

ASSESSING THE EFFECT OF SOME SELECTED DEMOGRAPHIC FACTORS ON THE LEVEL OF JOB SATISFACTION OF SENIOR UNIVERSITY STAFF

ABSTRACT

The study was aimed at assessing the relationship that exist between some demographic factors and the job satisfaction level of Senior University Staff. A modified version of the Job Diagnostic Survey developed by Hackman and Oldham (1980) was distributed to 1535 Senior University staff in a descriptive corelational design study. The information gathered from 1243 respondents from Olabisi Onabanjo University and Osun State University in Nigeria was analysed using SPSS 13 showed some level of significant relationships between the job satisfaction constructs and the age and gender among the assessed demographic factors. The current position of the respondents was found to have a significant difference. There was difference in the response of Academic and professional & Technical Staff regarding how each group rated satisfaction with co-worker relations. Significant relationships were determined at the $p < .05$ level.

INTRODUCTION

Some of the most widely used definitions of job satisfaction include Porter LW, Lawler EE, Hackman JR (1975) who define job satisfaction as one's reaction against his/her occupation or organization, Locke (1976) who defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience and Dawis and Lofquist (1984) who define it as the result of the worker's appraisal of the degree to which the work environment fulfils the individual's needs. As well as the above definitions indicate, a review of published works reveal that there does appear to be general agreement that job satisfaction is an affective reaction to a job that results from the comparison of actual outcomes with those that are desired (Oshagbemi, 2003). Most research into job satisfaction has been undertaken in the business sector with attempts often having been made to adapt these findings to higher education (Okpara JO, Squillace M, Erondue EA (2005). Though there has been numerous publications on job satisfaction, there has been relatively little empirical data gathered on the job satisfaction of Academics in general (Okpara et al., 2005). Perhaps this area has not received so much attention because a high level of job satisfaction generally has been presumed to exist in a university setting (Pearson and Seiler, 1983).

When considering job satisfaction, demographic variables should be considered to thoroughly understand the possible factors that lead to job satisfaction and dissatisfaction. The history of job satisfaction can be traced back to the early 1900's when different studies were carried out by researchers on different situations perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. Job satisfaction

represents a combination of positive or negative feelings that workers have towards their work. Kaliski (2007) posited that Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. As noted by Adekola (2012), Job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. The behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. In his study, Bilimoria, (2006) found that women are mainly satisfied with internal relationships and fairness in the relational support received from colleagues, and that these factors positively influence their satisfaction with the job as a whole. As noted by Okpara, et al (2005), the relationship between gender and job satisfaction still continue to draw attention since some studies reviewed by Herzberg, Mausner, Peterson & Capwell in 1957. In the different studies afterwards, male respondents were found to be more satisfied with their job than the female ones while others indicated that females are more satisfied. Also on the issue of the status of educational level and its relationship with job satisfaction, the controversy still range on. While some of the studies conducted showed that workers with more education have a higher job satisfaction level, other studies indicate that workers with more education have a lower job satisfaction level. In some other studies, no relationship between the two was found as for other factors like marital status, number of dependents and ethnicity, some studies had suggested that no clear conclusion can be drawn concerning their relationship with job satisfaction. (Mcneely, 1984; Polin, 1990; Nestor & Leary, 2000; Okpara, et.al, 2005).

Meagan Scott, Kirk A. Swortzel &Walter N. Taylor (2005) identified a study by Cano & Miller (1992b) of agricultural education teachers in Ohio, which indicated in that age, length of years spent in current position, number of years spent in the teaching job, and educational status of teachers were not significantly related to overall job satisfaction. This is an indication of some level of equality in the job satisfaction level of teachers of both genders. Castillo, Conklin & Cano (1999) reported the same findings in their study on the same set of subjects many years later. The indication of the findings was that over a period of about ten years, the subjects experienced a significant relationship between the demographic characteristics and their level of job satisfaction did not relate in any significant manner. The implication of the findings of the two studies (Cano & Miller, 1992b; & Castillo et al., 1999) are (i) that age of teachers was not necessarily a factor in their job satisfaction. (ii) The length of teachers' experience in the profession did not affect their overall job satisfaction level. Even when the two variables were examined by Cano & Miller, (1992a) in another study with six different classifications of agriculture teachers, no significant relations was found to any of the demographic variable.

