinal and fundamental roles of the managers in every organization including the university is to ensure that jobs are designed and carried out effectively. The extent to which jobs are designed and carried out effectively determines the level of job satisfaction amongst workers. Job satisfaction is any piece of work done which gratifies feelings. Ogunbameru (2004) defines job satisfaction as anything that improves performance and gratifies feelings toward doing a job. Job satisfaction among the workers of the University of Abuja has become an issue of serious concern. The level of workers satisfaction in the university has diminished due to several factors and the type of leadership the university had. Job design and job accomplishment are the responsibility of workers in every organization. And this can only be achieved when workers are satisfied. Therefore, job satisfaction and organizational effectiveness are synonymous with ensuring organizational success.

However, a piece of work may make a worker satisfied when a manager provided what is required in doing the job. Factors like good working relationship and conducive working environment ensure job satisfaction among workers in every organization. In the university of Abuja, for example, during the period of the study variables of job satisfaction are virtually lacking if not absent. This is evident in the affective performance of the workers in the university. Ogunbameru (2004) sees workers effective performance on the job in terms of the actual work that a worker does. It is also expressed in the behaviour of the worker doing the job. Workers affective performance towards the job is more important to the managers because it will determine in actual terms the level of organizational effectiveness and performance. This paper analyzes the level of workers affective satisfaction in doing a job in the University of Abuja.

1.1 Objectives of the Study

The main objective of the study is to appraise the level of job satisfaction and organizational effectiveness among the staff of the University of Abuja. The specific objectives are to: (1) Examine the level of job satisfaction among staff of the University of Abuja; (2) To give an appraisal on the level of job satisfaction among staff of the university of Abuja and (3) To assess some of the grievances of the staff of the university of Abuja.

2. Literature Review

2.1 Job Satisfaction

Job satisfaction among staff of the university cannot be discussed in isolation with the level of

organizational effectiveness. Job satisfaction among staff of the university is an important attributes that measure the frequency of organizational effectiveness. Locke (1976, P. 1300) defines job satisfaction as a pleasurable or positive emotional state of an individual resulting from his job experiences. Other variables such as the structure of the organization, the size, working condition and leadership style improve and increase job satisfaction.

However, these variables are mostly absent in the university during the period under study. For example, the size of the university itself cannot be compared to the size of other universities across the country, more so the working condition within the university environment is not conducive due to the fact that most staff does not have offices coupled with the poor working environment. On the leadership style, there was no cordial relationship between the staff and the leadership.

War (1998) outlined two dimensional axis that determines the level of job satisfaction and organizational effectiveness. These are; the horizontal axis and the degree of arousal in doing the job. The horizontal axis has to do with the workers' feelings of high or low morale in doing the job. The degree of arousal have to do with the content of individual's feelings and intensity in doing the job. In some instance, a worker may display displeasure or discouragement and pleasure or satisfaction in doing a particular job, and sometimes may fail to display same in doing another job. In knowing the authenticity of workers satisfaction in the job they are doing, it is always advisable for the managers to ask the workers "How satisfied are you with your job? The paper asked random questions form one hundred staff of the university of Abuja to ascertain the level of their satisfaction towards the job they are doing. Krishnan (2010) sees job satisfaction as a pleasurable and emotional state resulting from the appraisal of one's job. This has to do with the affective reaction of the worker and the attitude toward the job a worker is doing.

Job satisfaction is closely linked to job design and it is aimed at enhancing job performance leading to organizational effectiveness. Other variables of job satisfaction are management style of leadership, culture, employee participation in decision making, workers empowerment and autonomy. Absence of all these important variables in every organization leads to organizational ineffectiveness. Unless workers are satisfied doing their job, the attainment of organizational effectiveness will not be possible. Sempene (2006) argued that there has been a long debate among scholars on the relationship between organizational effectiveness and job satisfaction. Kerego and Mthupa (1997) for example, view job satisfaction as the evaluation of the organizational context, and organizational effectiveness which provides a description of the efficacy of the work context.

