Educational Administration: Theory and Practice
2023, 29(4), 5683 - 5691
ISSN: 2148-2403
https://kuey.net/

Research Article

Organizational Factors And Employees' Satisfaction In Nigeria Private Universities: Implication For Human Resources

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Citation:, Ayodele, Kolawole Olanrewaju, PhD et al ,(2023),. Organizational Factors And Employees' Satisfaction In Nigeria Private Universities: Implication For Human Resources , *Educational Administration: Theory and Practice*, *29*(4), 5683 - 5691, Doi:. 10.53555/kuey.v29i4.3447

ARTICLE INFO

ABSTRACT

Educational institutions that are committed to employees' wellness are often focused on the continuous improvement of the staff or workers' experience. This study empirically analyzed the organizational factors and employees' satisfaction in a private university in Nigeria with implications for human resources management. This study employed the descriptive research design type. Three hundred and eighty-eight participants selected through multi-stage stratified random sampling technique were used for the study. One main instrument was used in collecting data. Data was analyzed using descriptive analysis of frequency counts, simple percentages and rank order. Results showed organizational factors (staff empowerment and development, staff enhancement and benefit, employee involvement) and employees' satisfaction have implications for human resources management. It was concluded that understanding university staff members' motivations and the degree to which the organization and contextual factors meet their needs is crucial, as they hold a crucial position in determining the efficacy, efficiency, and sustainability of educational systems.

Keywords: Empowerment, development, benefit, involvement, organizational factors, job satisfaction

Introduction

Every educational institution is expected by the public to render quality and professional educational services. In order to do so, educational institution need employees to be satisfied with their jobs. Employees within the educational system can be a valuable source of information about factors that enable or hinder them from providing high quality care. Provision of quality educational services requires that the whole educational system be functioning with well trained, motivated and satisfied staff, adequate services and equipment, good communication networks and appropriate management and support. The absence of some of these would lead to poor quality, and low satisfaction among the employees.

Educational institutions that are committed to employees' wellness are often focused on the continuous improvement of the staff or workers' experience. They strive to understand workers' expectations and anticipate their job productivity in terms of efficiency and effectiveness. To accomplish these tasks, these educational institutions must strive to listen to their workers and gather their feedback regarding items such as rules and policies, facilities, job enrichment, promotion, financial reward, and recognition, to name a few. It is essential to measure workers' perceived satisfaction with the work environment in order to continuously improve the system. Over time, this continuous measurement provides vital information necessary for effective decision making, monitoring performance, and effectively allocating resources. This study empirically analyzed the organizational factors (staff empowerment and development, staff enhancement and benefit, employee involvement) and employees' satisfaction in a private university in Nigeria with implications for human resources management.

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Staff Empowerment and Development

In service-oriented industries, where employees interact with customers on a regular basis, employee empowerment has become increasingly recognized. Poor service quality that results in dissatisfied customers and ineffective organizational performance is the result of improperly handled customer interactions (Famodun,2020).

Nonetheless, the use of staff empowerment and development as a tool to encourage staff members to lower turnover and retain a skilled workforce has drawn scholarly attention (Elona, 2020; Fayomi et al., 2019). Research has shown that staff empowerment and development initiatives provide employees with the necessary skills to carry out their jobs efficiently (Elona, 2020; Al Karim, 2019). Furthermore, Ghalawat et al. (2020) confirmed that empowerment and development helps workers perform better in their current roles, whereas employee development places a strong emphasis on worker development and individual performance (Ahmad et al., 2013). This could be the cause of the perception that workers have developed over time that they are the main force managing the capital of the company.

Boyne (2020) found that on-the-job training programs are more likely to improve employee capability. The study used a case study of Mumias Sugar Company Limited to examine the impact of on-the-job training on employee performance in Kenya. Furthermore, Lin and Hsu's (2017) study examined the effect that on-the-job training had on workers' performance in the catering sector. Work achievement, work behavior, and employee personality were found to be significantly improved by on-the-job training, according to research findings. Additionally, the results showed that in-the-work environment training improves employees' work behavior, which in turn draws in more clients for the organization.

Staff Enhancement/Benefit and Job Satisfaction

In order to survive in the business environment, every organization is striving to become more competitive due to the escalating economic competition. An organization's ability to succeed is based on how happy its workers are with their jobs.