The studies of Grady (1985) and Berns (1989) on age, total years of teaching experience and their educational status however did not tally with those of Ohio Researchers. For instance, Grady (1985) found that years of teaching of experience had positive effects on overall job satisfaction. The findings of the study conducted by Berns (1989) revealed that the overall job satisfaction of teachers increased as their age. Berns (1989) also discovered that the educational level of teachers is an affective factor of their

93 overall job satisfaction level. The study revealed that teachers with Master's Degree were
94 more satisfied than those with Bachelor's Degree. The report of the study by Jamie &
95 Jamie (2004) indicated that demographic factors generally have negligible relationship
96 with job satisfaction.

97 The need for the present study therefore arose from this dichotomy of findings in the
98 literature, on what the relationship is between the demographic variables and the overall
99 job satisfaction among the workers generally.

100
101 Many Researchers had conducted studies on the relationship between job
102 satisfaction and demographic factors like age, years of experience, educational level, and
103 marital status. Some of these studies include Griffin, 1984, Andrews, 1990; Bowen,
104 Radhakrishna, & Keyser, 1994; Fetsch & Kennington, 1997; and Nestor & Leary, 2000.
105 In their study, Nestor & Leary (2000) indicated that the intrinsic job satisfaction was
106 higher for those in their age groups of 23 to 33 and 46 to 50. This gives potency to age as
107 a factor in job satisfaction level. This conclusion is in line with that of the study
108 conducted by Griffin (1984) in a study of Extension home economists where he revealed
109 that age was related to job satisfaction. Also, the research conducted by Bowen, et.al.
110 (1994) confirmed age as a related factor to job satisfaction. The study revealed that
111 Professional Staff of older ages had a higher As for relationship between job experience
112 and job satisfaction, Griffin (1984) and Andrews (1990) both found no relationship
113 between job satisfaction and years of experience. In contrast however, Nestor and Leary
114 (2000) did find that as one's years of experience increased as an Extension faculty
115 member, his or her intrinsic and overall job satisfaction increased as well. This
116 conclusion was confirmed by Bowen et al. (1994) for Professional Staff. The findings of
117 Fetsch and Kennington (1997) also corroborated this fact for all Senior University Staff
118 in their study.

119 The relationship between the educational level and job satisfaction has also been
120 studied with varied findings. Andrews (1990; 1996) discovered a relationship between
121 educational level and job satisfaction of Extension workers. This finding is not the same
122 with those of Griffin (1984) and Bowen et al. (1994). Gurbuz (2007) also found a good
123 relationship between the educational level and the job satisfaction of Hotel workers.

124
125 Bowen, et.al (1994) reported a relationship between marital status and the job
126 satisfaction levels of Professional Staff in a study by indicating that married Professional
127 Staff were more satisfied with their jobs than those who were single. In the same manner,
128 Fetsch and Kennington (1997) also revealed a relationship between marital status and job
129 satisfaction levels in their study where they indicated that divorced and married agents
130 are more satisfied with their jobs than agents who were never married, remarried, or
131 widowed. Adekola (2012) did not find the same result in his study of University Non-
132 Teaching staff in relation factors predicting their burnout level.

133
134 level of job satisfaction when compared with the younger ones. However, Andrews
135 (1990) did not find any relationship between age and the job satisfaction level of
136 Extension agricultural agents.

Many studies have also been conducted regarding the relationship between gender and job satisfaction by researchers over the years with divergent conclusions (Bowen et al., 1994; Nestor & Leary, 2000; Riggs & Beus, 1993, Adekola, 2012.). While some studies that females have higher levels of job satisfaction, other studies indicate that males do (Bowen et al., 1994; Riggs & Beus, 1993). There are even some studies that indicate that there is no relationship between gender and job satisfaction levels (Nestor & Leary, 2000). In the study conducted by Riggs & Beus (1993), job satisfaction of female agents was found to be higher than male when compared with other variable like number family size. Bowen et al. (1994) as well found a relationship between job satisfaction and gender. They discovered that female Professional Staff were more satisfied with their jobs than male agents. Olorunsola (2010) found that male administrative officers were more satisfied than female administrative officers in Nigeria universities.

