

INFLUENCE OF DEMOGRAPHIC AND OCCUPATIONAL CHARACTERISTICS OF WORKERS ON THE PERCEPTION OF JOB SATISFACTION IN NIGERIA

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Abstract

This research examined the influence of some demographic and occupational characteristics (organisational affiliation, gender and length of service) of workers on the perception of job satisfaction. The survey method was used in which a Job Satisfaction Survey developed by Spector (1994) and validated in Nigeria by Ogunkuade and Ojiji (2018) was administered on 312 participants (207 males and 105 females) drawn through simple random sampling technique from the population of workers of some public and private electronic media organisations in Abuja, Nigeria. Parametric statistical tests (one-way analysis of variance and independent 't' test) used to analyse the data, showed that gender had no statistically significant influence on the overall perception of job satisfaction: $t(310) = 0.56$, NS, but on the "nature of job" component of job satisfaction. It was however found that organisational affiliation had a statistically significant influence on the overall perception of job satisfaction: $t(310) = 2.42$, $p < 0.02$, but not on the six components: pay, promotion, supervision, fringe benefits and co-workers. Furthermore, length of service had no statistically significant influence on the overall perception of job satisfaction: $F(2, 309) = .96$, NS, but it had on the "pay" and "fringe benefits" components. The findings were discussed in terms of the prospects of the study of demographic and occupational characteristics of workers as variables in enhancing knowledge of job satisfaction in Nigeria organisations.

Keywords: Demographic characteristics, occupational characteristics, organisational affiliation, gender, length of service, perception, job satisfaction.

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Introduction

The need for a better understanding of the concept of job satisfaction cannot be overemphasised and is an ongoing interest for social scientists and managers on the premise that this variable as perceived by the workers in the organisations may make or mar their performance and productivity.

Job satisfaction has been linked to many variables, including employees' performance, absenteeism and turnover. Job satisfaction is significant because a person's attitude and beliefs may affect his or her behaviour. Attitudes and beliefs may cause a person to work harder, or the opposite may occur, and he or she may work less. Job satisfaction also affects a person's general well-being for the reason that people spend a good part of the day at work. Consequently, if a person is dissatisfied with his/her work, this could lead to dissatisfaction in other areas of his/her life and this may affect the employee's performance.

Locke (1976) views job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Schneider and Snyder (1975) on the other hand defined job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is

influenced by the person's unique circumstances like needs, values and expectations. People will therefore evaluate their jobs on the basis of factors which they regard as being important to them. Locke (1976) explains that for researchers to understand the job attitudes, they need to understand job dimensions, which are complex and interrelated in nature. He mentioned the common dimensions of job satisfaction as "work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management" (Locke, 1976).

Statement of the Problem.

Various researchers in Nigeria including Oshagbemi (2000), Ucho, Mkavga and Onyishi (2012); Abosede (2014), Ojiji (2015), Ajala (2017), Mabekoje (2009), Akinyele (2010), have shown interest in the study of workers' well-being and performance on one hand and organisational effectiveness on the other hand. To the best of our knowledge, there is a dearth of research in Nigeria on the influence of the combination of both demographic and occupational variables on the perception of job satisfaction, in an attempt to resolve behavioural problems in organisations which is the concern of this present study. In addition, to the best of our knowledge, adequate attention was not given to the ecological validity of research instruments used in the past studies in this area of research in Nigeria which may have led to having spurious results and arriving at negative decisions. Present study considered this observed shortcoming. Likewise, in the current digital economy, media professionals play an important role in creating business values for organisations. Unfortunately, not many research studies have systematically investigated the perception of job satisfaction of media professionals in Nigeria. In particular, little is known about the influence of demographic and occupational characteristics on job satisfaction of media professionals working in the electronic media organisations in Nigeria. This study seeks to address these issues which apparently have not received adequate attention in previous studies.

Objectives of the Study

The researcher was interested in how the demographic and occupational variables influence the perception of job satisfaction. The study addressed the following specific objectives;

1. To investigate the influence of organisational affiliation on the perception of job satisfaction.
2. To investigate the influence of gender on the perception of job satisfaction.
3. To investigate the influence of length of service on the perception of job satisfaction.