A few scholars have examined the connection between pay and job satisfaction. Teachers cannot be satisfied with their pay because a major contributing factor to job dissatisfaction is low compensation (Kumar, 2016). Teachers do not get paid in line with the responsibilities of their jobs. High pay promotes job satisfaction, which in turn boosts worker performance (Ramli, 2019). Staff enhancement and benefit should be determined by performance, which has an influence on the organisation financial performance. This way, providing competitive pay does not put a strain on the funds of the organisation. High compensation is linked to higher job satisfaction and improved employee performance (Sugiono & Efendi, 2020).

Employees who are valued by their employers help solve problems and are then involved in decision-making processes that benefit the company as a whole. However, as Setyorini, Yuesti, and Landra (2018) pointed out, pay raises might not always result in better work from employees. The findings of Saputra, Sudiro, and Irawanto (2018), which show that pay has no bearing on job performance, are consistent with this. However, other factors like environment and discipline (Saputra et al., 2018) and situational leadership (Setyorini et al., 2018) are positively impacted by compensation.

Additionally, reimbursement has a significant impact on workers' motivation and job satisfaction (Gelard & Rezaei, 2016). Workers will behave well and be happy in their positions if their needs are addressed. Fajarto, Aima, and Karsono's (2019) findings, which indicate that motivated workers are more productive when paid equally for their job satisfaction, provide support for this. The relationship between compensation and job satisfaction and intention to leave is quite strong.

Employee Involvement and Job Satisfaction

Employee performance varies as much as their aptitude, skills, knowledge, and physical stamina. Therefore, it is the responsibility of HR managers to identify strategies for motivating staff to attain improved organizational performance. Achieving this level of performance requires effective employee engagement that guarantees job satisfaction (Obiekwe et al., 2019). Nonetheless, job satisfaction and employee engagement are both important. While job satisfaction is sufficient to keep workers at a job for a long time, job engagement helps workers realize their full potential, which in turn promotes organizational growth. Only engaged and contented workers can sustainably increase productivity (BasuMallick, 2020).

As a result, the business should promote a culture that keeps employees content, committed, and engaged (Sharma, 2018). Numerous studies relate employee satisfaction to HRM practices. Effective employee training, enticing rewards, enrolment, and determination are all dependent on HR policies (Jawaad, 2019). While there are differences between HRM practices and employee satisfaction studies, there are no established research paradigms for interpretation. Different researchers have made different interpretations of HRM practices and employee satisfaction (Cherif, 2020). The majority of definitions highlight how expectations and rewards are linked in the minds of workers. Scholars investigate workers' job and life satisfaction (Garmendia et al., 2021), with some concentrating on particular facets such as remuneration, career progression, supervisor, and colleague contentment.

Methodology

Research Design: The study adopted a descriptive survey research of an ex-post facto type. The investigators empirically analyzed the organizational factors (staff empowerment and development, staff enhancement and benefit, employee involvement) and employees' satisfaction in a private university in Nigeria with implications for human resources management

Population: The target population for the study comprised all the staff and faculty in Babcock University, Ogun State, Nigeria.

Sample/Sampling Procedure: A multi-stage sampling technique was adopted for the study. First, a sample size determination technique by Cochran was used to get a sample size of 388 with attrition rate. Second, stratified random sampling was applied in assigning the employee into two different strata as staff (non-academic) and faculty (academic). Third, simple random sampling was used in selecting staff and faculty across all schools and units of the university.

Instrument: A thirty-eight self-developed questionnaire tagged "Organizational Factors and Employees' Satisfaction Scale (OFES)". The instrument was with a multi-variety rating method. To establish the reliability of the instrument, a test-re-test was conducted using a group of 30 respondents from another university that did not form part of the sample. The Cronbach's coefficient of alpha was computed and this yielded reliability co-efficiency (r) of 0.881. The instrument was therefore deemed highly reliable and good enough for use for the present study.

Data Analysis: The data collected through the questionnaire was analyzed using both descriptive statistics of frequency counts, percentages and rank order.

Results and Discussions

Table 1: Respondents' Demographical Data

SN	Variable (N =388)		Frequency	%
1	Gender	Male	192	49.5
		Female	147	37.9
		Missing	49	12.6
2	Years of Service	1-4years	37	9.5
		5-8years	99	25.5
		9-14years	174	44.9
		15years above	33	8.5
		Missing	45	11.6
3	Employment Status	Faculty	211	54.4
		Staff	124	32.0
		Missing	53	13.0
4	Grade level	1-7	85	21.9
		8-10	114	29.4
		12-14	94	24.2
		15 and above	29	7.5
		Missing	66	17.0

A total of 388 respondents participated in the study. Table 1 above indicates that the majority of the participants were males (49.5%). Most respondents have worked between 9 and 14 years (44.9%). More than half (54.4%) of the respondents were faculty. With regard to rank, 21.9% of the participants were between level 1-7, 29.4% were between level 8-10, 24.2% were between 12-14 while 7.5% were between level 15 above.