Theoretical Framework

Job satisfaction as posited by Aziri, (2011) is one of the most complex area facing today's managers when managing their employees. In the same vein, Warsi et al (2009) found that job satisfaction, work motivation and organizational commitment were positively correlated each other. Job dissatisfaction also appears to be related to other withdrawal behaviours, including lateness; unionization, grievances, and drug abuse, and decision to retire. In their own view, Lise and Timothy (2004) identified employee surveys as a tool that can be used effectively for improving employee attitudes and making organizational changes. Moser (1997) indicated that absence of job satisfaction leads to lethargy and reduced organizational commitment.

Job satisfaction is described by Locke (1976) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Warsi et al (2009) also identified job satisfaction to be associated with job enrichment, good supervision, and clear roles and met expectation. According to the Luthans (1998), there are three important dimensions to job satisfaction as emotional response to a job situation. These include how well a job meet, exceed expectations, and the related attitudes about important characteristics of the job (work itself, promotion, opportunities, supervision and co-workers)

Several theories of job satisfaction had been propounded by leading scholars over the time. Among all the theories however, the Herzberg two factor theory of satisfaction which proposed a theory about job factors that satisfy & dissatisfy employees seem to be the most famous. The two factor theory identified that some factors like company policy, supervision, inter-personal relations, working conditions and salary are mostly those factors creating job dissatisfaction. It however posited five factors; achievement, recognition, the work itself, responsibility and advancement are strong determinants of job satisfaction. According to the Affect theory, what determines satisfaction is the discrepancy between what one wants in a job and what one has in a job. Vooms (1964) also identify job satisfaction as an interface between personal and workplace variables. According to him, employees put more effort and perform better when they are compensated accordingly.

The study conducted by Jain, Fauzia, Vinita,& Naveen (2007) among oil workers in India concluded that better organizational climate was positively affected on job satisfaction.

The Research findings of Harmon, Scotti, Bebson, Farias, Petzel, Neuman, & Keashly, (2007) among Healthcare staff proved that the positive correlation between job satisfaction and better supervision. Jude and Church (2000) found that the nature of the work itself emerged as the most important job facet that affect employee satisfaction among different facets of their job such as supervision, pay, promotion opportunities, co-workers etc. The findings of Hamidia and Phadett (2011) also identified supervision, job training, and pay practices as playing a crucial role in enhancing job satisfaction of employees. On the other hand, Yunki (1999) identified autonomy as the strongest projector of satisfaction. Whereas Victor (2008) identified employee empowerment (employee believes of involvement in organizational processes and decision making) a stronger factor over employee satisfaction than the other variables including salaries, working conditions, job security and co-workers. Yesemmin, (2011) in his own study identified Working in a supportive and friendly and corporate environment as a factor that is very important for employee satisfaction.

The study carried out by Boran Toker (2011) indicated that the job satisfaction levels of the academicians were found to be moderately high. He identified social status as being ranked as the highest and compensation was ranked as the lowest of the examined items. The results of the study indicated that professors reported a higher level of job satisfaction as compared to instructor and research assistants. Nonetheless, among the demographic variables age, length of service in present university and in higher education as a whole were significantly related to job satisfaction. Marital status and gender were not significantly related to job satisfaction. A related study by Yapa, Rathnayake, Senanayake & Premakumara (2014) also identified age and marital status as most potent factors affecting job satisfaction of Non academic staff of Universities.

In line with the discussion so far, there is a need to answer some basic questions as posed below:

- i. Will the level of satisfaction of individuals with certain aspects of their work context affect their willingness to respond positively to work enrichment?
- ii. Is it possible for workers to be relatively satisfied with job security, pay, co-worker relations, and supervision and as such respond more positively to jobs rating on the job characteristics than context satisfaction?
- iii. Will the all the four aspects of work context combine together to make up the context satisfaction constructs.

Objectives

The study was aimed at assessing the relationship that exist between some demographic factors and the job satisfaction level of Senior University Staff . The focal point of the study is to assess the effect of some demographic factors such as gender, state of origin, age, marital status, education level, current position and previous position on the job satisfaction level of University Senior University Staff.

Methdology

Population

The population for this descriptive correlation study comprise all Senior University staff employed by the Olabisi Onabanjo University in Ago-Iwoye and the Osun State University in Nigeria as at April 2014 ($N = 1535$). This included Academic, technical Staff, and Professional Staff. All 1535 were included in the study. The Universities are State owned whereas some of the employed staff are not indigenes of the two states. The non-indigenes are by convention not considered for positions believed to be vital in administration especially the Principal Officers position.

