

A COMPARATIVE ANALYSIS OF JOB SATISFACTION LEVEL IN PUBLIC AND PRIVATE TERTIARY INSTITUTIONS

Ehireme Boaz Agbonifoh¹, Christopher Ihionkhan Agbonifoh^{2*}

¹ Air Wisconsin

² Department of Marketing, Faculty of Management Sciences, University of Benin, Benin City, Nigeria

captainboaz7@gmail.com

christopher.agbonifoh@uniben.edu

Abstract: *This study is about job satisfaction with special reference to staff of Benson Idahosa University and University of Benin. Demographic variables such as gender, age, educational qualification, family size, working experience, income and job status were examined to find out their relationship or otherwise with the dependent variable. Another objective was to find out the difference in the level of job satisfaction in the public and private tertiary institutions. The study sample consists of three hundred respondents drawn from across the two universities. A questionnaire instrument was used to gather the needed information and the analytical techniques employed include simple percentage, t-test and regression analysis. All tests were performed at the 0.05 level of statistical significance. The finding of the study suggests that job satisfaction was well above average in areas such as the type of leadership and sort of work, and was below average in terms of salary, community value, pressure they got from the job and participation in supervision. The results also show that the majority of Benson Idahosa University staff were generally dissatisfied with their work especially in terms of feeling of accomplishment, level of participation, the value the community places on their job, the prestige of the job, recognition from supervisors, current state of the department and their chances of getting promoted. Most members of staff of the University of Benin were satisfied with all aspects of their job except feeling of accomplishment; pressure from the job and the value the society places on their job. The study indicates clearly that a higher percentage of staff of University of Benin (62%) enjoy a higher level of job satisfaction compared to Benson Idahosa University (43%). The result of the study shows that job satisfaction is negatively related to family size and job experience but positively related to job status. Based on these findings, it is recommended that private school proprietors as well as the government should make adequate resources available to enable their employees attain maximum satisfaction.*

Key words: Job satisfaction, private universities, public universities, staff members' tertiary institutions.

JEL classification: M31, M37.

1. Introduction

The world of business has become very competitive especially since the advent of modern form of globalization. This has led to keen competition among businesses both locally and internationally. Each organization, profit or non-profit, public or private should be concerned

* Corresponding author: Christopher Ihionkhan Agbonifoh

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with how to survive in the market place by satisfying their customers and thereby making profit and achieving growth. According to a common maxim, employees cannot deliver satisfaction to customers if they themselves are not satisfied. That is why human resources managers are concerned with how to build and maintain a satisfactory and satisfied workforce in organization.

In Nigeria, many public enterprises seem to underperform when compared to private enterprises. It may therefore be expected that there would be different levels of job satisfaction among employees in public and private enterprises. This therefore is the focus of this study.

Job satisfaction refers to employee's well-being. There have been several researches on job satisfaction all over the world such as the popular "two factor hygiene and motivation theory" by Frederick Herzberg (1959), "job satisfaction and characteristics" by Olorunsola (2012) but none of them compares job satisfaction in public and private sectors. This is the focus of this study which is to examine the satisfaction level.

Objectives of the Study

The objectives of this study are to:

1. find out if the job status of the employee affects job satisfaction
2. investigate the relationship between job satisfaction and gender
3. determine the relationship between job satisfaction and age
4. find out the relationship between job satisfaction and educational qualification
5. verify the relationship between job satisfaction and family size
6. find out if work experience affects job satisfaction
7. ascertain if income affects job satisfaction
8. find out if there is a difference in job satisfaction among employees in both the public and private sectors of the Nigerian economy and compare them to know which staff is more satisfied.

Research Hypotheses

The hypotheses tested in this study are as follows:

1. There is a positive relationship between job status and job satisfaction
2. There is a significant difference between men and women in terms of job satisfaction
3. There is a positive relationship between age and job satisfaction
4. Educational qualification has a significant effect on job satisfaction
5. Family size is positively related to job satisfaction
6. Working experience is positively related to job satisfaction
7. There is a significant relationship between income and job satisfaction
8. There is a significant difference in the job satisfaction level of the public and private sectors of the Nigerian economy.

2. Literature Review

2.1 Chronological Background of University of Benin and Benson Idahosa University

The bed rock of growth and development in every society is education. This is because it serves as a training ground and also a means of developing human capital needed to sustain the economy. Hence, it can be said that the success and growth of other critical sectors depend on education (Okoro, PrisciEdwin, 2014). In Nigeria, university has three forms of ownership; federal, state and private. The federal and state are classified as the public universities while those owned by private individuals are referred to as private universities. According to Mathew (2013), private universities were established due to high demand for admission into public universities, continuous fall in the standard of public

universities due to poor funding by government, negative attitudes of lecturers to work, incessant strikes by the Academic Staff Union of Universities (ASUU) as a result of poor staff welfare, and so on.

