



JOB SATISFACTION AND STAFF PERFORMANCE IN EBONYI STATE UNIVERSITY, ABAKALIKI, NIGERIA (2008 – 2018)

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ABSTRACT

Job Satisfaction and Staff Performance in Nigerian State Universities has become a national discourse. This is because Job satisfaction is expected to encourage staff stability, performance, efficiency, goal congruency and positive behaviour in the work places. The reverse is the case in Ebonyi State University where mass exodus of staff, complaints, ethnocentrism, political interference and prolonged industrial strikes are alarming (Ezeali, 2010). The broad objective of the study is to determine the relationship between job satisfaction and Staff performance in Ebonyi State University. Three specific objectives were also set to be achieved while the study was anchored on Herzberg (1964) two factor theory using descriptive survey method. Three hypotheses were formulated and 313 sample size of the population was used. After descriptive analysis of the data using simple percentage and chi-square statistics, the results revealed among others: Firstly, that conditions of service, salaries and allowances, promotion criteria, working environment, gender, age, university autonomy law, job security, management policies, interpersonal relationships and supervision affects job satisfaction and staff performance in Ebonyi State University; and secondly that the level of job satisfaction and staff performance in Ebonyi State University is discouraging resulting from poor salaries and allowances, bad management polices, unconducive work environment, non-implementation of university law, irregular promotion criteria, poor motivation techniques and ethnocentrism. The researcher thereafter recommended that management should always strive to implement job satisfaction elements such as competitive salary, handsome fringe benefits, management by objectives, university autonomy law, proper channel of communication, regular promotion, Job enlargement and enrichment, staff training and development. The implications of the findings are both revealing and inspiring in the sense that management, staff and other stakeholders are now abreast of the role of job satisfaction in staff performance among others.

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INTRODUCTION

The industrial revolution in Britain, provoked handwork, greater production of goods and employer – employee official work relationship in form of contract of employment between the employer who invested capital for profits and staff who had nothing but his labour service to sell. The employer, driven by inordinate desire to maximize profits at the detriment of staff promoted exploitation through poor remuneration and conditions of service. These exploited staff organized themselves into trade unions to agitate for improved conditions of service from their employers (Abba, 2008).

Karl marx (1865) in Cole (2002) tried to solve the problem of job dissatisfaction and staff exploitation by propounding the theory of "surplus value". To ensure increased production of goods and job satisfaction in a work environment, the Scientific Management and Human Relation schools emerged. Taylor (1911), in Ezeali and Essiagu (2009) saw man as a machine rather than a social being that needs to be motivated to enhance performance and good behavior in a work environment. For him, the only way to increase staff performance and Job satisfaction was through the wage incentive scheme. This was based on the assumption that staff were lazy and should be motivated only with the promise of a

financial reward. He advocated for wage increase to encourage job satisfaction and performance without considering the psychological needs of staff. On the other hand, the Human Relations School views it in a different perspective especially in contemporary organizations. Elton (1927) in Ezeali *et al* (2009) asserts that money only does not encourage job satisfaction and staff performance but also the satisfaction of individual psychological and social needs. Owen (1800) in Stoner (1982) sees the manager's role as one of reforms. He built houses for staff, operated a store where staff purchased goods at a cheaper price, reduced the standard working day from 13 hours to 10 ½ hours. This reform was not on humanitarian ground but to address the social and psychological needs for staff satisfaction, performance and organizational profitability. According to him, organization's best investment was in the staff which he regarded as "vital machines". Job satisfaction according to Brief (1998) refer to a pleasurable emotional state, resulting from the appraisal of one's job, an affective reaction to one's job and an attitude toward one's job. It describes the level of satisfaction that a worker has in his job. This determines productivity, continuity and goal congruency in tertiary institutions.

Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2007) observed that losses of qualified staff in tertiary institutions compromises the quality of education and complicates implementation of strategic plans needed for their expansion. Also a dissatisfied staff is more likely to leave his job than a satisfied staff, while the decision to remain in an institution is influenced by job satisfaction. This shows the need to motivate staff for increased job satisfaction and performance. Therefore, for job satisfaction and performance to be encouraged in an institution, efforts should be made to improve the conditions under which staff perform their functions. For Ezeali *et al.* (2009), government-owned institutions in Nigeria are known for inefficiency, ineffectiveness, poor motivation, bureaucratic corruption, embezzlement of public funds, high rate of staff turnover, political interference, incompetent management, red-tapism and job dissatisfaction. This has resulted to exodus of teaching and non-teaching staff of state-owned institutions to Federal Institutions or abroad. Ebonyi State University, known for skilled manpower and quality of outputs has suffered serious setback due to job dissatisfaction. This has contributed to absenteeism, lateness to work, frequent strikes and industrial disharmony, resignation and transfer of service, high brain drain and rejection of responsibilities. Also, there is poor social relations with peer and supervisors, poor work environment and job abandonment in place of private pursuits during official hours. These situations have been lingering for over a decade. The problem of this study among others is to determine the factors affecting job satisfaction and staff performance in Ebonyi State University particularly the extent to which the management takes job satisfaction and staff performance into account in its operations.