Table 2: Staff Empowerment and Development

N = 388		Freq	%
I am aware of training opportunities provided by the University	No	177	45.6
	Yes	211	54.4
Were you able to attend any training in the last academic session?	No	161	41.5
	Yes	227	58.5
Do you consider the training/conference/workshop you have attended relevant to your present job?	No	95	24.5
	Yes	293	75.5
Training/conference/workshop will boost my commitment	No	308	79.4
	Yes	80	20.6
Training avail me the opportunity to network with professionals outside this institution	No	122	31.4
	Yes	266	68.6
I performed better on my job after participating in a training/conference/workshop.	No	303	78.1
	Yes	85	21.9

Training aids recruitment and employee retention	No	227	58.5
	Yes	161	41.5
How many training programmes did you attend this year	1	236	60.8
	2-3	127	32.7
	4 above	25	6.4
Of all the training(s)/conference(s)/workshop(s) you attended this year, how many were	Self sponsored	96	24.8
	Partially sponsored through per diem	109	28.1
	University sponsored	183	47.2
level of satisfaction with staff empowerment and development policy	Unsatisfactory	217	55.9
	Average	49	12.6
	Fair	39	10.1
	Good	37	9.5
	Excellent	46	11.9

It can be seen in Table 2 that more than half the respondents (a total of 54.4%) agreed that they were aware of training opportunities provided by the University. 58.5% were able to attend training in the last academic session; 75.5% considered the training/conference/workshop attended to be relevant to their present job, while 20.6% agreed that training or conference/workshop will boost their commitment to BU. It was equally seen that 68.6% availed them the opportunities to network with professionals outside BU during training programs; 21.9% performed better on their job after participating in a training/conference/workshop; and 41.5% agreed that training aids recruitment and employee retention.

On the number of training programmes attended by the employees in the last academic year (2017/2018), it was revealed that 60.8% employees attended just a conference, 32.7% attended between 2-3 conferences, and 6.4% attended 4 conferences and above. Of all the training(s), conference(s), and/or workshop(s) attended, 47.2% were University sponsored conferences, 28.1% were partially sponsored through per diem, and 24.8% were self sponsored.

This results implies that staff empowerment and development is critical to employees satisfaction on the job. This is in tandem with the findings of Elona (2020), and Fayomi et al (2019) that the use of staff empowerment and development as a tool to encourage staff members lower turnover and retain a skilled workforce has drawn scholarly attention. Furthermore, Ghalawat et al. (2020) confirmed that empowerment and development helps workers perform better in their current roles, whereas employee development places a strong emphasis on worker development and individual performance (Ahmad et al., 2013).

Table 3: Staff Enhancement and Benefit

N = 388		Frequency	Percentage
I am aware of welfare packages of the University	No Opinion	78	20.1
	Disagreed	139	35.8
	Agreed	171	44.1
I have benefitted from the University's welfare packages	No Opinion	75	19.3
	Disagreed	147	37.9
	Agreed	166	42.8
The salary structure at BU is competitive with other institutions in the educational sector	No Opinion	67	17.3
	Disagreed	177	45.6
	Agreed	144	37.1
I will leave BU services if offered higher salary package and better working conditions elsewhere	No Opinion	48	12.4
	Disagreed	64	16.5
	Agreed	276	71.1
My contributions is adequately rewarded	No Opinion	48	12.4
	Disagreed	210	54.1
	Agreed	130	33.5
Pay increase are handled fairly	No Opinion	85	21.9
	Disagreed	199	51.3
	Agreed	104	26.8
I feel that my pay does not reflect my work performance	No Opinion	100	25.8
	Disagreed	144	37.1
	Agreed	144	37.1
I think the University's pay policy is overdue for review	No Opinion	-	-
	Disagreed	-	-
	Agreed	388	100.0
Staff promotion should be solely based on job performance	No Opinion	96	24.7
	Disagreed	97	25.0
	Agreed	195	50.3
The employees' handbook contains all I need to know about my entitlement and benefits	No Opinion	82	21.1
	Disagreed	113	29.1
	Agreed	193	49.8