Research Instrument

The instrument used for the study is the modified version of the popular Job Diagnostic Survey scale developed by Hackman and Oldham in 1980. Only three out of the seven sections of the scale however was used on the basis of relevance of each of the sections to elicit the required information from the subjects as explained below. A section containing ten questions was added to the scale by the researcher to elicit demographic information.

In two of the sections, the statements were rated on a 7-point rating scale ranging from strongly disagree to strongly agree to measure two (internal work motivation and general satisfaction) of the seven aspects in the job satisfaction construct. In the third section, the items were rated on a 7-point scale ranging from very dissatisfied to very satisfied to elicit response for the remaining five job satisfaction constructs (growth satisfaction, satisfaction with job security, satisfaction with pay, satisfaction with co-worker relations, and satisfaction with supervision). The last section consisted of questions that asked the participants pertinent demographic information because this was not part of the original instrument. (Meagan Scott, Kirk A. Swortzel & Walter N. Taylor, 2005)

Each of the scores was computed in line with the key provided by the author of the Scale. The scores elicited for internal work motivation, growth satisfaction, and general satisfaction, were put together to create the personal satisfaction category for the study. The last section which comprised satisfaction with job security, pay, co-worker relations, and supervision, were added together to form the context satisfaction category as provided in the key to the scale by Hackman & Oldham, (1980). This modified version had been used successfully by Meagan Scott, Kirk A. Swortzel & Walter N. Taylor (2005) in two studies on Extension Agents in Ohio. The modified version of the instrument was validated through a test and re-test means among 25 Senior Staff of the Federal University of Agriculture, Abeokuta and confirmed to be adequate for the study before use.

Reliability and Validity

As noted by many other studies, Hackman and Oldham (1974) the internal consistency reliabilities of each of the scales measured by the Job Diagnostic Survey was established Hackman and Oldham since 1974. The reliability coefficients for the job

satisfaction constructs ranged from .56 (satisfaction with co-worker relations) to .84 (growth satisfaction) as previously established too. (Hackman & Oldham, 1974; 1975).

The median off diagonal correlations for the job satisfaction constructs ranged from .23 in satisfaction with co-worker relations and 0 to .28 in growth satisfaction as provided by Hackman & Oldham, (1974).

Data Collection

Questionnaires were distributed and retrieved after being completed by respondents to collect the required data for the study. Prior to data collection, the Researcher addressed the Senior Staff through their Unions notifying them that they would be asked to participate in the study and encouraged them to participate. They gave their unanimous consent to approve of the study and their willingness to participate through their Union Leaderships.

A total of 1535 staff were selected to participate in the study. Out of the number, 1324 (86.2%) who got the questionnaire responded to the survey. Only 1243 (80.9%) of the returned questionnaires however were usable due to the fact that some respondents did not fill all the aspects of the questionnaire leading to incomplete data.

Data Analysis

The collected data were analyzed with the aid of Statistical package for the Social Sciences (SPSS® Version 13 for Windows). The data were summarized using Descriptive statistics, including means and standard deviations. The demographic data were reported through frequencies and percentages.

To give a robust report, Means and standard deviations for the job satisfaction construct were calculated based on the statistical data revealed by the collected data. In determining how related the factors of gender, State of Origin, marital status, and whether or not the participant had held a previous position to other Universities prior to his or her current position to job satisfaction constructs, the Point-biserial correlation coefficients (r_{pb}) statistics were calculated. The relationships between the job satisfaction constructs and age were also determined using the rank-biserial correlation coefficient (r_b) as computed. As for the interactive effect of age on job satisfaction constructs, Spearman's rho correlation coefficient (r_s) was calculated to reveal the possible relationship. Job satisfaction constructs and education level relationships were also determined using the Spearman's rho correlation coefficient (r_s). All relationships were determined with an a priori alpha level of .05 significant level.