To address the above problem, the researcher posed the following questions:

- Does factors such as salaries and allowances, work environment, non-implementation of university autonomy law, gender, age, management policies, political interference and interpersonal relations affect job satisfaction and staff performance in Ebonyi State University?

- To what extent does competitive salary, handsome fringe benefits, study leave with pay, management by objectives, regular promotion, job enlargement and enrichment, training and development encourage job satisfaction and staff performance in Ebonyi State University?
- Is there any relationship between job satisfaction and staff performance in Ebonyi State University?
- The broad objective of this study is to determine the relationship between job satisfaction and staff performance in Ebonyi State University, Abakaliki.

However, the specific objectives include:

1. To find out whether salaries and allowances, work environment, non-implementation of university autonomy law, gender, age, management polices and interpersonal relations affect job satisfaction and staff performance in Ebonyi State University.
2. To ascertain the extent to which competitive salary, handsome fringe benefits, study leave with pay, regular promotion, job enlargement and enrichment, management by objectives, training and development encourage job satisfaction and staff performance in Ebonyi State University?
3. To determine the relationship if any, between job satisfaction and staff performance in Ebonyi State University.

Ho₁: Salaries and allowances, work environment, non-implementation of university autonomy law, gender, age, management policies and interpersonal relations does not affect job satisfaction and staff performance in Ebonyi State University.

Ho₂: Competitive salary, handsome fringe benefits, study leave with pay, regular promotion, job enlargement and enrichment, management by objectives, training and development does not encourage job satisfaction and staff performance in Ebonyi State University?

Ho₃: There is no statistically significant relationship between job satisfaction and staff performance in Ebonyi State University.

Empirically, this study will help managers of State-owned Universities to understand factors affecting job satisfaction and staff performance while Ebonyi State University Management will be assisted to evaluate the level of job satisfaction or dissatisfaction of her employees in relations to their job performance. Also, the study will help Ebonyi State University management to take remedial action towards improving job satisfaction and staff performance. It will suggest to managers of State-owned Universities and Human Resource Professionals, a workable policy and strategy towards solving the problem of job dissatisfaction and poor staff performance. Theoretically, the study will also provoke research and add to existing literature on the subject matter.

History of Ebonyi State University, Abakaliki: Ebonyi State University (EBSU), Abakaliki was a campus of the Anambra State University of Science and Technology (ASUTECH) established on July 30, 1980. Abakaliki campus took off in 1985 housing the Faculties of Agricultural Science and Veterinary Medicine including a Pre-science school in 1987. The creation of Enugu State from old Anambra State on August 27, 1991 resulted to Enugu and Abakaliki campuses of

ASUTECH becoming Enugu State University of Science and Technology (ESUT) by Enugu State Edict No 3 of 1991. This development saw the Faculty of Basic Medical Sciences added to the Abakaliki campus. On 1st October 1996, the then Head of State, Late Gen. Sani Abacha created Ebonyi State with Headquarters in Abakaliki. By the Ebonyi State Edict No. 5 of 1998, Abakaliki campus of ESUT was known as Ebonyi State University College, affiliated to ESUT under the management of Dr. Fidelis Ogah as the Rector. The First State Governor, OminyiEgwu through the State Edict No. 7 of 1999 upgraded the University College to a full-fledged autonomous multidisciplinary University and appointed Professor Fidelis Ogah (OON) as the first Vice Chancellor of the university. The University has three annexes such as the college of Agricultural Science (CAS) situated at the end of the popular Water works road, Abakaliki, housing the Consultancy unit, Faculty of Agriculture and Natural Resources Management, Faculty of Law, Post-Graduate School, Center for Entrepreneurship Development, Work and Study Programme (WASP) and the Pre-Degree school; College of Health Sciences (CHS) annex popularly known as PRESCO housing the Faculties of Basic Medical Sciences and Applied Natural Sciences and Clinical Medicine and Health Sciences Technology Faculties at the University Teaching Hospital premises while the Ishiekeannex houses the Faculty of Education.

The University permanent site situated along the Abakaliki-Enugu highway at the boundary between Ishieke-Izzi and Ezzamgbo is presently accommodating Faculties of Arts, Management Sciences, Social Sciences and the Administrative Block. It has eleven Faculties and forty-nine Departments accredited by the National Universities Commission (NUC), Medical and Dental Council of Nigeria and Nigerian Council for Legal Education. His Excellency Dr. Sam Ominyi Egwu played his part between 1999 to 2007 to improve the University through provision of facilities for teaching and learning, skilled manpower and job satisfaction elements which encouraged staff performance and high rating of the university by regulatory bodies. Between 2008 and 2018, when Prof Francis Idike served as the Vice-chancellor of the University for 9 years under the administration of His Excellency, Chief Martin N. Elechi (MFR), and Prof. Chigozie Ogbuwas the new Vice-chancellor under the administration of His Excellency, Engr. David Umahi, the university has been facing exodus of teaching and non-teaching staff, dismissal of staff, prolonged industrial strikes, discriminatory promotions, suspension of principal staff and non-payment of salaries among others. The Faculties and Departments are:

1. **Faculty of Agriculture and Natural Resources Management:** The Departments are Agric. Economics and Extension management, Crop Science, Animal Science, Soil Science and Environmental Management, Food Science and Technology, Fisheries and Aquaculture.
2. **Faculty of Clinical Medicine:** Faculty profile are Pediatrics, Surgery, Community Medicine, Anesthesia obstetrics and Gynecology, Pharmacology, Radiology, Morbid Anatomy, Medial Microbiology, Internal Medicine, Family medicine, Chemical Pathology, Clinical Library, Psychological Medicine.
3. **Faculty of Arts:** English Language and Literature, Language and Linguistics, Philosophy and Religion, History and International Relations.
4. **Faculty of Basic Medical Sciences (FBMS):** The Department are Physiology, Anatomy, Medicine and Surgery, Biochemistry
5. **Faculty of Biological Sciences:** The Department are Applied Biology, Applied Microbiology, Biochemistry Biotechnology.
6. **Faculty of Education:** Science Education, Educational Foundation, Technical and Vocational Education, Home Economics, Human kinetic and Health Education, Guidance and counseling, Business Education, Arts and Social Science Education.
7. **Faculty of Health Science and Technology (FHST) :** The Departments are Medical Laboratory Science, Nursing Science.
8. **Faculty of Law:** The Departments are Jurisprudence Law, Commercial And Industrial Law, Civil Law.
9. **Faculty of Social Sciences (FSS):** The Departments are Political Science, Sociology / Anthropology, Economics, Mass Communication, Psychology.
10. **Faculty of Management Sciences (FMS):** The Departments are Business Management, Banking and Finance, Accountancy, Marketing, Public Administration.
11. **Faculty of Physical Sciences:** The Departments are Geology and Exploration Geophysics, Industrial Chemistry, Mathematics and Statistics, Industrial Physics, Computer Science.

Concept of Job Satisfaction and Staff Performance

The concept of job satisfaction and staff performance is complex and multifaceted. It means different things to different people. It has raised debate and controversy. The human relations believed that satisfaction leads to better performance while others observed that performance leads to satisfaction. Industrial psychologists have tried to establish the relationship between job satisfaction and staff performance. Fisher (2003) observed that satisfaction causes performance; performance causes satisfaction while reward causes satisfaction and performance. This means that satisfied staff are productive staff. Managers should be proactive and recognize the importance of job satisfaction among staff by observing what they do at work and what they say about the job because dissatisfied staff are more likely than satisfied staff to leave the job. Blaesi (1981) defines job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job and attitude towards one's job. For Cole (2002), job satisfaction refers to the degree to which estaff want, material and psychological needs are realized while performing the job assigned to him. Job satisfaction is an operation directed not only towards economic efficiency but also towards the humanization of work. Onu, Madukwe and Agwu (2005) identified inter-personal relationships, conditions of service, type of social insurance possessed, supervision, promotion, age, gender, equal treatment by management and income as factors that influence job satisfaction in a work environment. Therefore, there is no individual employed in an organization without certain needs which have to be satisfied, hence the staff willingness to work must be stimulated depending on the management ability to combine the needs of staff with the organizational goals. Individual goals should be integrated with the organizational goals to encourage goal congruency for the benefits of both parties. Satisfaction of staff material and psychological needs in a work environment should always be

considered to ensure staff satisfaction and performance. Job satisfaction in a work environment can take place resulting from increased income, promising career prospects, job enrichment, ability to control flow of work, democratic leadership, equal treatment by management, conducive work environment, regular promotion and participation in decision making. Obikeze and Obi (2005) asserts that staff whose personal needs are satisfied in a work environment are more likely to remain on the job as productive staff than those whose needs are not satisfied hence satisfaction is primarily a cause of performance. This depends on the degree to which performance leads to the achievement of individual goals. Job satisfaction has to be maximized to induce staff loyalty and commitment which in turn leads to effective human resources management and increased performance. This is very important because Owen (1800) in Ezeali *et al* (2009), observes that staff are manager's best investment or "vital machines" hence considerate leadership will result to greater job satisfaction while inconsiderate leadership leads to job dissatisfaction and poor performance. Also, the higher the job status, the higher the degree of job satisfaction while the greater the intrinsic value of the job being performed, the more satisfying to the staff performing it. Sur, Soylemez and Idrim (2004) noted that the greater the variation in job content, the greater the job satisfaction. This means that management should endavour to design jobs and managerial policies including feedback mechanism to ensure staff friendly oriented work environment for maximum job satisfaction and performance.

Factors Affecting Job Satisfaction and Staff Performance:

Obikeze and Obi (2005) listed three factors influencing job satisfaction such as: Organizational Policies and procedures involving remuneration package, supervision and decision-making; aspects of the total workload such as variety of skills applied, autonomy, feedback and physical nature of the work environment; and Personal aspects like self-image, ability to deal with stress and general satisfaction with life. For Tutuncu and Kozak (2006), demographic variables such as age, gender, race and education have effect on job satisfaction. They noted that younger staff are less satisfied than older staff while Non-African staff are satisfied than Africans. Some believed that work related variables such as interesting job, good relations with management, Job security, competitive salary and control over one's work affects job satisfaction and performance. Also Ezeali *et al* (2010) asserts that job satisfaction and performance are influenced by age, salaries and wages, conditions of service, work environment, gender, education, management policies, promotion criteria, nature of bureaucratic communication process, realization of expectations, interpersonal relationship, organizational structure and work apparatus. Goz (2002) in a survey of universities in Zimbabwe discovered that an academic staff with greater working experience, increased income, lesser number of dependents, conducive and excellent work environment, good incentive packages, job security and good interpersonal relationships is likely to be satisfied on his job. This will in turn provoke positive behaviour and greater performance. Abba (2008), in his study observed that staff performance on a given job and loyalty to his employer depends on the amount of job satisfaction enjoyed. This means that wage incentives and fringe benefits such as housing allowance and housing loans, car loans, medical allowance and attractive pay are important and should be effectively utilized

to boost staff morale and increase commitment to ensure greater job satisfaction and performance.