Job satisfaction according to Kerego and Mthupa (1997) has to do with employees feeling about their job. Robbins (1993), Hutcheson (1996), Kerego and Mthupa (1997), analyzed five main job satisfaction dimensions which include; pay, nature of work supervision, promotion, prospects and relations with workers. They describe job satisfaction interms of the feelings of the employees regarding the environmental factors like climate and weather. And organizational effectiveness describes the level at which organization is able to achieve a maximum level of productivity within a limited time. Corbin (1977), Kline and Boyd (1994) maintained that job satisfaction level increases employees progress to higher level.

2.2 Organizational Effectiveness

Organizational effectiveness requires "not doing things that don't need to be done". It entails making tasks simpler with less work, and avoiding mistakes so that there will be no rework. It also demands the introduction of quality systems in order to get things done consistently. In this case, managers need to invest in training personnel to enable a task to be done quicker. Organizations do not become more effective on their own; they require time, effort, and technical know-how on what to do. These can only be possible when managers have the skills and competence to understand and analyze what is going on in the organization.

However, managers do not work in isolation to move the organization to be effective; they have to believe in the people working in the organization who know what need to be done. Workers in the organization have the knowledge of what need to be done in the organization and are more close to the people outside

the organization who may need the service of the organization. Therefore, the organization needs to give them all the support in time, space and tool to be in the forefront of the drive of the organization toward effectiveness.

In most organizations there is a direct link between organizational effectiveness and individual's effective performance. Richard et al (2009) see organizational effectiveness as organizational performance and the plethora of internal performance outcomes. When there is a link between organizational effectiveness, individual's performance and the overall performance of the organization including its external measures and social responsibility, organizations record high turn-over.

Organizational effectiveness is synonymous to organizational development. It is important for any organization to make changes without under-resourcing and losing focus on the running of the day-day activities because this will improve organizational effectiveness. Ogunbameru (2004) outlined nine (9) characteristics and features of effective organization, these are; clear goals, unified commitment, good communication, mutual trust, relevant skills, appropriate leadership, negotiating skills and internal support.

2.3 Theoretical Framework

A theory that explains the level of employee satisfaction and dissatisfaction is going to be used in this study. Employees may experience job satisfaction when all that they require and expect in a job are there and this in-turn improves organizational effectiveness. Also, employee dissatisfaction has negative consequences on the overall performance of an organization.

Herzberg motivator /Hygiene Needs is very crucial and relevant to analyze the level of job satisfaction among workers. "Herzberg (1964) argued that the motivator needs has to do with the actual job itself, how challenging and demanding is the job? And how attractive and lucrative is the job. The motivator needs also deals with the steady and security of the job. The Hygiene needs on the other hand, has to do with the actual environmental condition of the job, its pleasantness, free from pollution, contamination and danger. It also deals with the bonuses and allowances received in doing the job.

The relevance of Herzberg's motivator/Hygiene needs theory, in job satisfaction and organizational effectiveness is crucial, because of the fact that most of the needs are important and basic for individual's survival and sustenance. In the analyses, Herzberg found out that in most instances, employees expressed satisfaction and dissatisfaction at the same time. For instance, when asked at what level did a worker feel satisfied? It is mostly related to motivator needs of the worker that has to do with having a challenging, and interesting job. An employee experienced dissatisfaction when hygiene needs are not met. For instance, working in a polluted environment that is contaminated which poses serious danger to the well being of employees.

However, employees that experienced satisfaction are well motivated and this has to do with the job and would express job satisfaction and in turn have a positive impact on organizational effectiveness. Also, a dissatisfied employee will not experience job satisfaction and will in turn have a negative consequences on organizational effectiveness. Job satisfaction and organizational effectiveness are important for organizational success. Managers of the organization have to always do a close check and contact on the level of their employees satisfaction towards ensuring organizational effectiveness. Organization can be effective when employees are satisfied. Employees satisfaction in organization may ginger work effectiveness and make the employees work wholeheartedly to the last level of their performance and will do everything possible within their capability to ensure that organizational goals are achieved.

3. Research Methodology

The paper adopted simple random sampling method in view of the peculiar nature of the University of Abuja as an academic institution and that will suit the study. One hundred respondents were deliberately picked from the staff of the university. Random selection was used, there was no classification of the category of staff picked. The study believed that every member of staff of the university must be represented. From the leadership of the Unions, two members were purposely picked and interviewed.

