

Job Satisfaction and Employee Performance among Non-Academic Staff Of Federal University of Technology Akure

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Abstract: The aim of this study is to determine the influence of job satisfaction and employee performance among non-academic staff of Federal University of Technology, Akure Ondo State. This study adopted a cross-sectional research design. All non-academic staff of the Federal University of Technology, Akure makes up the population of this study, which is over 5000. The study also considered only the seniors that are permanent staff with the institution and this formed the sample frame of the study. The study was conducted across departments in Akure, Ondo State, Nigeria. Self-administered structured questionnaires served as an operational instrument to collect random data from the respondents. The sample size for this study was 374 an inferential statistical tool such as the ordinary least Squares (OLS) technique was also used to estimate the multiple regressions between job performance and employee performance among the non-academic staff of the Federal University of Technology, Akure, Nigeria. The SPSS version 21.0 was used to analyze the data. The study concluded that prompt payment has a significant influence on employee performance while promotion and working conditions has no significant influence on employee performance. The study recommends that management should put into consideration influence of prompt payment among the non-academic staff for effective performance of employee in the university also there should be a well-tailored human resources activities that will enhanced the proper supervision of non-academic staff to motivate them for better and more productivity. There is a need for management to invest massively in various job satisfaction strategies and develop more effective human resource package that attracts employees' (non-academic staff) attention and capture their interests.

Keywords: Job, Satisfaction, Performance, Employee and University

Introduction

The position of performance of an engaged existent has continually been a tasking challenge in the operation of an association, contriving a functional system to motivate an individual hand to succeed and deliver qualitative job performance as well as the organizational faculty position is the central ideal of every business association (Thomas 2014). Oravee (2014) suggested that the deteriorating position of hand performance in Nigerian tertiary institutions is fast getting a serious trouble to the survival of universities in Nigeria which needs to be addressed urgently. This might be a result of government failure in developing countries like Nigeria to ameliorate the chops and knowledge of their civil retainers through effective mortal resource development programs which can boost hand performance as well as the capability to exploit the capability of well-endured and trained workers (Tausif, 2012).

A study experienced by Anitha (2014) discovered that hand performance contributes to organizational progression and lucrativeness. The workers are considered the foremost business means that expedite the regular accomplishments and tasks of an establishment (Mc Naught, 2015). Also Ogbogu (2019) placarded that directorial utility and capability depend on how effective and effectiveness the workers in the association are.

Employers' capability to comprehend workers' satisfaction position and station toward work as it relates to schedules and diurnal liabilities and position of perceived equivalency and how the physical work terrain influences similar workers will impact greatly hand productivity and performance. Satisfaction on a job symbolizes the massiveness to which sanguinity is aligned with real prices and benefits. (Hanaysha 2016) This, still, gives the non-academic staff the print that their ambition and future career cannot be met by the University. Further, dissatisfaction and contradiction have over and over again mounted and developed from unsatisfied demands or unrestrained expositions of operation appendage between the non-academic staff, driving rattle and in due course leading to lower performance of the non-academic staff thereby affecting the overall performance of the universities (Adeniji, 2011). In the same way, the subject of deprived backing by the government, which outgrowth brings about not only stingy payment scales but also early and inconsistent payment of hires with a wide difference between the non-academic staff and the academic staff has also led to unwanted job stations which tend directly affect the performance of the non-academic staff Nigeria seriously (Abdulsalam, 2012). Still, this situation gives room for a high rate of absenteeism, and low job commitment and engagement which if not dived

can bring the whole system to its knees. The objective of this study is to examine the influence of job satisfaction on employee performance among the non-academic staff of Federal University of Technology, Akure Ondo State Nigeria.

Research Hypothesis

There is no significant influence of job satisfaction on employee performance among the non-academic staff of Federal University Technology of Technology, Akure

Literature Review

Conceptual Review

Employee Performance

Performance and productivity of an employee have seen an issue of momentous vitality for employers, directors, and the wholeness of associations as well (Banner, 2016)). Equally, the performance of an employee on a given job or task is a strategic edifice of a business as a result, rudiments that give rise to fortified performance must be deconstructed in a farther critical dimension by the establishments for success, advancement, and growth(Abbas & Yaqoob, 2009). Globalization has created a lot of variations and challenges that affect both the private and public sector around the world which make Nigerian Universities not exceptional in analogous situations. Although there are some unappeasable arguments about the positive and negative goods of analogous changes, effective scrutiny of employee performance, therefore, becomes a necessity (Krishna, 2010). Still, this is a result of the state of employee performance in analogous universities at its deteriorating position and brings on the produce a policy that can deliver success and advancement for the operation of Universities in Nigeria to collectively, address and deliberate for advanced employee performance for their separate i institutions.