Strategies for Improving Job Satisfaction and Performance

It is obvious that staff performance in a work environment can be affected due to job dissatisfaction. The desire to perform should be stimulated on a continuous basis to ensure improved job performance. Onu (2005) observed that job dissatisfaction among staff results from poor communication between staff and management, irregular promotion and poor conditions of service. It should be noted that Job Satisfaction techniques such as job enlargement, job rotation, autonomous work group and job enrichment should be used to remedy and redefine jobs that are highly routine and without challenges to experienced staff. Management may be involved in job rotation or changing job content to satisfy staff basic needs. This involves adequate staff training and development, installation of proper communication channels and job satisfaction elements into the job content through job rotation, job redefinition, job enlargement, job simplification and autonomous work group. Also, to improve job performance and good behaviour to work will certainly involve attractive salary, security, training and development, challenging job and team spirit in the day-to-day functions. This will include dignity of labour (respect for colleagues, subordinates and peers), comfortable and safe working environment, opportunity to learn and develop on the job and to be treated fairly. Therefore, a manager who is productive and future concerned about his organization will identify the needs of staff especially those that are dissatisfied in a work environment and take positive actions accordingly. This will lead to productive behaviour, goal congruency and harmonious relationship between the management and staff. Another veritable strategy for improving job Satisfaction and Performance is staff training and development. Nwizu (2002) in Obikeze and Obi (2005), see training as any process by which the aptitudes, skills and abilities of staff to perform specific job are increased while Cole (2002) see development as any learning activity that is directed towards future needs rather than present needs. Therefore, managers in contemporary organizations must utilize training and development to provoke performance.

However, the following are practical psychological techniques toward improving job performance in contemporary organizations:-

- (a) say thank you for a job well-done (appreciation)
- (b) establish goals or targets for staff
- (c) establish leadership examples
- (d) help to build a team
- (e) learn to give credit for ideas generated
- (f) communicate, feedback and consult where necessary
- (g) learn to listen to suggestions
- (h) require high standard
- (i) learn to create and maintain pride in an organization
- (j) identify needs and motivators for implementation
- (k) establish manpower training and development programmes
- (l) show concern to staff under your supervision

Theoretical Framework: This study titled "Job Satisfaction and Staff Performance in Ebonyi State University, Abakaliki, was anchored on Herzberg (1964) Two – Factor Theory. This

is because many public organizations are bereft of motivational and maintenance factors thus leading to unproductive behavior. For Herzberg (1964), the primary determinants of job satisfaction are intrinsic aspects of the job called motivators while the primary determinants of job dissatisfaction are extrinsic factors called hygiene. Motivating factors (satisfiers) are those aspects of the job that makes staff desire to perform and provide them with satisfaction. For example, achievement in work, recognition and promotion opportunities. These motivating factors are considered to be intrinsic to the work carried out. Hygiene factors (Dissatisfiers) according to him, include aspects of the working environment such as company policies, supervisory practices, interpersonal relationship with Boss, work conditions, salary level, relationship with peers and job security. For him, Job Satisfaction results from the use of abilities in the work itself (intrinsic reward) whereas job dissatisfaction results from failure to get fair treatment from the work place. Motivational factors provoke staff performance level appreciably since there are psychological in nature and gives higher satisfaction to the individual. The Hygiene (maintenance) factors enable a staff to keep the existing work level. There are environmental factors that are not related to the job itself but to the organizational environment which if not provided, the existing level of performance will fall, staff will become dissatisfied, morale will be very low and their sense of belonging to the organization affected. There are not ingredients to provide satisfaction but are necessary to avoid dissatisfaction. Also, staff dissatisfaction will be shown through high labour turnover, frequent complaints, threat to down tools, excessive absenteeism, increased wastages, poor quality of work, internal friction, rumour mongering, strikes, walk-outs and unproductive behaviour. This is the hallmark of many state-owned tertiary institutions in Nigeria. Therefore, to operationalize the theory means that both the intrinsic (motivators) and extrinsic (hygiene) factors must be utilized to encourage job satisfaction and staff performance in Ebonyi State University.