Literature Review

Researchers have attempted to identify specific factors relating to job satisfaction in the workplace. Tack and Patitu (1992) have suggested that factors relating to job satisfaction in the college environment can be summarised into nine distinct categories: salary, job security, faculty rank, supervision, interpersonal relationships, working conditions, policies and administration, person-environment fit and collective bargaining. However, it is clear that insufficient salary can lead to dissatisfaction. Another way of stating this is that salary can only satisfy lower-order needs (Moses, 1986). Other factors relating to job satisfaction include: the quality of supervision, leadership, job security and oversight (Tack & Patitu, 1992); Working conditions (Locke et al., 1983; Diener, 1984); Administration (Near and Sorcinelli, 1986); Person-environment fit (Tack & Patitu, 1992; Caplan, 1987); Collective bargaining (Tack & Patitu, 1992). Basically, this study investigated the influence of length of service, gender and organisational affiliation on job satisfaction. These variables are briefly reviewed below one after the other.

A length of service, also known as tenure in some literature, is the duration or period of service of employment. This is often used to indicate how long an employee has worked in an organisation or an individual has belonged to an organisation. In a study of the effects of tenure on job satisfaction levels of university teachers, Oshagbemi (2000) found tenure to be positively and significantly related to overall job satisfaction. This appears to bear out the findings of an earlier research by Ronen (1978), who suggests that intrinsic satisfaction in a job is a major contributor to changes in the overall satisfaction of workers over time, where tenure is related to job satisfaction and dissatisfaction.

According to Hamermesh (2001), job satisfaction is resultant from the worker's weighting in his/her own mind of all the job's aspects. It can be viewed as a single metric that allows the worker to compare the current job to other labour-market opportunities. Hence, job satisfaction is a more global measure allowing psychologists and economists to get closer to the fundamental concept of the aggregate well-being generated from a job. Abosede, (2014) investigated gender differences of academic and non-academic staff of Olabisi

Onabanjo University, Ago Iwoye, Nigeria. Finding revealed that the level of job satisfaction of male and female staff who are academic and non-academic is the same; there was no significant gender difference in the job satisfaction of academic and non-academic staff of Olabisi Onabanjo University.

Governance practices in public and private organisations and job satisfaction are studied widely in different parts of the world. It is assumed that governance practices which may be private or public sector oriented is closely associated with job satisfaction (Ting, 1997). This is because many scholars and practitioners believe that sound governance practices in the public or private organisations result in better levels of job satisfaction which ultimately improve organisational performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). Steijn (2004) found that governance practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender and education had insignificant effect on job satisfaction. Various theories were advocated to explain the concept of job satisfaction. In continuation with the review, the following relevant theoretical framework regarding the concept of job satisfaction is our next discussion.

Theories of Job Satisfaction

There are many theories that explain the concept of job satisfaction. These include the interactive theories, which propose that job satisfaction results from the interplay of the situation and personality and the situational theories, which propose that job satisfaction results from the nature of one's job or other aspects of the environment. This study adopted the situational theory, and specifically, Job Characteristics Model (JCM).

The Job Characteristics Model (JCM) which was introduced by Hackman and Oldham (1976) but derived from earlier work by Hackman and Lawler (1971), argues that jobs which contain intrinsically motivating characteristics would lead to higher levels of job satisfaction as well as other positive work outcomes such as enhanced job performance and lower withdrawal. The model focuses on five core job characteristics: Task identity, which is the degree to which one can see one's work from the beginning to the end; Task significance, which is the degree to which one's work is seen as important and significant; Skill variety, which is the extent to which job allows employee to do different tasks; Autonomy, which is the degree to which employees have control and discretion on how to conduct their job and; Feedback, which is the degree to which the work itself provides feedback on how the employee is performing the job.

According to the theory, jobs that are enriched to provide these core characteristics are likely to be more satisfying and motivating than jobs that do not provide these characteristics. More specifically, it is proposed that the core job characteristics would lead to three critical psychological states: experienced meaningfulness of the work; responsibility for outcomes; and knowledge of results, which in turn led to the outcomes. In view of the above and flowing from the theoretical and literature review, the following hypotheses were formulated and tested in this study.

Hypotheses

1. There will be statistically significant difference between male and female workers in their perception of job satisfaction.
2. There will be statistically significant difference between workers of public and private organisations in the perception of job satisfaction.
3. There will be statistically significant difference among workers with long length of service, medium length of service and short length of service in their perception of job satisfaction.