Results

Respondents' Distribution

The distribution of the respondents is shown in the table below:

Table 1: Distribution of Respondents (N=1243)

Description	Number	Percentage
Staff cadre		
Administrative staff	512	41.2
Academic staff	400	32.2
Technical and Professional staff	331	26.6
Gender		
Male	785	63.2
Female	458	36.8
Educational level		
HND/B.A/B.Sc	858	69
Masters	149	12
Ph.D	236	19
State of Origin		
Indigene	996	80.1
Non-Indigene	247	19.9
Marital Status		
Married	1046	84.2
Not Married	197	15.8
Age		
25-35	289	23.3
36-50	588	47.3
50-65	366	29.4
Previous experience		
Yes	487	39.2
No	756	60.8

ANALYSIS OF EACH THE DEMOGRAPHIC FACTORS

1. Marital Status

When correlated statistically, marital status and the job satisfaction constructs did not show any significant relationship. But some low relationships were found in two areas of the construct. These were the relationships found between marital status and internal work motivation ($r_{pb} = .11$) and between marital status and satisfaction with pay ($r_{pb} = .12$).

2. Gender

The data as shown in Table 2 revealed that low significant relationships exist between gender and three of the job satisfaction constructs. This was demonstrated in growth satisfaction ($r_{pb} = .32$), satisfaction with job security ($r_{pb} = .29$), and satisfaction with pay ($r_{pb} = .33$). The scatter plots for the relationships between gender and these three constructs revealed that females rated higher than males in growth satisfaction, satisfaction with job security, and satisfaction with pay higher than males. Except for the

negligible relationship between gender and satisfaction with co-worker relations ($r_{pb} = .09$), all other relationships were found to be low

3. Education

When analysed, the educational level of the subjects and the job satisfaction construct did not reveal any significant relationship. Even though a low relationship found was between education and satisfaction with pay ($r_s = .24$), all the other relationships analysed were found to be negligible.

4. Age

The outcome of the research indicated no significant relationship between age and the job satisfaction constructs. However, when age was compared with satisfaction with job security ($r_b = .13$) and satisfaction with pay ($r_b = .11$) on the two job satisfaction constructs, it revealed low relationships.

5. Held a previous Position with other Universities

No relationship ($r_{pb} = .21$) was found between this factor and satisfaction with supervision but it was not significant in the real sense for the report.

6. State of origin

There were no significant relationships between Indigene/Non Indigene and two of the job satisfaction constructs, general satisfaction ($r_{pb} = .32$) and satisfaction with supervision ($r_{pb} = .34$) as shown in Table 1. When examined on the scatter plots, the relationships between staff with different state of origin and these two constructs, a lower rate of general satisfaction and satisfaction with supervision was found among Non indigene than the Indigene. The relationships found between state of origin and internal work motivation ($r_{pb} = .05$) and between State of Origin and satisfaction with pay ($r_{pb} = .09$) were however negligible.

Table 2: Effect of Gender and State of Origin on Job satisfaction constructs

Job satisfaction construct	r_{pb}	
	Gender ^a	State of origin
Personal Satisfaction Construct		
Internal Work Motivation	.15	.05
Growth Satisfaction	.32*	.16
General Satisfaction	.10	.32
Context Satisfaction Construct		

389	Job Security	.29*	.11
390			
391	Pay	.33*	.09
392			
393	Co-Worker Relations	.09	.10
394			
395	Supervision	.17	.34*
396			

397 ^a1 = Female; 2 = Male

398 ^b1 = Indigine; 2 = Non Indigine (denoting staff who are from the owner state as
399 indigenes and those from other states as Non-indigines)

400 *p < .05

401

402 *Current Position*

403 Job satisfaction means for all staff ranged from 4.30 to 6.80 (table 2). Professional
404 and Technical staff rated the job satisfaction construct of satisfaction with co-worker
405 relations the highest ($M = 6.80$), while Administrative Staff rated the job satisfaction
406 construct of satisfaction with pay the lowest ($M = 4.30$). The means among the staff
407 groups were alike for six of the seven job satisfaction constructs. When rated on how
408 each group rated their satisfaction with co-workers, a significant difference was found
409 between Academic and Professional and technical Staff (Scheffe Mean Difference =
410 .3427, $p = .032$). This score was an indication that Academic staff rated this construct
411 significantly lower than Professional Staff.