MATERIALS AND METHODS

The researcher adopted a procedure favored by a descriptive survey design. The area of study is specifically Ebonyi State University, Abakaliki while the entire personnel of Ebonyi State University was used as the population of the study. This include teaching and non-teaching staff. The University has Eleven (11) Faculties with a Dean in-charge of each Faculty and Forty nine (49) Departments with a Departmental head each, responsible and accountable to every Dean of Faculty. There are 485 Academic staff and 1081 Non-academic staff comprising 336 senior staff and 745 junior staff. Therefore, the total population for this study is 1,566 personnel. The primary and secondary sources of data were used. The primary source of data include those obtained from interviews, questionnaires and observations from the Academic and Non-academic staff of the university in their various departments, who are the primary stakeholders in the data collection process while Secondary data was collected mainly from books, articles and publications on previous works, newspapers, journals and other related literature.

To determine the sample size, Taro Yamein formula (1964) was used thus: $n = \frac{N}{1 + N(e)^2}$

$$\begin{aligned} \text{Key: } n &= \text{Sample size} \\ N &= \text{Population of study} \\ I &= \text{Constant} \\ e &= \text{Minimum allowable error (0.05)} \\ \text{Hence } &= 1,566 \\ 1 + 1,566(0.05)^2 &= 1,566 \\ &= \frac{1,566}{1 + 1,566(0.05)^2} \times 1 \\ n &= \frac{1,566}{5} \\ &= 313 \end{aligned}$$

The sample size for this study is 313 personnel which is a good representation of the population. The sampling technique adopted was stratified random sampling which encouraged every relevant strata of the population to be selected. The names of eleven (11) Faculties comprising 49 Departments, in addition to other Units such as Registry, Personnel, Works and Planning, Pre-Degree School, Post – Graduate School, Work and Study Programmes and Security Department of the University formed the basis for the stratification. This made possible the selection of 29 Departments from 6 Faculties such as Management Sciences, Social Sciences, Health Science Technology, Education, Basic Medical Science, Arts and Humanities, including Registry and Work planning Departments. Also, the use of stratified random sampling in the selection procedure was interesting, hence made possible the administration of equal questionnaires to the teaching and non-teaching Staff of the selected Faculties and Departments which approximated 313 sample size. The instrument used was a structured questionnaire. 313 questionnaires printed were shared to the Faculties and administered to 29 Departments based on 5 point likert scale of Strongly Agree, Agree, Strongly Disagree, Disagree and undecided. The researchers vetted and approved the questionnaire as having face and content validity. The same was given to other Senior lecturers in the Faculty who also confirm consistency of the items while the pilot technique was adopted in ensuring reliability of the test instrument. The data analysis was based on simple percentage, frequency distribution tables and chi-square statistics. This helped the researcher to ascertain the actual percentage of university staff who responded to the questions and their responses. The simple percentage was also used to establish the proportion of respondents and their various responses while Chi-square statistics was used in testing the validity of the hypothesis formulated in order to make inference accordingly.

Data Presentation and analysis

The table below shows the breakdown of the administered questionnaires, their percentages and responses.

Research question 1: Does factors such as salaries and allowances, work environment, age, gender, management policies, university autonomy law and interpersonal relations affect job satisfaction and staff performance in Ebonyi State University? From the table, 313 (100%) of the respondents Strongly agreed that conditions of service, Loans, salaries and allowances, university autonomy law, working environment, gender, Age, management policies, organization support, work experience and interpersonal relations affect Job Satisfaction and staff performance in Ebonyi State University.

Table 1. Factors affecting Job Satisfaction and staff Performance

S/N	Questionnaire	Responses	Respondents	Percentage
1	Conditions of service, Salaries and allowances, Working environment, gender, Age, Management policies, Organization support, Work experience, Loans, Supervision and Interpersonal relations affect job satisfaction and staff performance in Ebonyi State University	Strongly Agree	313	100%
		Agree	-	-
		Disagree	-	-
		Strongly Disagree-	-	-
		Undecided	-	-
	Total		313	100%

Source: Ezeali field survey, 2018

Table 2. Do you agree that your salaries and allowances are commensurate compared to other State Owned Universities?**Comparison of Salaries and Allowances with other State Owned Universities**

S/N	Questionnaire item	Responses	Respondents	Percentage
2	Your salary and allowances are commensurate compared to other State owned Universities?	Strongly Agreed	-	-
		Agreed	9	3%
		Disagreed	63	20%
		Strongly Disagreed	241	77%
		Undecided	-	-
	TOTAL		313	100%

Source: Ezeali field survey 2018

Table 3. Do you agree that your present work environment is conducive for staff performance?**Rating of the University present work environment**

S/N	Questionnaire item	Responses	Respondents	Percentage
3.	The University Present work Environment is Conducive for Strongly Staff performance	Strongly Agreed	-	-
		Agreed	9	3%
		Disagreed	63	20%
		Disagreed	241	70%
		Undecided	-	-
	TOTAL		313	100%

Source: Ezeali field survey 2018

Table 4. Do you agree that promotion and headship appointment criteria used by the management of this university is satisfactory?**University promotion and Appointment Criteria**

S/N	Questionnaire item	Responses	Respondents	Percentage
4	Promotion and Headship appointment Criteria used by the University management is satisfactory	Strongly Agreed	-	-
		Agreed	25	8%
		Disagreed	169	54%
		Strongly Disagreed	119	38%
		Undecided	-	-
	Total		313	100%

Source: Ezeali field survey, 2018

Table 5. Do you agree that the university in terms of motivation techniques such as salaries and allowances, conditions of service, promotion and management policies is doing very well?