Method

Design

The cross-sectional survey research method which is a study carried out once and represents a snap shot of one point in time, was employed to gather information for the study. This design was geared towards the collection of data for hypotheses testing.

Variables measured: The Independent Variables are: Organisational Affiliation (OA): Public (Pb.) and Private (Pr.); Length of Service (LS): 1 – 5 years (Short Service (Ss); 6-10 years (Medium Service (Ms) and; 11 years and above (Long Service (Ls); and Gender (G): Male (M); Female (F). While the Dependent Variable is Job Satisfaction (JS)

Participants

Three hundred and twelve (312) male and female participants were randomly drawn from the population of workers of electronic media organisations in Abuja, Nigeria. For the purpose of this research, the participants are workers of television and radio organisations in Abuja. These categories of workers comprised two hundred and seven (207) males and one hundred and five (105) females, who were permanent staff members of public and private owned television and radio stations in Abuja, with a minimum qualification of senior secondary school certificate (SSSC). Their ages ranged between 18 and 60 years, with M = 39 years. These participants had spent a minimum of one year in the service of their respective organisations. Table 1 shows the distribution of the research participants alongside important demographic variables.

Table 1 – Summary of Demographic and Occupational Characteristics of Participants.

Demographic/Occupational Variables		Frequency	Percentage	Valid Percent	Cumulative percent
Organisational Affiliation	Public	151	48.4	48.4	48.6
	Private	161	51.6	51.6	100
	Total	312	100	100	
Gender	Male	207	66.3	66.3	66.3
	Female	105	33.7	33.7	100
	Total	312	100	100	
Length of Service (LOS)	Short (1-5yrs)	83	26.6	26.6	26.6
	Medium (6-10yrs)	196	62.8	62.8	89.4
	Long (11yrs and above)	33	10.6	10.6	100
	Total	312	100	100	
Age	18-25yrs (M=21.5)	48	15.4	15.4	15.4
	26-40yrs (M=33)	202	64.7	64.7	80.1
	40-60yrs (M=50)	62	19.9	19.9	100
	Total	312	100	100	
Highest Academic Qualification	O/L Cert	42	13.5	13.5	13.5
	OND/NCE	109	34.9	34.9	48.4
	HND/BSc/BA	150	48.1	48.1	96.5
	MSc/MA/PhD	11	3.5	3.5	100
	Total	312	100	100	

Instruments

The survey instrument employed is a validated Job Satisfaction Survey (JSS), to measure the perception of job satisfaction of the participants. Job Satisfaction Survey (JSS) which was constructed by Spector (1994) is a 36 item questionnaires, with internal consistency reliability coefficient alpha of 0.92. The instrument was validated in Nigeria with internal consistency reliability coefficient alpha of 0.75 (Ogunkuade & Ojiji, 2018).

In addition to the above instruments, various questions were asked to reveal the demographic and occupational characteristics of the participants. The information includes: academic qualifications, gender, age, length of service, organisational types and official position.

Procedure

A validated job satisfaction survey was administered on equal number of male and female permanent staff members of Nigerian electronic media public and private organisations as described under the subhead “participants” above. The researcher specifically targeted the staff members that were involved in Production, Reporting, Presenting, Marketing, ICT, and Human Resource Management in all the organisations where the research was carried out. The participants were briefed on the purpose and intended use of the study while emphasis was laid on the fact that the survey is voluntary and participants were free

to withdraw their participation at any time during the administration. However, participants were assured of absolute confidentiality of the results as a motivation for participation. The questionnaires were completed and returned within five weeks of its administration. Only 360 forms out of the 420 questionnaire forms distributed, equivalent to 86%, were recovered from the respondents. Consequently, 14% respondents' mortality rate was recorded.

Data Analysis

The researcher made use of parametric test in analysing the interval data collected in this study. The statistical analyses are Analysis of Variance (ANOVA) for finding statistical significance difference between three (3) or more groups of participants; and Student Independent 't' Test for finding statistical significance difference between two (2) groups of participants. Furthermore, the nominal data collected which are descriptive in nature were analysed through classification and percentage. Parametric analyses were carried out through the aid of Statistical Package for Social Sciences (SPSS), a software package for statistical analyses. Level of significance: 0.05.