Job Satisfaction

Job satisfaction is believed not to have a generally agreed description despite its significance and wide operation in the field of artificial psychology and organizational behavior which make it vital that ahead clear meaning is given, there is the need to put into consideration the significance and nature exertion of mortal beings each around the globe(Arthur 2016) Several scholars and authors have defined job satisfaction base on their views. A description given by Hop mold (1935) states that job satisfaction is seen as any form of a blend of cerebral environmental as well as physiological circumstances that can make an existent admit in all honesty that I am gratified with the employment I do for a leaving. Predicated on this description, the position of job satisfaction is represented by what causes the feeling of satisfaction. Another description given by Vroom (1964) effective exposure of individualities concerning their tasks and schedules is what defines job satisfaction; this description put important emphasis on the part played by a hand in the working place. The most considerably used meaning of job satisfaction is chased by Spector(1997) which states that job satisfaction centers mainly on the heartstrings of individualities about their entire job, which emphasizes the position to which individualities like or hate their jobs. Therefore job satisfaction serves as a standard on how hand either feels positive or negative about their job and that is the main reason why job satisfaction and dissatisfaction are always present at certain point and situation (Davis, Nestrom 1985). Also, Arthur (2016) asserts that the position of job satisfaction is within the range of extreme satisfaction and extreme dissatisfaction.

Theoretical Review

This study will align with the proposition of Herzburg's Two Factor proposition which is also known as Herzburg's Hygiene Theory discovered and posits that job satisfaction and dissatisfaction aren't contraries. The proposition identifies characteristics of jobs that are related to job satisfaction while a different set of job factors leading to dissatisfaction and won't inescapably produce satisfaction and vice versa. (Aule, Solomon & Bulus, 2018)

Empirical Review

The study conducted by Muhammed (2018) on the effect of training on job satisfaction among academic staff of Bayero University, kano with a population of 1562 while 310 responders make up the sample size. Multiple retrogression analysis was employed to test the hypothecated model of the study with 5- points Likert Scale designed to capture the questionnaire and the results showed that comfort and convenience impact the job satisfaction of academic staff of Bayero University also backing of trainees as an important factor that influences job satisfaction. The study recommends that operation needs to produce a medium for proper assessment and evaluation of employee performance after backing and training.

The study on Job satisfaction and employee performance in Nasarawa State Water Board, Lafia, Nigeria examined how natural and foreign prices affected hand performance at the Nasarawa State Water Board. Information was gathered through primary and secondary sources and the paper recommends that the agency should give further attention to fiscal prices to enable staff of the association to meet their requirements. (Aule, Solomon & Bulus.2018) The relationship between job satisfaction and employee performance in sport industry was a study conducted by Alpaslam & Yesim (2021) It was discovered that individualities didn't differ according to their gender in both their job satisfaction situations and their job performance. There was a significant difference in the external satisfaction sub- dimension and internal satisfaction sub- dimension. The sample size of the study was 423 responders who work in the sports assiduity. thus it was determined that the job satisfaction and job performance situations of the individualities

differed according to their socio- demographic characteristics and the advanced their job satisfaction, the advanced their job performance.

Methodology

This study adopted a cross-sectional research design. All non-academic staff of the Federal University of Technology, Akure makes up the population of this study, which is over 5000. The study also considered only the seniors that are permanent staff with the institution and this formed the sample frame of the study. The study was conducted across departments in Akure, Ondo State, Nigeria. Self -administered structured questionnaires served as an operational instrument to collect random data from the respondents. Therefore, the sample size for this study is 374. Before processing the responses, the completed questionnaires were sorted, checked, and edited for completeness and consistency. The findings were presented and analyzed using tables and charts. This was enhanced by an explanation and interpretation of the data. Descriptive statistics technique such as frequency, percentage, mean, and standard deviation was used to analyze the quantitative data.

Based on the study objectives, an inferential statistical tool such as the ordinary least Squares (OLS) technique was also used to estimate the multiple regressions between job performance and employee performance among the non-academic staff of the Federal University of Technology, Akure, Nigeria. The SPSS version 21.0 was used to analyze the data. The questionnaire was measured and the responses were rated on the Likert-scale format with answers ranging from 1-5 (1= strongly disagree to 5= strongly agree)

Model Specification

This analysis is based on several models of job satisfaction as the theoretical framework of the study. Specifically, the model hypothesizes that employee performance evolves as follows:

$$EPER_i = \beta_0 + \beta_1 PAY + \beta_2 PRO + \beta_3 WKC + \beta_4 SUP + \beta_5 COW + U_i$$

(3.1)

Where: EPER= Employee Performance, PAY = Pay, PRO = Promotion, WKC = Working Condition, SUP= Supervisor, COW = Co-Worker, U_i = Error Term

Result and Discussion

TABLE 4.1: Demographic Characteristics of the Respondents

Demographic Characteristics	Categories	Frequency	Percentage
Sex	Male	108	28.3
	Female	268	71.7
	TOTAL	374	100.0
Age	18-25years	34	9.1
	26-35 years	225	60.2
	36-45 years	98	26.2
	46-55 years	14	3.7
	56 years and above	3	.8
	TOTAL	374	100.0
Marital Status	Single	179	47.9
	Married	195	52.1
	TOTAL	374	100.0
Level of Education	NCE/OND	50	13.4
	B.Sc/HND	301	80.5
	M.Sc/MBA/PGD	19	5.1
	Ph.D	4	1.1
	TOTAL	374	100.0