The University of Benin was established in 1970. It commenced operation as Mid-west institute of Technology, and was accorded the status of a full-fledged University by National Universities Commission (NUC) on 1st July, 1971. In his Budget Speech in April, 1972, the then Military Governor of Mid-Western State, Col. S. O. Ogbemudia, the then visitor to the University formally announced the change of the name Mid-West Institute of Technology to the University of Benin (Student hand book of information, 2018).

On 1st April, 1975, the University at the request of the State Government, was taken over by the Federal Government and became a Federal University. Today the University has a number of faculties, departments, institute, centre and units (Student hand book of information, 2017/2018).

Benson Idahosa University was founded by the renowned Late Arch Bishop Benson Idahosa, the founder of Church of God Mission, worldwide. Benson Idahosa University is a private Christian university that seeks to contribute to the production of high-level leadership, as well as quality manpower for the nation and world at large. The university started operating as a fully licensed institution in March 2002 with an initial student enrolment of 400, registered into two faculties, Faculty of Arts, Social Sciences, Education and Faculty of Basic and Applied Sciences.

Salary Structure of Nigerian Lecturers

There are seven categories of academic ranks/posts in Nigerian universities (Senior Staff Regulations, 2017). They include: Graduate Assistant, Assistant Lecturer, Lecturer II, Lecturer I, Senior Lecturer, Reader/Associate Professor and Professor. Graduate Assistant and Assistant Lecturers are regarded as the lowest ranks in academia. They earn ₦99, 768.11(\$ 200) and ₦114, 464.48 (\$229) respectively per month and ₦1, 197, 217 (\$2,394.43) and ₦1, 373, 573.76 (\$2,747.15) in that order annually. Lecturer II earns ₦130, 002.17 (\$260.00) monthly and ₦1, 560, 026.04 (\$3,120.05) yearly while Lecturer I earns ₦163, 709.24 (\$327.45) monthly and ₦1, 964, 510.88 (\$3,929.02) yearly. Senior Lecturer earns ₦231, 393.17 (\$462.79) monthly and ₦2, 776,718.04 (\$5553.44) yearly. Professorial position is the highest rank in university. This category consists of Reader/Associate Professor and Professor. Reader/Associate Professor earns ₦281, 867.72 (\$563.74) monthly and ₦3, 383, 412.64 (\$6,766.83) yearly while Professor earns ₦342, 442.35 (\$684.88) monthly and ₦4, 109, 308.02 (\$8218.62) annually (Kaoje et al., 2020; Igwenagu, 2016)

2.2 Job Satisfaction

Satisfaction is a state of fulfillment. It is achieved when one's desire meets up with what is available (Bello et al., 2017). Job satisfaction is defined as an individual's feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Job satisfaction, according to Green (2000), is a state of mind in which workers feel comfortable at their workplace without any internal or external disturbance. It is generally known that job satisfaction is a major determinant of employee and organizational performance and effectiveness in industrial and organizational settings (Laschinger, 2001; Riketta, 2002; Bhatti et al. 2014; Asrar-ul-Haq et al., 2017).

People seek for employment in an organization because of what they intend to achieve such as security of income, better prospect in the future and satisfaction of psychological and social needs. People have diverse kind of needs at separate times in the organization that they belong (Sweta, 2015). One primary responsibility of management is to provide enabling environment or atmosphere for people at work to satisfy their needs (Prasad, 2006). Job satisfaction has various features. Conspicuous among them are satisfaction with the work

itself, salary, recognition, rapport with superiors and fellow workers, and opportunity for development. Every feature contributes to an individual's general feeling of satisfaction with the job. Jafar et al., (2010) identified five key characteristics of job satisfaction as: satisfaction from job, satisfaction from supervisor, satisfaction from colleagues, satisfaction from salary and satisfaction from promotion. Similarly, various researches have shown that lecturers derive satisfaction from factors such as developing sincere and individual relationship with students, the academic challenge of teaching and autonomy (Amazt & Idris, 2011) while dissatisfaction is traceable to excess workload, meager salary and lack of recognition.