Results

1. Gender and Job Satisfaction

Table 2 shows that there is no statistically significant difference between male and female workers in the perception of job satisfaction: $t(310) = 0.56$, NS. However, analysis was done in relation to the influence of the independent variable on the components of job satisfaction, it was found that the gender had statistically significant influence on only one component, "Nature of work"; $t(310) = 2.26$, $p < 0.05$. Moreover, the results for the remaining eight components (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers and communication) were not statistically significant.

Table 2 - Summary Table of Independent 't' Test to Compare the Difference Between Gender On the Perception of Job Satisfaction and its Components

DV	Gender	N	Mean	Std. Dev.	df	t	Sig. (2-tailed)	P
JSS(Overall)	Male	207	129.5	17.55	310	.59	.555	>0.05
	Female	105	128.3	19.09				
Pay	Male	207	13.69	2.66	310	-.73	.469	>0.05
	Female	105	13.91	2.38				
Promotion	Male	207	14.89	2.57	310	.42	.674	>0.05
	Female	105	14.76	2.41				
Supervision	Male	207	14.97	2.84	310	1.83	.068	>0.05
	Female	105	14.4	2.07				
Fringe benefits	Male	207	13.65	2.65	310	-.07	.948	>0.05
	Female	105	13.67	2.06				
Contingent rewards	Male	207	13.78	2.5	310	-1.4	.162	>0.05
	Female	105	13.31	2.22				
Operating conditions	Male	207	13.4	2.19	310	-.33	.745	>0.05
	Female	105	14.48	2.85				
Co-workers	Male	207	14.15	2.72	310	.98	.327	>0.05
	Female	105	15.84	2.93				
Nature of work	Male	207	15.02	3.18	310	2.26	.025**	<0.05
	Female	105	13.5	3.3				
Communication	Male	207	13.79	3.03	310	-.75	.445	>0.05

** $p < 0.05$ (statistically significant)

2 Organisational Affiliation and Job Satisfaction

Table 3 shows that there is statistically significant difference between public and private workers in the perception of job satisfaction: $t(310) = 2.4, p < 0.02$. However, as indicated in Table 3, there is no statistically significant difference between public and private workers in relation to pay, promotion, supervision, fringe benefits and coworkers components of job satisfaction. Moreover, as shown in Table 3, the relationship between organisational affiliation and: contingent rewards, operating conditions, nature of work and communication components of job satisfaction revealed statistically significant difference.

This implies that the hypothesis that there would be a statistically significant difference between public and private workers in the perception of job satisfaction was confirmed.

Table 3 - Summary Table of Independent 't' Test to Compare the Difference Between Organisational Affiliation (OA) and Perception of Job Satisfaction and its Components

DV	OA	N	Mean	Std. Dev.	df	t	Sig. (2-tailed)	P
JSS (Overall)	Public	151	126.6	14.62	310	-2.42	.016**	\ <0.05
	Private	161	131.5	20.55				
Pay	Public	151	13.83	2.42	310	0.41	.682	>0.05
	Private	161	13.71	2.71				
Promotion	Public	151	14.85	2.75	310	0.01	.992	>0.05
	Private	161	14.85	2.28				
Supervision	Public	151	14.95	2.43	310	1.1	.272	>0.05
	Private	161	14.62	2.78				
Fringe benefits	Public	151	13.62	2.39	310	-.26	.792	>0.05
	Private	161	13.69	2.53				
Contingent rewards	Public	151	14	2.24	310	3.44	.001***	<0.05
	Private	161	13.03	2.69				
Operating conditions	Public	151	13.77	2.2	310	3.35	.001***	<0.05
	Private	161	12.94	2.14				
Co-workers	Public	151	14.49	2.72	310	.72	.473	>0.05
	Private	161	14.26	2.9				
Nature of work	Public	151	15.18	2.82	310	-2.17	.031**	<0.05
	Private	161	15.92	3.19				
Communication	Public	151	14.3	3.16	310	3.84	.000***	<0.01
	Private	161	12.94	3.13				

** $p < 0.05$, *** $p < 0.01$ (statistically significant)

Length of Service and Job Satisfaction

The analysis in table 4 indicates that there is no statistically significant difference between the categories of workers in their perception of job satisfaction: $F(2,309) = 0.96$, NS. However, in the relation to pay component: $F(2,309) = 8.83$, $p < 0.01$; and fringe benefits component: $F(2,309) = 7.49$, $p < 0.01$, to job satisfaction as indicated in Table 4, there is statistically significant difference among the categories of workers while other components: promotion, supervision, contingent rewards, operating conditions, co-workers, nature of work and communication show that the difference among the categories of workers is not statistically significant. The overall results show that the third hypothesis was not confirmed in this study.