The results show that less than half of the respondents (41.1%) reported they were aware of welfare packages of the University; 42.8% have benefitted from the University's welfare packages; and 37.1% agreed that the salary structure at BU is competitive with other institutions in the educational sector. Well over half agreed (71.1%) agreed that they will leave BU services if offered higher salary package and better working conditions elsewhere. It is not too surprising to note that only 33.5% agreed that their contributions is adequately rewarded; 26.8% agreed that pay increase are handled fairly, and 37.1% feel that their pay does not reflect their work performance. However, all the respondent agreed that the University's pay policy is overdue for review; 50.3% agreed that staff promotion should be solely based on job performance; and that the employees' handbook contains all they need to know about entitlement and benefits was agreed upon by almost half (49.8%)of the respondents.
It could be deduced that enhancement and benefit is at the centre of employees' satisfaction. This is in support of the findings of Sugiono and Efendi (2020) that high compensation is linked to higher job satisfaction and improved employee performance. However, as Setyorini, Yuesti, and Landra (2018) pointed out, pay raises might not always result in better work from employees but satisfaction.

Table 4: Respondents' responses on what makes them feel valued

What makes you feel valued?		Frequency	%	Rank
Promotion	No	101	26.0	3rd
	Yes	287	74.0	
Job enrichment	No	95	24.5	2nd
	Yes	293	75.5	
Job enlargement	No	208	53.6	5th
	Yes	180	46.4	
Public Recognition	No	172	44.3	4th
	Yes	216	55.7	
Financial reward	No	-	-	1st
	Yes	388	100.0	

All the participants (both the staff and faculty) agreed that financial reward will make them feel appreciated and job enrichment was rated second by 75.5% respondents. Nearly two third of respondents (75%) indicated that promotion will make them feel valued. Public recognition was rated to be the forth factor that will make them feel appreciated and valued. The least rated factor was job enlargement with 46.4% responses. It could be deduced from this results that the three major factors influencing how employees can be appreciated and valued are financial reward, job enrichment, and promotion. See Figure 1 below for detail.