2.3 Influence of Demographic Variables on Job Satisfaction

Demographic is the study of universal and specific population factors such as race, gender, income, religion, marital status, occupation, as well as population density, size and location (Blythe, 2005). Demographics are the quantification of statistics for a given population and are used to classify the study of measurable sub-sets within a given population (Amangala, 2013). DeVaney and Chen (2003), in their study discovered that demographic variables such as gender, education, age and race have an influence on employees' job satisfaction. Similarly, Malik (2011) found that age, job rank, educational qualification and years of experience were to some extent related to the overall job satisfaction of university employees. In the same vein, Noordin and Jusoff (2009) found that the demographic factors such as current job status, marital status, age and salary appear to have significant impact on the respondents' level of job satisfaction.

Sanusi and Mohammed (2021) in a study on demographic factors and its influence on job satisfaction in Adamawa State University, Mubi, Nigeria found that marital status, educational qualification, age and gender have a significant effect on employee job satisfaction. In terms of education, employees with higher qualification tend to receive better salaries and allowances and thus are more satisfied than employees with lower educational qualification. With respect to gender, the study further revealed that employees within the age bracket of 25-34 are more satisfied with their work compared to those of younger and older category of age. Furthermore, the study shows that male employees are satisfied more with their jobs than their female counterparts.

However, in a study conducted by Amarasena et al. (2015) in Sri Lanka on the effects of demographic factors on job satisfaction of university faculty members, the study found that demographic factors such as teaching experience, gender, age, highest level of education, marital status and number of children of staff members, had no statistically significant differences on employees' job satisfaction.

2.4 Theory Underpinning the Study

This study is based on hygiene-motivation theory developed by Frederick Herzberg. This theory is very crucial and it states that satisfaction and dissatisfaction are driven by different factors. Frederick Herzberg (1923-2000) was a US clinical psychologist who became an influential management thinker through his work on the nature of motivation and the most effective ways of motivating people. His 'hygiene-motivation' theory was first set out in the motivation to work, published in 1959. According to him "hygiene factors have to do with the context or environment in which a person works". They include supervision, working relationships, status, security and pay. The most important thing about these factors is that they do not in themselves promote job satisfaction but rather serve primarily to prevent job dissatisfaction in the same way that a clean environment does not itself give good health but a lack of it would usually cause disease. That is to say that their absence at work leads to dissatisfaction.

Motivators are also called growth factors. According to Herzberg, they relate to what a person does at work rather than the context in which it is done and they include achievement, recognition, the work itself, responsibility, advancement and growth.

Herzberg in summary explains that the two sets of factors are separate and distinct because they are concerned with two different sets of needs. It should be noted that this model is still used in organizations all over the world.

3. Methodology

The descriptive research design was adopted for this study because it gives a picture of the population. The researcher collected data from a cross section of workers to enable them assess the level of job satisfaction and be able to compare job satisfaction in the two organizations. It also enables us to examine the socio-demographic factors that were related to job satisfaction. The population used for this study comprises of all staff of the universities who have had a minimum of one year working experience with the universities. As a result of the impossibility of studying the entire population due to time, financial and other constraints, a representative sample was therefore selected from the population and used for the study. A sample of three hundred (300) staff members were used for the study. The sample size was gotten from 150 staff each from the universities. The 150 comprises of 50 senior non-academic staff, 50 junior non-academic staff and 50 academic staff of each of the universities. Among the 50-academic staff, the researcher tried to get staff from all the departments in each of the universities. This same method was applied in getting the total of 100 non-academic staff (made up of senior and junior). All the respondents were contacted in their offices because of its convenience and reliability. The sources of data for this research were made up of primary source, that is, the responses gathered from respondents through the use of questionnaires.

The research instrument used in this study was the questionnaire because the type of information sought could not be gathered otherwise. This instrument according to Agbonifoh and Yomere (1999) can be used to measure behaviour, past, present or even intended; other characteristics such as age, sex, marital status, income, level of formal education, attitudes and opinions. It is a difficult task to understand a person's satisfaction by mere observation of actions and behaviour, hence the questionnaire is an appropriate instrument. The questionnaire used in this study contains structured questions. The structured type of questions limits respondents to a set of replies. In these questionnaires, the investigation used the check list and the Likert-type scale because they require less skill, are easier to use and the data they yield are more easily analyzed and compared. The questionnaire consists of two parts: the classification section requesting profile information about the respondent and the last section with questions relating to the other subject matters of the investigation. The fifteen (15) variables used to measure job satisfaction in this study were collected from different sources based on our review of the literature. Pay/salary, promotion, supervision and sort of work done/nature of work were adapted from job satisfaction scale developed by Spector (1997) while recognition was adapted from Bello et al. (2017). Freedom of making decisions/autonomy and pressure from the work/stress were gotten from Hackman & Oldham (1980); Smith et al. (1969). The other variables were constructed by the researchers taking into cognizance the prevailing situations in the University of Benin and Benson Idahosa University (see Table 1 for details).