The reason for the selection of two members each in the unions was to solicit information about the relationship between the union and the management of the university so as to ascertain if this relationship has helped in improving organizational effectiveness. The reason for the selection of the staff of the university is because they are the stake-holders that would ensure organizational effectiveness in the university particularly if they are satisfied with their job. Other internet materials were browsed; some journals, textbooks and articles were also used to elicit information.

3.1 Study Approach

A social survey research design was used in the study to solicit information from the staff respondents in the university. Questionnaires were distributed to ninety respondents who were randomly selected. And ten EXCO members from the unions in the university were interviewed, making a total of one hundred respondents. The union EXCO's were purposely picked and interviewed because the researcher felt that they were in a better position to give the information because of their relationship with the management.

3.2 Population and Sample of the Study

According to record there is approximately four thousand staff in the University of Abuja from which one hundred respondents was drawn. Ninety respondents were randomly selected and were given questionnaires to fill. Similarly ten EXCO's from the university unions were purposely selected and interviewed. The reason for the selection of this number was purely to have a fair view of whether employees of the University of Abuja were satisfied in doing their job. Table 3.1 is showing the variables of Job Satisfaction and the level of staff satisfaction in the University of Abuja.

The table above shows that there are varieties of ways to describe the level at which a worker can achieve job satisfaction. In most cases the workers are not satisfied in the areas of their relationship with their colleagues, management, housing policy of the university, office space, job security, working environment and the salary particularly promotion arrears and other entitlement. This analysis is in line with Weis (1965) findings that indicate that there are many ways to determine the level of workers satisfaction by the managers of the organization. Where a worker is not satisfied, the managers of the organization should do everything possible by providing that all that is required to make sure that the workers are satisfied.

Table 3.1: showing the variables of Job Satisfaction and the level of staff satisfaction in the University of Abuja.

Variables for job satisfaction	Level of satisfaction			
	Satisfied	Not satisfied	Averages	Total
Job Description				
Relationship with colleagues	30	50	20	100
Relationship with the management	20	70	10	100
Recognition by the management promotion	15	70	15	100
Working environment	15	65	20	100
Availability of office space	10	80	10	100
Job security	30	60	10	100
Compensation/salary	25	60	15	100
Accommodation/housing	10	80	10	100

Source: Research Survey, 2015

4. Results and Discussions

4.1. Characteristics of Respondents

Table 4.1 shows the demographic characteristics of the respondents, indicating that the respondents were mostly male, with 80% while 20% were female, which is consistent with the gender distribution of academics in general.

Table 4.1: Characteristics of Respondents

Demographic	Category	Frequencies	Percentage (%)
Gender	Male	80	80
	Female	20	20
Age	30 – 45	40	40
	46 – 60	30	30
	61 – above	30	30
Marital status	Single	35	35
	Married	65	65
Rank	Professor	4	4
	Associate Prof.	7	7
	Senior lecturer	15	15
	Lecturer I	19	19
	Lecturer II	23	23
	Assistant lecturer	19	19
	Graduate assistant	13	13
Years of experience	1 – 5years	11	11
	6 – 10years	32	32
	11 – 15years	28	28
	16 – 20years	20	20
	21 – above	9	9

Source: Research Survey, 2015

From the table, a large number of the respondents were within the age bracket of 30-45years which represents 40%, followed by 30 respondents each in the age brackets between 46-60years and 61years and above respectively; this means that the majority of the sampled respondents are young academics within the age bracket of 30 – 60years. The table equally shows the marital status of the respondents, in which 35% were single and the majority with 65% were married. The numbers of professors in the university sampled were 4%, associate professors (7%), senior lecturers 15%, lecturer I, 19% lecturer II, 23%, assistant lecturer 19% and graduate assistant 13% sunning to 26% senior and 74% junior lecturers of the university. Finally, from the table the number of years' which adds up respondents had spent lecturing in the university, 11% had spent between 1 – 5years, 32 have spent between 6 – 10years, 28% have spent between 11-15years, 20% represent 16 – 20years and the remaining 9% have spent above 20years lecturing in the university.