Table 4 - Summary Table of One-Way Analysis of Variance to compare the differences between Length of Service on the Perception of Job Satisfaction and its Components

DV	LOS	N	Mean	SD	df	F	Sig.	P
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JSS (Overall)	1-5yrs	83	128.69	20.56	2			
	6-10yrs	196	129.34	18.01	309	.045	.956	>0.05
	11yrs above	33	128.72	10.42	311			
	1-5yrs	83	14.41	2.51	2			
Pay	6-10yrs	196	13.75	2.3	309	8.83	.000***	<0.01
	11yrs above	33	12.24	3.53	311			
	1-5yrs	83	14.88	2.31	2			
	6-10yrs	196	14.99	2.52	309	2.83	.060	>0.05
Promotion	11yrs above	33	13.88	2.8	311			
	1-5yrs	83	14.89	2.71	2			
	6-10yrs	196	14.73	2.39	309	.11	.895	>0.05
	11yrs above	33	14.79	3.59	311			
	1-5yrs	83	13.9	2.28	2			
Supervision	6-10yrs	196	13.81	2.2	309	7.49	.001**	<0.05
	11yrs above	33	12.12	3.66	311			
	1-5yrs	83	13.45	2.54	2			
	6-10yrs	196	13.59	2.45	309	.58	.561	>0.05
Fringe benefits	11yrs above	33	13.09	2.95	311			
	1-5yrs	83	13.1	2.24	2			
	6-10yrs	196	13.39	2.07	309	.98	.375	>0.05
	11yrs above	33	13.69	2.81	311			
Contingent rewards	1-5yrs	83	14.46	2.85	2			
	6-10yrs	196	14.27	2.69	309	.48	.662	>0.05
	11yrs above	33	14.76	3.4	311			
	1-5yrs	83	16.01	3.13	2			
Operating conditions	6-10yrs	196	15.36	2.56	309	1.32	.269	>0.05
	11yrs above	33	15.58	4.88	311			
	1-5yrs	83	12.88	3.09	2			
	6-10yrs	196	13.85	3.12	309	2.88	.058	>0.05
	11yrs above	33	13.91	3.79	311			
Co-workers								
Nature of work								
Communication								

***p<0.01, **p<0.05(statistically significant)

Summary of Findings

1. For the first hypothesis, it was found that there was no statistically significant difference between male and female workers in their overall perception of job satisfaction, with the exclusion of “Nature of work” component of job satisfaction which was found to be statistically significant. The hypothesis was not confirmed.
2. It was found in the second hypothesis that there was a statistically significant difference between public and private workers in their overall perception of job satisfaction, with the exception of pay, promotion, supervision, fringe benefits and co-workers components of job satisfaction which were not statistically significant. Alternative hypothesis was however confirmed.
3. For the third hypothesis, it was found that there was no statistically significant difference among workers with short length of service, medium length of service and long length of service in their overall perception of job satisfaction, with the exception of Pay and Fringe benefits components of job satisfaction which were found to be statistically significant. The hypothesis was not confirmed.

Discussions

Gender and Perception of Job Satisfaction

The first hypothesis of this study which states that there will be statistically significant difference between male and female workers in their perception of job satisfaction was not confirmed. This finding corroborates

the results of the study by Mabekoje (2009) on determination of gender differences in job satisfaction among secondary school teachers in Nigeria. The result indicated that no significant gender differences existed in all dimensions of job satisfaction, as well as the overall job satisfaction of teachers; Mohammad, Mohammad and Rashid (2013) found that Bangladesh employees, irrespective of gender and marital status, were moderately satisfied. No statistically significant evidence was observed indicating differences in job satisfaction level between male and female or between married and unmarried; and Srivastava and Chabra (2012) who found that teacher educators were satisfied with their job, with gender not influencing the level of job satisfaction significantly and qualification having a significant effect. However, this finding contradicts the result of the study by Kowal and Roztocki (2016) who found that women who work as an Information Technology professionals in Poland are less satisfied than male colleagues with their compensation and promotion opportunities. According to Forgionne and Peeters (1982), the explanation behind different levels of job satisfaction reported for male and female workers may be due to variations in their levels of expectations from the job.