A number of hypotheses were posed in this study. Other questions were equally asked for which hypotheses were not formulated. The questions were meant to find out about the level of satisfaction in a private and public firm and compare them. Responses were gathered and analyzed by means of frequency distribution, percentage analysis, t-test and regression.

Table 1: Questionnaire

Sort of Work
At times I have the feeling that my work is meaningless
I experience a sense of satisfaction in performing my job
My job is enjoyable
How satisfied are you with the sort of work you are doing
Type of Leadership
How satisfied are you with the type of leadership you have been getting from your supervisor
Department as it Stands
How satisfied are you with the department as it now stands
Prestige within the City
How satisfied are you with your prestige within the city
Chances of Getting Promoted
There is really too little chance for promotion on my job
Those that do well on the job stand a fair chance of being promoted
I am satisfied with my chances for promotion
Salary
How satisfied are you with your present salary
I feel I am being paid a fair amount for the work I do
Raises are too few and far between
I feel appreciated by the organization when I think about what they pay me
I feel satisfied with my chances for salary increases
Status in the Community
How satisfied are you with your status in the community
Community Value
What value do you think your community put on your service
Recognition from Supervisors
How much recognition does your supervisor show for a job well done
Appreciation from management increases level of job satisfaction of employees
The organization views its academic staff as assets
Management recognizes me as an individual
Participation Level
To what extent do you get to participate in the supervisory decisions that affect your job?
Freedom of Making Decision
In your daily work, how free are you to make decisions and to act on them
Close Supervision
How closely do you feel you are observed by your supervisor?
My supervisor is quite competent in doing his/her job
My supervisor is unfair to me
My supervisor shows too little interest in the feelings of subordinates
I like my supervisor
Advice Friends
Would you advise a friend to join the department?
Feeling of Accomplishment
Do you receive a feeling of accomplishment from the work you are doing
Pressure from the Work
Rate the amount of pressure you feel in meeting the work demands of your job

4. Result and Discussion

Profile of the Respondents

A total of 255 respondents returned their questionnaire out of which 45.1% were from the University of Benin and the remaining 54.9% were from Benson Idahosa University (see Table 2). 60.4% of the total respondents who returned their questionnaires were males while 39.6% were females. Single respondents made a total of 39.6%, 52.5% were married, 5.9%

were divorced and 1.6 % were widowed. Table 1 showed that the respondents had a variety of family size despite the fact that 28.6% did not answer the question. With respect to education, majority of the respondents (28.2%) had at least a first degree. The monthly incomes of the majority of the respondents (48.2%) were between \$101- \$200. The experience level of the respondents shows that the majority of the respondents had worked in their organization for less than ten (10) years.

Table 2: Profile of the Respondents

Demographic Attributes	Classifications	Frequency	Percentage
School	Uniben	115	45.1
	BIU	140	54.9
Gender	Male	154	60.4
	Female	101	39.6
Marital Status	Single	101	39.6
	Married	134	52.5
	Divorce	15	5.9
	Widowed	5	2.0
Educational Qualification	FSLC	13	5.1
	SSCE/WASSCE/GCE	35	13.7
	OND/NCE	63	24.7
	First Degree	72	28.2
	Higher Degree	64	25.1
	No Response	8	3.1
Family Size	1-3	54	21.2
	4-6	114	44.7
	7-9	9	3.5
	10-12	4	1.6
	13-15	1	0.4
	No Response	73	28.6
Category of Staff	Junior Non-academic	110	43.1
	Senior Non-academic	80	31.4
	Academic	64	25.1
	No Response	1	0.4
Income Per Month	Below \$100	54	21.3
	\$101- \$200	123	48.2
	\$201- \$400	57	22.4
	\$401- \$600	12	4.7
	\$601 \$800	6	2.4
	Above \$800	1	0.4
	No Response	2	0.8
Years of Experience	0-5 years	145	56.7
	6-10 years	43	16.8
	11-15 years	8	3.1
	16-20 years	14	5.3
	21-25 years	3	1.7
	26-30 years	4	1.5
	31-35 years	8	3.1
	36-40 years	1	0.4
	No Response	29	11.4

Source: Authors' fieldwork

Job Satisfaction among Respondents

Job satisfaction was measured using a 15-item basis with a 5-point Likert-type scale ranging from 1-5. Table 3 shows the areas the respondents were satisfied the most and not satisfied. The respondents were satisfied the most with the type of leadership, sort of work, the supervision they received and their status in the community. Most respondents said they would advise their friends to take up a job with their respective universities.