S/N	Questionnaire item	Responses	Respondents	Percentage
5.	The University is doing very well in terms of salaries and allowances, conditions of service, promotion and management	Strongly Agreed	-	-
		Agreed	25	8%
		Disagreed	169	54%
		Strongly Disagreed	119	38%
		Undecided	-	-
	Total		313	100%

Source: Ezeali field survey 2018

The above table shows that 9, out of 313, representing 3% of the respondents Agreed that their salaries and allowances are commensurate compared to other state owned universities, 63 (20%) Disagreed while 241 (77%) of the respondents Strongly disagreed with the test statement. From the above table, it is clear that 9(3%) of the 313 respondents Agreed that their present work environment is conducive, 63(20%) disagreed while 241(77%) of the respondents Strongly disagreed that the university work environment is conducive for staff performance. From the above table, responses reveal that 25(8%) of the respondents Agreed that promotion and headship appointment criteria used by the management of

Ebonyi State University is satisfactory, 169(54%) disagreed while 119(38%) of the respondents Strongly disagreed with the test statement. The table above shows that 25 out of 313 respondents, representing 8% Agreed that the university motivation techniques such as salaries and allowances, conditions of service, promotion and management policies is doing very well, 169(54%) of the respondents disagreed while 119(38%) of the respondents Strongly disagreed with the test statement.

Research Question 2: Does competitive salary, handsome fringe benefits, study leave with pay, management by objectives, regular promotion, job enlargement and

Table 6. Strategies to encourage job satisfaction and staff performance

S/N	Questionnaire Item used	Responses	Respondents	Percentage
6.	Competitive salary, handsome fringe benefits, staff participation in decision making, recognition of hard work, study leave with pay, proper channel of communication, job security, regular and unbiased promotion, job enrichment and enlargement, training and development encourages job satisfaction and staff performance in Ebonyi State university	Strongly Agreed	169	54%
		Agreed	144	54%
		Disagreed	-	-
		Strongly disagree	-	-
		undecided	-	-
Total			313	100%

Source: Ezeali Field Survey, 2018

Table 7. Do you agree that job satisfaction will encourage staff performance, industrial harmony, low labour turnover, staff dedication and commitment to duties in Ebonyi state University?**The Importance of Job Satisfaction in Ebonyi State University**

S. N	Questionnaire Item used	Responses	Respondents	percentage
7.	Do you Agree that job satisfaction Willencourage staff performance, industrial harmony, low labour turnover, staff dedication and commitment in Ebonyi State University?	Strongly agreed	169	54%
		Agreed	144	46%
		Disagreed	-	-
		Strongly disagreed	-	-
		undecided	-	-
Total				

Source: Ezeali Field Survey, 2018

Table 8. Relationship between job satisfaction and staff performance

S/N	Questionnaire Item used	Responses	Respondents	Percentage
8.	Does non-incentives Affect Job Satisfaction And staff performance in Ebonyi State University?	Strongly agreed	169	54%
		Agreed	113	36%
		Disagreed	25	8%
		Strongly Disagreed	62%	
		Undecided	-	-
Total			313	100%

Source: Ezeali Field Survey, 2018

Table 9. Effect of Motivation Incentives On the University Staff

S/N	Questionnaire Item used	Responses	Respondents	Percentage
9.	If the situation is Improved, will it Increase Job Satisfaction and staff performance in Ebonyi state university	Strongly agreed	169	54%
		Agreed	113	36%
		Disagreed	25	8%
		Strongly disagreed	6	2%
		Undecided	-	-
Total			313	100%

Source: Ezeali Field Survey 2018

Table 10. Effect of conditions of service, Age, gender, work environment, inter personal relations, salaries and Fringe Benefits

S/N	Responses	Observed Frequency	Expected Frequency	0-E	(0-E) ²	(0-E) ²
10.	Strongly Agree	313	62.6	250.4	62,700.16	1001.6
	Agree	0	62.6	- 62.6	3918.76	62.6
	Disagree	0	62.6	- 62.6	3918.76	62.6
	Strongly Disagree	0	62.6	- 62.6	3918.76	62.6
	Undecided	0	62.6	- 62.6	3918.76	62.6
Total		313	313	751.2		

Test at 5% (0.05) level of significance From the table, X² critical value = 7.378, calculated X² 751.2

enrichment, training and development encourage job satisfaction and staff performance in Ebonyi State University. The table above shows that 169(54)% of the respondents Strongly agreed that the strategies to encourage job satisfaction and staff performance are better salary, handsome fringe benefits, staff participation in decision making, study leave with pay, job security, regular and unbiased promotion, job enrichment and enlargement, recognition of hard work and training and development while 144(46)% agreed with the test

statement. The table above shows that 169(54)% of the respondents Strongly agreed that job satisfaction will encourage staff performance, industrial harmony, low labour turnover, staff dedication and commitment to duties in Ebonyi State University while 144(46)% of the respondents also agreed with the test statement.

Research Question 3: Is there any relationship between Job Satisfaction and staff Performance in Ebonyi State University?