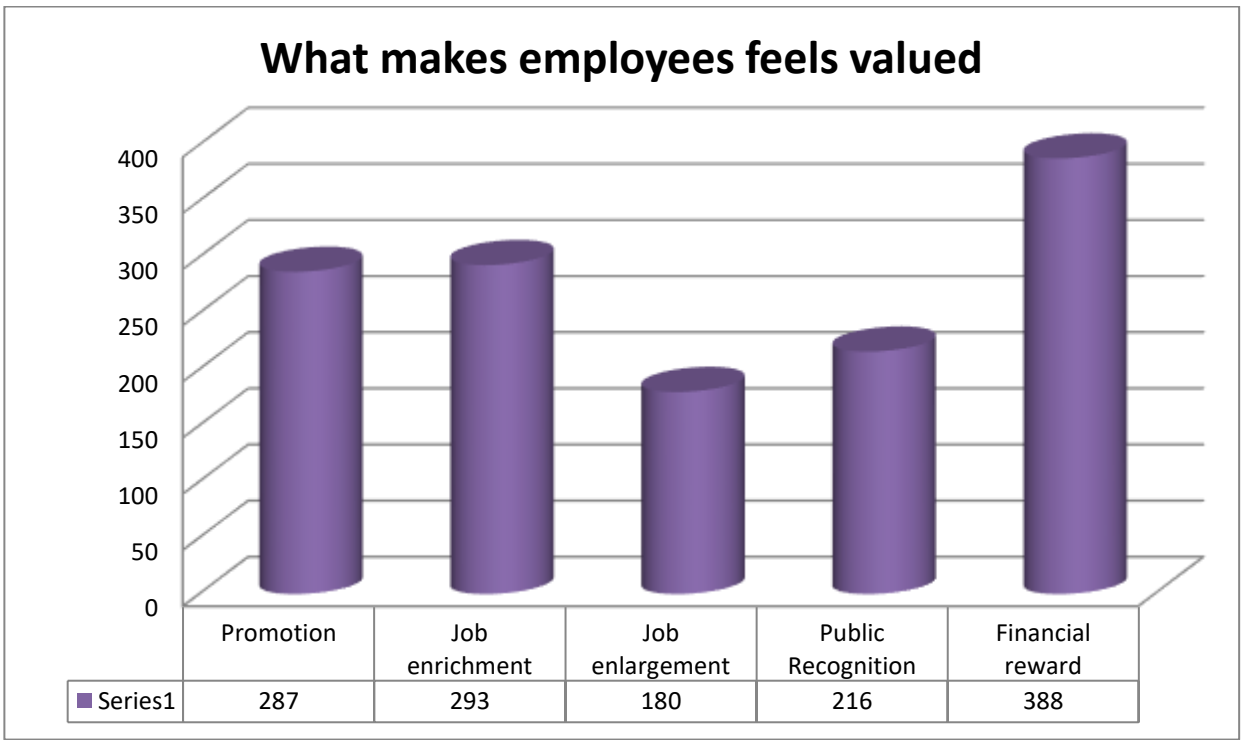

Figure 1: Respondents' responses on what makes them feel valued

Table 5: Employee Involvement

N = 388		Frequency	Percentage
I am well informed of decisions that affect me	No Opinion	18	4.6
	Disagreed	269	69.4
	Agreed	101	26.0
Administrative decisions are promptly communicated to me	No Opinion	75	19.3
	Disagreed	207	53.4
	Agreed	106	27.3
Employee's ideas are solicited in decision makings	No Opinion	47	12.1
	Disagreed	257	66.2
	Agreed	84	21.7
My opinion is sought in most decisions taken in my department	No Opinion	28	7.2
	Disagreed	296	76.3
	Agreed	64	16.5

Almost seventy per cent of participants (69.4%) disagreed that they are well informed of decisions that affect them. Out of the 388 respondents, 207 (53.4%) disagreed that administrative decisions are promptly communicated to them; 257 (66.2%) disagreed that employee's ideas are solicited in decision makings; and 296 (76.3%) claimed that their opinions were not sought for in most decisions taken in their departments.
Employee performance varies as much as their aptitude, skills, knowledge, and physical stamina. Therefore, it is the responsibility of HR managers to identify strategies for motivating staff to attain improved organizational performance. Achieving this level of performance requires effective employee engagement that guarantees job satisfaction (Obiekwe et al., 2019). Nonetheless, job satisfaction and employee engagement are both important.

Table 6: Employee Job Satisfaction

N = 388		Frequency	Percentage
I am provided with adequate facilities to do my work.	No Opinion	100	25.8
	Disagreed	111	28.6
	Agreed	177	45.6
The work atmosphere is friendly	No Opinion	-	-
	Disagreed	147	37.9
	Agreed	241	62.1
I am given adequate freedom to do my job efficiently	No Opinion	37	9.5
	Disagreed	207	53.4
	Agreed	144	37.1
I know what is expected of me at work	No Opinion	40	10.3
	Disagreed	60	15.5
	Agreed	288	74.2
In the last 7 days, I received praise for my good work	No Opinion	-	-
	Disagreed	240	61.9
	Agreed	148	38.2
My superior encourages my development	No Opinion	-	-
	Disagreed	274	70.6
	Agreed	114	29.4
At work, my opinion count	No Opinion	54	13.9
	Disagreed	184	47.4
	Agreed	150	38.7
In the last three months, my superior has talked to me about my progress on the job	No Opinion	11	2.8
	Disagreed	355	91.5
	Agreed	22	5.7
The purpose (goals) of the BU makes me feel that my job is important	No Opinion	196	50.5
	Disagreed	97	25.0
	Agreed	95	24.5
Last year, I have had opportunities at work to learn and grow	No Opinion	52	13.4
	Disagreed	113	29.1
	Agreed	223	57.5
I am kept informed about activities that go on in my department	No Opinion	75	19.3
	Disagreed	207	35.4
	Agreed	106	27.3
I can see the connection between my job and the University's overall goals	No Opinion	60	15.5
	Disagreed	51	13.1
	Agreed	277	71.4

I am over utilized in my job	No Opinion	-	-
	Disagreed	92	23.7
	Agreed	296	76.3
I am Underutilized in my job	No Opinion	77	19.9
	Disagreed	311	80.1
	Agreed	-	-

The results show that less than half of the respondents (45.6%) reported they were provided with adequate facilities to do their work. About 62.1% agreed that the work atmosphere is friendly; 37.1% agreed that they were given adequate freedom to do their job efficiently while 74.2% agreed to know what is expected of them at work. In the last 7 days, 38.2% received praise for their good work; 29.4% were encouraged for their development by their supervisors; and 38.7% agreed that their opinion counts at work.
In the last three months, only 5.3% agreed that their superiors talked to them about their progress on the job and 24.5% agreed that the purpose (goals) of the BU makes them feel that their job is important. It was revealed further that last year 57.5% respondents had the opportunities at work to learn and grow; 27.3% were kept informed about activities that goes on in their departments, 71.4% were able to see the connection between their job and the University's overall goals, while 76.3% agreed that they were over utilized in their job.