Table 3: Job Satisfaction of the 255 Respondents

S/N	Aspect of Job	Mean Score
1	Sort of work	3.90
2	Type of leadership	4.07
3	Department as it stands	3.30
4	Prestige within the city	3.06
5	Chances of getting promoted	3.22
6	Salary	2.96
7	Status in the community	3.33
8	Community value	2.98
9	Recognition from supervisors	3.15
10	Participation level	3.04
11	Freedom of making decisions/autonomy	3.24
12	Close supervision	3.45
13	Advice friends	3.73
14	Feeling accomplishment	2.55
15	Pressure from the work/stress	2.7
	Overall Mean	3.25

Source: Authors' fieldwork

Job Satisfaction in Benson Idahosa University

Table 4 shows percentage of respondents from Benson Idahosa University who were satisfied with the different aspects of their job. It shows that 120 or 87.5% were satisfied with the sort of work they do while 112 (80%) were satisfied with the type of leadership under which they work. For the remaining 13 aspects of the job, less than 50% of the respondents were satisfied. In fact, for the eleven (11) of the job factors, the percentage of the respondents that were satisfied was less than 40%. On the average, for the 15 job factors, 43.15% of the respondents were satisfied. Thus, the overall finding here shows that most of the respondents from Benson Idahosa University are not satisfied with their jobs.

Table 4: Satisfaction Level of the 140 respondents from Benson Idahosa University

S/N	Aspect of Job	Satisfied/ Very Satisfied	
		Number	%
1	Sort of work	120	85.7
2	Type of leadership	112	80
3	Department as it stands	49	35.3
4	Prestige within the city	46	32.8
5	Chances of getting promoted	90	36.7
6	Salary	45	32.2
7	Status in the community	51	36.4
8	Community value	43	30.9
9	Recognition from supervisors	49	35.3
10	Participation level	42	30.2
11	Freedom of making decisions/autonomy	69	49.3
12	Close supervision	58	44.7
13	Advice friends	63	45.3
14	Feeling accomplishment	35	25.2
15	Pressure from the work/stress	57	47.3
	Mean		43.15

Source: Authors' fieldwork

Job Satisfaction in University of Benin

Table 5 shows the data on job satisfaction among staff of the University of Benin who were included in the study. For the job factors, more than 50% of the respondents were satisfied with 12 factors. They are most satisfied with the sort of work (88.7%), type of leadership (86.9%), advice friends to work for University of Benin if need be (86%), chances of promotion (83.4%), and the current state of the department (77.4%). The only three factors they are dissatisfied with include community value (47.8%), feeling of accomplishment (19.1%) and pressure from work (19.1%).

Table 5: Satisfaction Level of the 115 Respondents of University of Benin

S/N	Aspect of Job	Satisfied/ Very Satisfied	
		Number	%
1	Sort of work	102	88.7
2	Type of leadership	100	86.9
3	Department as it stands	89	77.4
4	Prestige within the city	86	74.7
5	Chances of getting promoted	90	83.4
6	Salary	58	50.5
7	Status in the community	80	69.6
8	Community value	55	47.8
9	Recognition from supervisors	74	64.4
10	Participation level	59	53.6
11	Freedom of making decisions/autonomy	62	53.9
12	Close supervision	66	53.3
13	Advice friends	98	86
14	Feeling accomplishment	22	19.1
15	Pressure from the work/stress	22	19.1
	Mean		61.89

Source: Authors' fieldwork

Comparison between Respondents of Benson Idahosa University and University of Benin

Figure 1 shows the percentage of respondents from the two universities who were satisfied with each of the fifteen (15) job factors investigated in this study. It shows that University of Benin were more satisfied with respect to nine (9) of the job factors namely: the department, prestige, chances of promotion, salary, status in the community, community value, participation, recognition from supervisors and advice friends. For two (2) of the fifteen (15) factors, Benson Idahosa University staff were more satisfied and they are feeling of accomplishment and pressure from the work/stress. For the fifteen (15) factors, on the average, percentage of University of Benin staff members who were satisfied is approximately 62% as against 43% for Benson Idahosa University. The obvious conclusion therefore is that on the average, University of Benin staff members were more satisfied with their job than Benson Idahosa University staff.