412

413

414 Table 3: *Central tendency scores of the Job satisfaction Constructs*

415

416	417	M		
		418	419	420
419	Job Satisfaction Construct	Academic Staff	Administrative Staff	Professional Staff
420				
421				
422	Personal Satisfaction Construct			
423				
424				
425	Internal Work Motivation	5.59	5.86	5.98
426				
427	Growth Satisfaction	5.88	6.15	6.29
428				
429	General Satisfaction	6.20	5.44	5.27
430				
431	Context Satisfaction Construct			
432				
433	Job Security	5.80	6.49	6.72
434				

435	Pay	4.76	4.30	4.85
436				
437	Co-Worker Relations*	6.25	6.53	6.80
438				
439	Supervision	4.80	5.21	5.22

440

Note: Each of the scores was computed in line with the key provided by the author of the Scale. The scores elicited for internal work motivation, growth satisfaction, and general satisfaction, were put together to create the personal satisfaction category for the study. The last section which comprised satisfaction with job security, pay, co-worker relations, and supervision, were added together to form the context satisfaction category as provided in the key to the scale by Hackman & Oldham, (1980).

* $p < .05$.

Findings and Discussion

The study was aimed at assessing the relationship that exist between some demographic factors and the job satisfaction level of Senior University Staff . The focal point of the study is to assess the effect of some demographic factors such as gender, state of origin, age, marital status, education level, current position and previous position on the job satisfaction level of University Senior University Staff.

This study indicated that marital status was not related to any of the job satisfaction constructs for this set of University staff. This conclusion is consistent with earlier study by Adekola, (2012). Several studies like Bowen, et al. (1994) and Fetsch & Kennington, (1997) however indicated that married or divorced staff are more satisfied with their jobs than remarried, never married, or widowed staff as evidence of a relationship between marital status and job satisfaction.

The analysis of the statistics of the data indicate a low relationship between gender and the job satisfaction constructs of growth satisfaction, satisfaction with job security, and satisfaction with pay. Also, Females rated higher than males in three of these constructs. This indicated that the females show a higher level of satisfaction with personal learning and growth opportunities at work, job security, and compensation when compared to their male counterparts. The earlier researches of Bowen et al., (1994) and Riggs & Beus, (1993) also had the same conclusions. Despite the above findings however, some other studies such as those conducted Cano & Miller, (1992a); Cano & Miller, (1992b); Castillo & Cano, (1999); Castillo et al., (1999); Nestor & Leary, (2000) have shown that gender is not related to job satisfaction.

This study reflected that Education was not related to any of the job satisfaction constructs for Senior University Staff. Earlier researchers like (Bowen et al., 1994; Cano & Miller, 1992a; Cano & Miller, 1992b; Castillo & Cano, 1999; Castillo et al., 1999 have found this same conclusion. However, some studies do indicate that increasing one's educational level increase his or her level of job satisfaction (Andrews, 1990; Berns, 1989).

Regarding age, the findings of this study indicate that there was no significant relationship between age and any of the job satisfaction constructs of the Senior University Staff in Ago Iwoye and Osogbo. While this finding contrast with the conclusions of some earlier researchers like Nestor & Leary (2000) and Olorunsola (2010), it is consistent with other studies carried out by Castillo, et al. (1999) and Castillo & Cano, 1999.

The state of origin as a factor had low relationships with the job satisfaction constructs of general satisfaction and satisfaction with supervision among the population for the research because all of them rated both of these constructs low indicating a lower level of satisfaction with their jobs in general and with the supervision that they receive.

When the means of the job satisfaction constructs of the three groups are compared, it revealed that for the most part, there was no difference among the three groups regarding how satisfied each group was with the seven job satisfaction constructs. A significant difference was found between Academic and Professional and Technical Staff regarding how satisfied each group was with their co-worker relations. Academic rated this construct lower than Professional and Technical staff. This is an indication that this group of staff experienced lower level of satisfaction in their relationships with their co-workers. The experience of previous position in other Universities as a factor however did not reflect any significance to any of the job satisfaction constructs for Senior University Staff.

Recommendations

Understanding the factors that contribute to the job satisfaction level of members of the University Community is very fundamental if we are expecting to get the best from them in terms of productivity. It is therefore our suggestion that that the results of this kind of study are made available to University management to improve their awareness level in determining which of the demographic factors can influence the level of job satisfaction of Senior University Staff. It is suggested that management should design both in-service and external trainings to improve the level of satisfaction of male senior staff especially as it relates to their personal learning to growth opportunities at work, job security, and compensation. Staff members from other states other than the owner states need to be encouraged as a deliberate policy to increase their level of satisfaction with their jobs in general and with their supervisors. Since Academic indicated a lower level of satisfaction in their relationships with their co-workers, a job enlargement method will include some aspects that can make them build better relationships with their co-workers is recommended as a means of improving their relationships generally.

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