Table 7: Recruitment Process

		Freq	%
The University's recruitment process is merit based	No	100	25.8
	Yes	288	74.2
Employment is based on manpower need	No	82	21.1
	Yes	306	78.9

Almost seventy-five per cent of participants (74.2%) agreed that the University's recruitment process is merit based while 78.9% consented to the fact that employment at Babcock is based on manpower need.

Table 7: Respondents' ratings of the activities that the University must pay attention to

		Freq	%	Rank
Training and Development	Most Preferred	208	53.6	4th
	Preferred	102	26.3	(79.9%)
	Not preferred	78	20.1	
Recruitment	Most Preferred	134	34.5	5th
	Preferred	129	33.3	(67.8%)
	Not preferred	125	32.2	
Employee Relations	Most Preferred	206	53.1	2nd
	Preferred	147	37.9	(91.9%)
	Not preferred	35	9.0	
Reward and Benefits	Most Preferred	294	75.8	1st
	Preferred	94	24.2	(100%)
	Not preferred	-	-	
Selection	Most Preferred	101	26.0	7th
	Preferred	131	33.8	(59.8%)
	Not preferred	156	40.2	
Employee Engagement	Most Preferred	213	54.9	3rd
	Preferred	137	36.3	(91.2%)
	Not preferred	38	9.8	
Decision making process	Most Preferred	130	33.5	6th
	Preferred	116	29.9	(63.4%)
	Not preferred	142	36.6	

Respondents' ratings of the activities that the University must pay attention to revealed that all the respondents preferred that the university management must focus first on rewards and benefits. This is followed by employees' relation (91.9%), Employee Engagement (91.2%), Training and Development (79.9%), Recruitment (67.8%), Decision making process (63.4%), and Selection (59.8%).
From the outcome of this study, it was observed that rewards and benefits, employees' relation, engagement, training and development, recruitment, decision making process, and selection are the core organisational factors that can drive employees' satisfaction. This corroborates the findings of Sharma (2018) that organisation should promote a culture that keeps employees content, committed, and engaged. Numerous studies relate employee satisfaction to HRM practices. Effective employee training, enticing rewards, enrolment, and determination are all dependent on HR policies (Jawaad, 2019).

Conclusion

Career decisions, interpersonal relationships, personal health, and motivation at work can all be impacted by job satisfaction. There is a risk of feelings of uncertainty and decreased job satisfaction for those who work in a profession that is highly demanding and occasionally unpredictable. Another crucial component of guaranteeing high-quality service is employee job satisfaction. Reduced customer satisfaction is the outcome of disgruntled employees providing subpar service. Understanding university staff members' motivations and the degree to which the organization and contextual factors meet their needs is crucial, as they hold a crucial position in determining the efficacy, efficiency, and sustainability of educational systems.

Implication for Human Resources

The loyalty of the employees to the organization is dynamic. Job satisfaction may predict the turnover intention of the skilled personnel. Therefore, the HR should take a closer look at the factors identified in this study as an initiative action to prevent high turnover in the organisation.

The result of employees involvement as a dominant factor of job satisfaction indicates that the organisation should continuously maintain the good and viable working environment and choose appropriate and qualified individuals as leaders. Pay factor has a strong correlation with workers' job satisfaction; human resources shouldn't downplay its significance. Numerous research projects conducted in Nigeria and other countries lend credence to the importance of this factor. The main work-related factors that affect employees' motivation to perform are good wages. Therefore, in order to achieve a comprehensive work satisfaction atmosphere, university management should balance the reward policy in the same way that they do with the other policies.

A high training and development opportunity was generally indicated, employees confirmed that training and development were good and adequately offered by the University management. It is therefore recommended that the University management should continue to skill their workers through these means. This should equally be reinforced by the HR.

Knowledge is power, the University Human Resources Unit should constantly enlighten the University Community on university policies, training and development, opportunities and working conditions. Even though these are contained in the University Staff handbook, many employees do not bother to read it. The yearly colloquium and/or Staff Orientation is a good opportunity for creating the awareness.

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