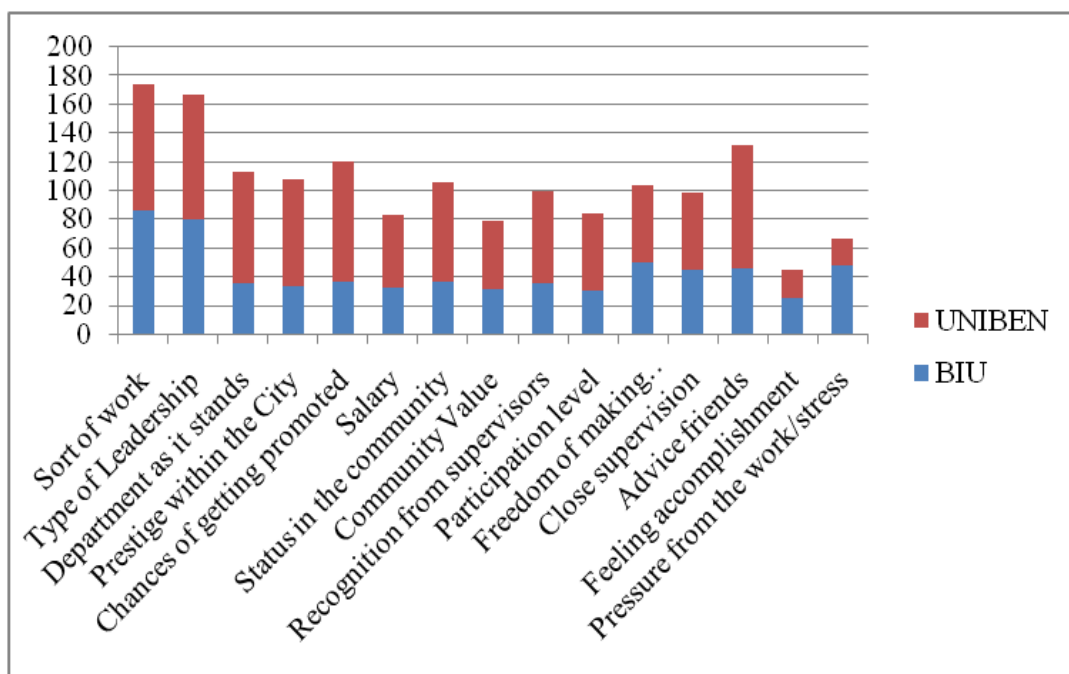


Figure 1: Comparison between Benson Idahosa University and University of Benin Respondents in Terms of Percentage Satisfied

Table 6 shows that there are significant differences in certain aspects of the job. Benson Idahosa University staff are not satisfied with aspects like the department as it stands, prestige, their chances of promotion, their salary, their participation, their freedom to act, the supervision, and they would not advice their friends to work for Benson Idahosa University.

Table 6: Comparison between Respondents of Benson Idahosa University and University of Benin

Aspect of work	University	Number	Mean	Sig.
Sort of work	UNIBEN	115	3.9	.757
	BIU	140	3.89	
Type of Leadership	UNIBEN	115	3.89	.093
	BIU	140	4.21	
Department	UNIBEN	115	3.77	.001
	BIU	139	2.91	
Prestige	UNIBEN	115	3.73	.000
	BIU	140	2.51	
Chances of promoted	UNIBEN	108	4.02	.000
	BIU	139	2.6	
Salary	UNIBEN	115	3.03	.011
	BIU	140	2.89	
Status in the community	UNIBEN	115	3.56	.123
	BIU	140	3.14	
Community Value	UNIBEN	115	3.16	.456
	BIU	139	2.83	
Recognition	UNIBEN	115	3.44	.214
	BIU	139	2.91	
Participation	UNIBEN	110	3.15	.000
	BIU	139	2.96	
Freedom	UNIBEN	115	3.28	.008
	BIU	140	3.2	
Close supervision	UNIBEN	115	3.63	.000
	BIU	139	3.31	
Advice friends	UNIBEN	114	4.27	.000
	BIU	139	3.29	
Accomplishment	UNIBEN	115	2.47	.260
	BIU	139	2.62	
Pressure of the work	UNIBEN	114	2.42	.790
	BIU	139	2.92	

Source: Authors' fieldwork

Comparison of Job Satisfaction with Respect to Gender

An analysis was made with respect to finding out the relationship between gender and job satisfaction. Table 7 shows the relationship between gender and job satisfaction. It shows that there is no significant difference in the level of job satisfaction between males and females in nine (9) of the job factors while the remaining six (6) factors showed a significant difference. Males were more satisfied with five (5) aspects of their job namely: sort of work, salary, status in the community, participation and freedom to act.