Source: Author's Field Work (2022)

As highlighted in Table 4.1, 108 respondents are males and this represents 28.3% of the total respondents, while 268 of the respondents are females representing 71.7%. Thus, females constitute a larger proportion of the respondents. The majority of the respondents (60.2%) fall into the age group of 26-35 years, 26.2% of the total respondents fall into the age group of 36-45 years, 9.1% of the total respondents fall into the age group of 18- 25years, 3.7% of the total respondents fall into the age category of 46-55

years, while 0.8% of the total respondents fall into age category above 55 years. Of those who were single respondents 179 or 47.9%. The respondents who were married were 195 or 52.1% of the total number involved in the study. This classification implied that the majority of the respondents surveyed were married. Concerning the educational level of the respondents, the majority of the respondents (301) representing 80.5% of the total respondents are B.Sc/HND holders, 50 respondents representing 13.4% of the total respondents have NCE/OND certificates, 19 respondents representing 5.1% of the total respondents are M.Sc/MBA/PGD holders, while 4 respondents representing 1.1% of the total respondents are Ph.D. holders.

Table 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.238 ^a	.056	.044	.51878
a. Predictors: (Constant), COWORKER, PAY, WORKINGCONDITION, SUPERVISOR, PROMOTION				

The value of R² which is 0.056 indicates that the independent variables (pay, promotion, working condition, supervisor, and coworker) explain only 5.6% of the systematic variation of the dependent variable (employee performance) leaving 94.4% unaccounted for. This figure further reduces to 4.4% when the R-squared statistics are further adjusted. This means that other factors apart from the independent variables are responsible for employee performance.

Table 3

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.929	5	1.186	4.406	.001 ^a
	Residual	99.039	368	.269		
	Total	104.968	373			
a. Predictors: (Constant), COWORKER, PAY, WORKINGCONDITION, SUPERVISOR, PROMOTION						
b. Dependent Variable: EMPLOYEEPERFORMANCE						

The F statistic of 4.406 is significant at 0.05. This means that there is a statistically significant relationship between employee performance and pay, promotion, working condition, supervisor and co-worker.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.502	.368		6.803	.000
	PAY	.160	.053	.159	3.005	.003
	PROMOTION	.067	.061	.058	1.091	.276
	WORKINGCONDITION	.045	.050	.046	.895	.372
	SUPERVISOR	.126	.051	.132	2.486	.013
	VAR00006	-.018	.046	-.021	-.395	.693
a. Dependent Variable: EMPLOYEE PERFORMANCE						

The p-value of 0.003 shows that pay is significant at a 0.05 level of statistical significance. We, therefore, reject the null hypothesis which states that there is no significant relationship between pay and employee performance at a t-value of 3.005 and P-values of 0.003. The implication of this is that pay does statistically predict employee performance. The p-value of 0.276 shows that promotion is not significant at a 0.05 level of statistical significance. We, therefore, fail to reject the null hypothesis which states that there is no significant relationship between promotion and employee performance at a t-value of 1.091 and P-value of 0.276. The implication of this is that promotion does not statistically predict employee performance. We, therefore, do not reject the null hypothesis which states that there is no significant influence between working conditions and employee performance at a t-value of 0.895 and P-value of 0.372. The implication of this is that working conditions do not statistically predict employee performance. The p-value of 0.013 shows that the supervisor is significant at a 0.05 level of statistical significance. We, therefore, reject the null hypothesis which states

that there is no significant effect of supervisor on employee performance at a t-value of 2.486 and P-value of 0.013. The implication of this is that supervisor does statistically predict employee performance. The p- values of 0.693 shows that co-workers are not significant at 0.05 level of statistical significance. We, therefore, reject the null hypothesis which states that there is no significant effect of co-workers on employee performance at a t-value of -0.395 and P-value of 0.693. The implication of this is that co-worker does not statistically predict employee performance.

Conclusion

This study focused on the influence of job satisfaction on employee performance among the non-academic staff of the Federal University of Technology, Akure. The study has attempted to identify the components of job satisfaction (pay, promotion, working conditions, supervisor, and co-workers) and its influence on employee performance among the non-academic staff of the Federal University of Technology, Akure. Based on the results obtained, it can be concluded that pay has a significant relationship or influence on employee performance, the supervisor has a significant relationship with employee performance, the promotion has no significant relationship or influence on employee performance; working conditions have no significant impact on employee performance and that supervisor support has no significant relationship on employee performance.

Recommendations

Based on the findings of this study, the following recommendations were made:

Management should put into consideration influence of prompt payment among the non-academic staff for effective performance of employee in the university also there should be a well-tailored human resources activities that will enhanced the proper supervision of non-academic staff to motivate them for better and more productivity. There is a need for management to invest massively in various job satisfaction strategies and develop more effective human resource package that attracts employees' (non-academic staff) attention and capture their interests.

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