Understanding the factors which lead to job satisfaction of employees is important for the management of successful organisations. Satisfied and dedicated employees contribute to organisational performance and make organisations more successful in reaching their objectives (Spector, 1985)

Organisational Affiliation and the Perception of Job Satisfaction

The second hypothesis which states that there will be statistically significant difference between workers of public and private organisations in the perception of job satisfaction was confirmed as shown in this study. This finding corroborates the study by Sonmezer and Eryaman (2008) whose study indicated that differences do exist between job satisfaction levels of public school teachers and teachers who transferred to private education institutions from the public schools; and Ramesh and Mallika (2010) who found that there was a significant difference between the perception of job satisfaction by the employees in public and private bank employees in Cudalore District, India.

The plausible explanations responsible for why the private organisation workers perceived high level of job satisfaction than the workers in the public organisation as found in this study is that private media organisations are showing serious concerns towards the overall well-being and development of their workers. They also allow their workers to participate in decision making. If employees are allowed to take part in a decision that concerns their jobs, they will be very happy to carry out the job effectively. Employees in the public organisation have little or no say in the decisions guiding their job. French and Caplan (1970) found that workers who reported greater opportunity for participation in decision making reported significantly a greater job involvement, low job stress and conducive organisational climate.

Length of Service and the Perception of Job Satisfaction

The third hypothesis which stated that there will be a statistically significant difference among workers with long length of service, medium length of service and short length of service in their perception of job satisfaction was not confirmed. The study corroborates the findings of the study carried out by Zelda (2016) who found that neither length of service nor formal mentoring programmes were predictive of job satisfaction in a nursing faculty; and Jennings (1999) who found that neither years of employment, age, nor sex can be used to predict job satisfaction of employees of a local business. However, this finding contradicts the study by Ucho, Mkavga and Onyishi (2012) whose study show that tenure was significantly related to job satisfaction among civil servants in Benue State of Nigeria; and Oshagbemi (2000), who found that tenure was positively and significantly related to overall job satisfaction..

One possible explanation for this finding may be that workers tend to adjust their work values to the conditions of the workplace, resulting in greater job satisfaction (Mottaz, 1987); or that workers who experience little responsibility, interest, recognition or achievement are more likely to experience dissatisfaction and leave the organisation (Savery, 1996). Workers with longer service may experience higher satisfaction because they have found a job that matches their needs (Clark et al., 1996), or find opportunities for promotion which might lead to higher job satisfaction (Kalleberg & Mastekaasa, 2001). However, longer tenure in a job may result in boredom and lower levels of satisfaction (Clark et al., 1996) and this may be exacerbated by low job mobility and external labour market conditions (Hom & Kinicki, 2001).

Conclusion and Implications of the Findings

The research was designed to investigate the influence of organisational affiliation, gender and length of service on the perception of job satisfaction. The findings of this study were fully presented and discussed. On the basis of these findings, the following conclusions were derived at:

Firstly, gender is not a determinant of the perception of job satisfaction.

Secondly, organisational affiliation is a basis for the perception of job satisfaction.

Thirdly, length of service had no influence on the perception of job satisfaction.

The study has confirmed that some of the independent variables studied in this research such as organisational affiliation and length of service are predictors of perception of job satisfaction which have contributed to the existing theories in this area of research. Whereas, the theory adopted in this study: Job Characteristics Model (Hackman and Oldham, 1976) gave a blunt and general overview about influence of job satisfaction on workers' performance, the findings in this study identified some specific variables that are related to job satisfaction, thus strengthening the predictive power of the theory. This study will serve as a reference material to the academia and students for future studies.

The predictors of job satisfaction found in this study should assist managers to effectively deal with the problems of satisfaction and productivity in Nigerian organisations. It is therefore expected that the study will assist policy makers to come up with policy frameworks that will motivate human capital and increase productivity on one hand as well as enhance organisational development on the other hand.

This study will assist managers of industrial organisations to seek improved task efficiency and human satisfaction by means of improving the motivational tendencies on the job.

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