Table 7: Comparison of Job Satisfaction with Respect to Gender

	Gender	N	Mean	t-test for equality of means		
				T	Df	Sig. (2-tailed)
Sort of work	Male	154	4.02	2.117	252	.035
	Female	101	3.71			
Type of Leadership	Male	154	4.18	0.64	253	.523
	Female	101	3.89			
Department	Male	154	3.27	-0.672	252	.502
	Female	100	3.36			
Prestige	Male	154	2.93	-1.953	253	.052
	Female	101	3.26			
Chances of promotion	Male	153	3.18	-0.64	245	.052
	Female	94	3.3			
Salary	Male	154	3.11	2.738	253	.007
	Female	101	2.72			
Status in the community	Male	154	3.45	2.189	253	.029
	Female	101	3.15			
Community Value	Male	153	2.93	-0.997	251	0.32
	Female	100	3.06			
Recognition	Male	153	3.16	.057	252	.955
	Female	101	3.15			
Participation	Male	153	3.2	2.777	247	.006
	Female	96	2.8			
Freedom	Male	154	3.46	3.773	253	.000
	Female	101	2.89			
Close supervision	Male	154	3.54	1.392	252	.165
	Female	100	3.32			
Advice friends	Male	154	3.64	-1.500	251	.135
	Female	99	3.87			
Accomplishment	Male	154	2.38	-3.293	252	.001
	Female	100	2.82			
Pressure from the work	Male	153	2.78	1.458	251	.123
	Female	100	2.56			
Overall Job Satisfaction	Male	150	3.2653	.654	240	.514
	Female	92	3.2181			

Source: Authors' fieldwork

On the average, that is, on the overall level of job satisfaction, there is no significant relationship between gender and job satisfaction at the 5% level of statistical significance. We therefore accept the null hypothesis which states that there is no difference between gender and job satisfaction (H2).

Age, Educational Qualification, Family Size, Job Status, Monthly Income and Experience with the Organization

In trying to determine if there was a relationship between job satisfaction and the variables such as experience, educational qualification, family size, monthly income, job status and age, the researcher used a multiple regression analysis. Table 8 shows that there is no significant level of satisfaction with respect to age, educational qualification and monthly income. We therefore reject the hypotheses with respect to age (H3), educational qualification (H4) and monthly income (H7). There is a significant level of satisfaction in family size. It even has a negative effect of satisfaction which implies that the larger the family size, the less satisfied the person is. There is also a significant level of satisfaction

with respect to the relationship between job status and satisfaction. It shows a positive relationship, implying that the higher the job status, the higher the satisfaction. Finally, the relationship between experience with the present organization and job satisfaction is significant and is positive which implies that the longer the individuals stay in the organization, the more satisfied they become. We therefore accept the hypotheses with respect to family size (H5), job status (H1) and experience with the organization (H6)

Table 8: Regression Analysis of Relationship between Job Satisfaction and Socio-demographic Variables

Variables	Coefficients	T-test	P-value	Decision
Constant	3.429	16.774	.000	
Age	-.048	-.642	.522	Not Significant
Family Size	-.067	-2.446	.016	Significant
Edu. Quality	-.112	-1.643	.102	Not Significant
Job Status	.245	3.653	.000	Significant
Monthly Income	-.028	-.379	.705	Not Significant
Exp-Present Org	.019	2.502	.013	Significant
R- Square = .192		Adjusted R-Square = 0.158		
F-Stat = 5.792		Prob (F-Stat)= 0.000		

Source: Authors' fieldwork

5. Discussion of findings

The possible reasons for the dissatisfaction of respondents are poor working environment and poor salary when compared to other sectors like the banking industry, oil and gas industry political sector and so on. Offices are not furnished and, in most cases, crowded because of the lack of space for new offices which in turn leads to little or no comfort for the staff of the university.