Table 11. Strategies to encourage job satisfaction and staff performance

S/N	Responses	Observed frequency	Expected frequency	O-E	(O – E) ²	(O-E) ²
11.	Strongly Agreed	0	62.6	62.6	-3,918.76	62.6
	Agreed	0	62.6	-62.6	-3,918.76	62.6
	Disagree	72	62.6	9.4	88.36	1,412
	Strongly Disagree	241	62.6	178.43	10,826.565	08.412
	Undecided	0	62.6	-62.6	-3918.76	62.6
		313	313			322

Table 12. Relationship between Job Satisfaction and staff Performance in Ebonyi State University

S/N	Responses	Observed Frequency	Expected Frequency	O – E	(O – E) ²	(O- E) ² E
12.	Strongly Agree	169	62.6	106.4	11320.96	180.85
	Agree	113	62.6	50.4	2540.16	40.58
	Disagree	25	62.6	-37.6	1413.76	22.58
	Strongly Disagreed	6	62.6	-56.6	3203.56	51.18
	Undecided	0	- 62.6	62.6	3918.76	62.6
Total		313	313			358.06

From the above table, 169(54%) of the respondents Strongly agreed that non-incentives affect Job satisfaction and staff performance, 113(36%) agreed, 25(8%) disagreed while 6(2%) of the respondents Strongly disagreed with the test statement. The above table shows that 54% of the respondents, representing 169 of 313 respondents strongly agreed that if the situation is improved, Job satisfaction and Employee Performance will increase, 133 (36%) Agreed, 25 (8) disagreed while 2% representing 6 of the 313 respondents strongly disagreed with the test statement.

Test of Hypotheses

The hypotheses were tested using the Chi-square distribution. If the calculated Chi-square (χ^2) is greater than ($>$) the critical value (table value), reject the Null hypothesis (H_0) and accept the Alternative hypothesis (H_A).

Degree of freedom = $N-1$ where N = sample size. Therefore, $N=5-1$, $N=4$. Test at 5% (0.05) level of significance.

Hypothesis I:

H₀₁: salaries and allowances, Age, gender, management by objectives, work environment, inter-personal relations, management policies and university autonomy law does not affect job satisfaction and staff performance in Ebonyi State University. The research hypothesis is tested with question 1 on the questionnaire.

Decision: Since the calculated value X^2 is greater than the table value, we reject the Null hypothesis (H_{01}) and accept the Alternative hypothesis (H_{A1}). This implies that conditions of service, Age, gender, work environment, salaries and fringe benefits affect job satisfaction and staff performance in Ebonyi State University.

Hypothesis II

H₀₂: Competitive salary, handsome fringe benefits, study leave with pay, regular promotion, job enlargement and enrichment, management by objectives, training and development does not encourage job satisfaction and staff performance in Ebonyi State University?

The research hypothesis is tested with question 6 on the questionnaire.

Decision: From the above, it is clear that job satisfaction and staff performance in Ebonyi State University will be encouraged if competitive salary, handsome fringe benefits, study leave with pay, regular promotion, training and development are adopted since the calculated value 322 is greater than the critical value of 7.38. Therefore, we accept the Alternate hypothesis (H_{A2}) and reject the Null hypothesis (H_{02})

Hypothesis III:

H₀₃: There is no statistically significant relationship between job satisfaction and staff performance in Ebonyi State University. The research hypothesis is tested with question 8 and 9 on the questionnaire.

Decision: Since the X^2 calculated value (358.06) is greater than the X^2 table (7.378), we reject the Null hypothesis (H_{03}) and accept the Alternative hypothesis (H_{A3}). This implies that there is a statistically significant relationship between Job satisfaction and staff performance in Ebonyi State University.

Interpretation

Hypothesis 1

Table 1 revealed that conditions of service, salaries and allowances, fringe benefits, working environment, gender, age, management policies, loans, supervision and Interpersonal relationships affect job satisfaction and staff performance in Ebonyi State University. This is a manifestation of the fact that 313 respondents, representing 100% of the respondents Strongly Agreed with the above statement. This is supported with the statistical test conducted where X^2_{cal} 751.2 was greater than X^2 table (7.38) hence there is a significant relationship between the factors affecting job satisfaction and staff performance in Ebonyi State University. This means that Ebonyi State University management in this 21st Century must consider conditions of service, salaries and fringe benefits in their policy framework, strive to pay their staff competitive and inflation adjusted salaries and allowances, improve work environment, Interpersonal relationships and communication network in order to encourage positive behaviour, dedication and commitment among staff. Also, Table 2 and 3 revealed that the salaries and allowances paid to Ebonyi State University staff are not commensurate compared to other State-owned Universities while the present work environment is also not conducive. Table 4 and 5 revealed that the

Promotion and Headship appointment criteria used by the university management are not satisfactory while the university rating in terms of motivation techniques such as salaries and fringe benefits are not encouraging. This is supported by 92% of the total respondents, representing 288 of 313 respondents while 3% of the respondents in Table 2 and 3 and 8% in Table 4 and 5 disagreed with the above statements. This means that absence of job satisfaction affects staff performance in Ebonyi State University. That is, an institution where Headship appointment and staff promotion are based on godfatherism and ethnocentrism at the detriment of hard work and meritocracy will encourage job dissatisfaction and poor performance. Therefore, godfatherism and ethnocentrism should be discouraged while conducive working environment, friendly and regular promotion including better motivation techniques should be religiously pursued by the management of Ebonyi State University to promote job satisfaction and staff performance.