Table 4.2: Frequencies (n) and the Mean (x) of the Variables in Measure of Job Satisfaction

Variables for job satisfaction	Level of satisfaction		Mean scores			Decision	
	1	2	3	4	5		
Job description	1	2	3	4	5	8.0%	
Relationship with colleagues	15	35	2	25	23	3.06	Satisfied
Relationship with the management	25	50	0	15	10	2.35	Unsatisfied
Recognition by the management	25	49	1	10	15	2.41	Unsatisfied
Promotion	10	25	2	10	48	3.46	Satisfied
Working environment	40	25	2	18	15	2.46	Unsatisfied
Availability of the office space	30	50	0	10	10	2.25	Unsatisfied
Compensation/salary	15	60	0	20	5	2.40	Unsatisfied
Accommodation/Housing	20	65	0	9	6	2.16	Unsatisfied

Source: Research Survey, 2015

The descriptive statistics of the constructs are indicated in the table above, showing the mean of the job description. The average scores from the 5-point Likert scale where 5 is strongly agree, 4 is agree, 3 is Neutral, 2 is disagree and 1 is strongly disagree for all the variables are computed to show the proportion of the respondents that either strongly agree, agree, neutral, disagree or tended to strongly disagree with the items of the variables of job satisfaction. The decision is that mean score from 3.50 – 4.00 is highly satisfied, 2.50 – 3.49 satisfied, 1.50 – 2.49 is unsatisfied and 1.00 – 1.49 is highly unsatisfied. The mean of the item of the relationship with colleagues as a job satisfaction variable is 3.06. This implies that the relationship with colleagues is satisfactory. They are satisfied, that lecturers cooperate with each other in the university.

Secondly, the mean of the respondents on their opinion of the relationship with the management is 2.35 this implies, unsatisfied, the lecturers are unsatisfied with the management relationship; the third item is the recognition by the management with the mean score of 2.41, meaning unsatisfied. This implies that lecturers are unrecognized by the management; such the style of the management is unsupportive of the lecturing profession. With regard to promotion, the mean value is 3.46 for dissatisfied, meaning they believe they have opportunity for career advancement and given opportunities to express their professional development and the promotion are defined and satisfied by the lecturers. The first item is the working environment with the mean score of 2.46 meaning unsatisfied with the working environment of the university; the lecturers are unsatisfied with the provision of equipment and resources necessary for them to execute their responsibilities.

The descriptive statistics for the next variable is the availability of the office space which is 2.20 meaning unsatisfied, this, thus, the office space are inadequate and falls below required standard for academic profession. The mean score of the job security variable is 2.25 meaning unsatisfied indicating threat in the job. The mean value of the compensation and salary package is 2.40 meaning unsatisfied with the benefits they receive which are not adequate to fulfill their basic needs, not commensurate with their contribution's goals. The final variable is the accommodation and housing which indicate a mean score of 2.16, meaning unsatisfied housing accommodation for the lectures of the university.

4.2 Implications of Findings

Organizational effectiveness can be explained by the job description index such as relationship with colleagues, relationship with the management, recognition by the management, promotion, working environment, availability of the office space, job security, compensation and salary, and accommodation and housing. These factors within the organization constitute variable of job satisfaction which were tested. The study found that, these factors exist within the University of Abuja and they can be said to reliably make up organizational effectiveness index.

Finally, the findings suggest significant relationship between the job satisfaction and organizational effectiveness in the university. The positive (satisfied) association observed between relationship with colleagues and promotion variables while negative (unsatisfied) association with the remaining variables, namely relationship with the management, recognition by the management, working environment, availability of office space, job security, compensation and salary and accommodation and housing. The absence of significant relationship constitute job dissatisfaction with negative attendant consequence on job commitment and performance, organizational scores, accomplishment and better image of the university.

5. Conclusion and Recommendations

University as a social system requires the job satisfaction of the employees for achieving organizational effectiveness. Job satisfaction is an important efficiency and effectiveness index for studying an organization, the satisfaction has a significant impact on employees' behaviour and attitude. It is therefore recommended that the university management be more responsive to the academic profession through adaptable policies and strategies for militating organizational correlates of job satisfaction. These include: (1) continually conducting workshops, or seminars to update the staff in their various academic field of expertise; (2) Avoidance of favourism in selecting staff for career development; (3) Management should accord recognition and appreciation for work achievement, equipment, resources, offices and

accommodation; (4) Provision of incentives facilitate job satisfaction and (5) Ensure that the existing compensation and salary package for academic staff are fair, just and equitable.

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