The study showed that members of staff of the University of Benin are more satisfied than Benson Idahosa University staff. The possible reason for this difference in satisfaction level could be the fact that University of Benin staff members are freer to act on their own will when compared to the staff of Benson Idahosa University. The laws in Benson Idahosa University were very strict compared to that of University of Benin. Another possible reason is that the University of Benin is better funded and has more facilities than Benson Idahosa University. Also, the University of Benin has even been able to build a solid reputation over the years when compared to Benson Idahosa University. There is more of job security in the University of Benin compared to Benson Idahosa University. University of Benin has been able to provide accommodation for most of its staff unlike Benson Idahosa University. Finally, we can say that University of Benin runs a democratic style of leadership while Benson Idahosa University runs an authoritarian style of leadership. This finding is supported by the study conducted in Kwara State, Nigeria, by Bello et al. (2017), who reported that University of Ilorin lecturers are more satisfied compared to Land Mark University lecturers in terms of salary and promotions. After testing the hypothesis, a pay disparity was found to exist between private and public universities in Nigeria. Lecturers in public university were more satisfied with their salary and promotions than the lecturers of private university. Similarly, our findings are in line with results from a study conducted by Hameed et al. (2018) on job satisfaction of lecturers from public and private sector universities in Lahore, Pakistan. The results discovered statistically noteworthy differences in extent of agreement for some of the statements between the public and private university teachers on the Job satisfaction scale (salary, promotion, benefits, coworkers, type of work done, and communication within the organization) with public lecturers satisfied with the

majority of the items. Also, our finding supports the study by Abiodun-Oyebanji (2012), who found that university staff in public universities felt more satisfied than their counterparts in the private universities with regards to financial rewards in some selected tertiary institutions in south western Nigeria.

It was surprising to find out that there was no significant difference with respect to gender and job satisfaction. The reason might be that females generally were regarded as weaker vessels but as this research has showed, there is no priority given to any particular sex. There is equality in the working environment. This finding contradicts an earlier report by Sanusi and Mohammed (2021) in a study on demographic factors and its influence on job satisfaction in Adamawa State University, Mubi, Nigeria. They found that gender has a significant effect on employee job satisfaction among academic staff in Adamawa State University.

Family size, job status and experience on the job were the only factors with respect to job satisfaction that had an effect. The issue of family size is not strange and it makes sense because as we can see from the research, larger families tend to be dissatisfied compared to smaller families. Job status satisfaction is a fact and this is because the higher the position of the employee, the more satisfied he would be. The same law goes for experience as an aspect of the job. The reason for the more experience staff to be more satisfied could be because of the fact that they have been with the organization long enough to get use to changes in the immediate environment. The other factors like age, educational qualification and monthly income showed no significant interference with job satisfaction.

6. Conclusion

Job satisfaction is very important in organization because if workers are not satisfied, they will not work well. Therefore, it is safe to say that if they do not have satisfaction, they will not be able to give their best. The study of Benson Idahosa University and the University of Benin shows that many staff members are not satisfied, especially those of Benson Idahosa University. Since they are not satisfied, they may not be able to do their work well. This is why people say the standard of education has fallen.

The study has shown that the private is guilty of job dissatisfaction. It would be good if the regular body: National Universities Commission (NUC) investigates and ensures satisfaction else the standard of graduates from the universities will be below standard.

Another surprising discovering is that public universities staff are more satisfied than the private university whereas in business, private firms perform well when compared to public firms. It is safe to say that university is an exception. Private university owners should ensure maximum satisfaction of their staff.

7. Recommendations

Following from the findings of the research, the study makes the following policy recommendations.

Government should ensure that members of staff of the universities are paid like their counterparts in other countries. They should seek professional advice on how to improve the standard of living for the lecturers of the universities because these lecturers are the ones that train the future leaders. Government should also provide the basic infrastructure such as electricity, classrooms, water and so on to the universities. Competent vice chancellors and member of council should be appointed for the proper management of the funds of the universities.

To solve the problems of job dissatisfaction in Benson Idahosa University, the possible factors that should be improved or changed include offices; the offices of most lecturers are crowded and there is no room for privacy and concentration.

Another possible problem is the job security status; Benson Idahosa University should stop the clocking in and clocking out of staff as it leads to the staff having a sense of bondage in the university. Finally, there should be freedom of worship and the staff should not be forced to go to their own churches.

The leadership style should be changed so that it would enable participation of everyone. The staff should be allowed to actively act on their will because this will later bring about efficiency. The universities should ensure that promotion is not delayed especially to the rank of Associate Professor and the Professor respectively. They should also ensure that members of staff are promoted as at when due.

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Bio-note

Agbonifoh, Ehireme Boaz is a graduate of Business Administration, Benson Idahosa University, Benin City, Edo State, Nigeria. He is a First Officer, Air Wisconsin, United State of America.

Dr. Agbonifoh, Christopher Ihionkhan, is a Lecturer I in the Department of Marketing, Faculty of Management Sciences, University of Benin, Benin City.. His research area includes branding, consumer behaviour, brand loyalty and Internet marketing. He has many publications in local and international journals. Dr. Agbonifoh is a member of the Academy of Management Nigeria (TAMN).