Hypothesis 2

Table 6 revealed that the strategies to be adopted by the University management to encourage Job satisfaction and staff performance include job satisfaction elements such as better salary, payment of handsome fringe benefits, staff participation in decision making, recognition of hard work, study leave with pay, effective communication, job security, regular promotion and job enrichment programmes. This is a manifestation of the fact that 100% of the 313 respondents agreed that management should adopt these strategies. Also, table 7 revealed that job satisfaction leads to performance and industrial harmony. This is supported with the statistical test conducted where X_2 calculated (751.2) was greater than X_2 Table (7.38). Therefore, implementation of job satisfaction elements by the management will lead to job satisfaction which in turn leads to staff performance and positive behaviour to work. This is because a motivated staff is a happy and productive staff.

Hypothesis 3

Table 8 and 9 revealed that there is a significant relationship between job satisfaction and staff performance. This is based on the fact that 90% of the respondents, representing 282 of the 313 respondents agreed that non-provision of incentives will affect job satisfaction and staff performance in Ebonyi State University. Also, 10% of the respondents, representing 31, out of 313 respondents disagreed with the test statement. This is also supported with the statistical test conducted where X_2 calculated (358.06) was greater than X_2 table (7.38). Therefore, non-provision of incentives to staff in Ebonyi State University leads to job dissatisfaction. There is no gain saying the fact that staff in Ebonyi State University would be more committed to their duties when motivational incentives are provided whether monetary or non-monetary rewards. Also, lack of motivational incentives remain a conundrum to both psychological well being of staff and the university community which may result to strike action, thereby paralyzing the educational system of the University. This means that there should be human consideration in the implementation of any job satisfaction policy.

Conclusion

It is very clear that the importance of Job satisfaction and staff performance in Ebonyi State University cannot be over-

emphasized. This is because the success or failure of any State-owned University also to a large extent depends on the quality and quantity of job satisfaction experienced by its staff. We can conclude that for job satisfaction to be effective, the staff desire to perform must be stimulated and elements of job satisfaction provided through fringe benefits, Job enrichment programmes, education and training. These would increase staff morale, reduce labour turnover, promote goal congruency, induce staff productivity, loyalty, dedication and commitment to established organizational goals.

Recommendations

The following recommendations are submitted in relations to the study:

- Management should provide inflation adjusted salaries and allowances to staff to stimulate the desire to perform.
- Promotion of staff at the right time and at the right places should be based on merit while Interpersonal relationships among staff and between management should be encouraged.
- Factors such as salaries and allowances, work environment, university autonomy law, gender, age, management policies and interpersonal relations should always be considered in state-owned universities to ensure job satisfaction and staff performance.
- Competitive salary, handsome fringe benefits, study leave with pay, regular promotion, job enlargement and enrichment, management by objectives, training and development should be adopted by management to stimulate staff desire to perform in a work environment.
- Staff victimization, favoritism and godfatherism should be discouraged through legal framework to ensure positive behaviour in a work environment.

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APPENDIX I

QUESTIONNAIRES			
S/No.	Questionnaires	Responses	
1.	Conditions of service, Salaries and allowances, Working environment, gender, Age, Management policies, Organization support, Work experience, Loans, Supervision and Interpersonal relations affect job satisfaction and staff Performance in Ebonyi State University	strongly Agree Agree Disagree strongly disagree undecided	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.	Your salary and allowances are commensurate compared to other State owned Universities?	Strongly Agreed Agreed Disagreed Strongly Disagreed Undecided	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.	The University Present work environment is Conducive for staffperformance	Strongly Agreed Agreed Disagreed Strongly Disagreed Undecided	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4.	Promotion and Headship appointment Criteria used by the University management is satisfactory	Strongly Agreed Agreed Disagreed Strongly Disagreed Undecided	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5.	The University is doing very well in terms of salaries and allowances, conditions of service, promotion and management policies	Strongly Agreed Agreed Disagreed Strongly Disagreed Undecided	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6.	Competitive salary, handsome fringe benefits, staff participation in decision making, recognition of hard work, study leave with pay, proper channel of communication, job security, regular and unbiased promotion, jobenrichment and enlargement, training and development encourages job satisfaction and staff performance in Ebonyi State university	Strongly Agreed Agreed Disagreed Strongly disagree undecided	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

.....Continue

- | | | | |
|----|---|---|--|
| 7. | Do you Agree that job satisfaction will encourage staff performance, industrial harmony, low labour turnover, staff dedication and commitment in Ebonyi State University? | Strongly agreed
Agreed
Disagreed
Strongly disagreed
undecided | <input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/> |
| 8. | Does non-incentives affect Job Satisfaction and staff performance in Ebonyi State University? | Strongly agreed
Agreed
Disagreed
Strongly disagreed
Undecided | <input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/> |
| 9. | If the situation is Improved, will it Increase Job Satisfaction and staff performance in Ebonyi state university | Strongly agreed
Agreed
Disagreed
Strongly disagreed
Undecided | <input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/> |

Appendix II

Organisational Structure of Ebonyi State University, Abakaliki


