

## Optimizing job satisfaction through motivation in the face of Economic crisis among Nigeria's University staff.

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**Abstract:** This study examined job satisfaction through motivation in the face of economic crisis among universities staff in Nigeria with reference to the University of Ado Ekiti and Olabisi Onabanjo University Ogun State Nigeria. This study adopted the descriptive survey research design. A total of 100 respondents were selected for the study using stratified sampling technique. Two sets of questionnaire were used for data collection. chis - square model was used to test the hypothesized research questions generated for the study. The finding revealed that effective application of motivational strategies in the university will definitely improve the level of their job satisfaction in most of the institution especially in Nigeria. Based on the findings of the study, it was recommended that the Irregularities in promotion have to be looked into and corrective measure has to put in place to ensure free passage of staff from one level to the order as at when due. Conducive working environment has to be created to enhance job satisfaction of the staff.

Training, workshop, seminars and conference programme has to be usually organized for the workers to update their working knowledge and skill in their respective area.

There should be a cordial relationship between staff union and the management of the University and if any mater arises it must be settled amicably.

**Key words;** Motivation, Job Satisfaction, Optimizing, Economic crisis and Chis-Square model  
JEL: M50, M52

### INTRODUCTION

A major part of a manager's leadership role is to enhance the willingness of people to exert work efforts to help accomplish organisational objectives. One best way

to accomplish this crucial task is through the concept of motivation (Innocent 2007). Promotional mix is concerned as the process by which a product is made available to the prospective consumer.

Motivation according to Ibukun, W.D. (1997) refers to the inner drive that pushes individuals towards action for the purpose of achieving target objectives. Furthermore, Adedoyin, I. S. and Abidoye, A. V. (2001) refers to motivation as the act of understanding and encouraging, and urging people to get particular tasks done. Also, motivation is seen as a process of stimulating people's action to achieve desired goals or accomplishing a given task. It is the drive within a person to achieve a goal or objectives (Adesiyan, O. 1983). Moreso, motivation is defined as the causes of particular behaviour by an individual especially causes (e.g emotions) related to the inner state of the individual (Adebisi, W. 2008). In addition, motivation according to Aluko and Adefisayo (2003), referred to it as the process of creating organizational conditions that will causes employees to strive for superior performance.

Job satisfaction on the other hand is described as the pleasurable emotional state resulting from the appraisal of one's as achieving or facilitating the achievement of one's job values (Adewumi, P. 1988). Also, job satisfaction according to Herbert and Donald (1978) refers to an emotional reaction to the job and its surrounding conditions it can be thought of as resulting from an evaluation by employees of the rewards they perceive the job actually provides compared to their expectations of the rewards the job should provide.

**GENERAL ISSUE OF MOTIVATION AND JOB SATISFACTION**

For Morgan (1966), and Armstrong, P. (1971), motivation has a driving state within the organization that is set in motion by

bodily needs environment, stimuli or mental events such as thoughts and memory, the behaviour aroused and directed by this stage and the goal towards which the behaviour is directed. They believed that motivation can strengthen and direct behaviour. According to these scholars, a well motivated person is someone with clearly defined goals who takes actions which he or she believes will achieve those goals.

Hicks, G. and et al (1975) defined motivation as every action taken in an organization to stimulate a reaction in employee. They added that motivation can either be positive or negative. The positive motivation is described as "Anxiety-Reducing Motivation" or the "Carrot Approach" offering something valuable to the person such as pay-rise, praise, promotion, etc. the negative motivation on the other hand is described as the "Stick approach", it uses punishment, reprimands, threats of being fired and threats of being demoted if performance is

unacceptable. They also distinguish between two types of motivation which are intrinsic and extrinsic respectively. In intrinsic motivation, the work itself is satisfying to the individual, white the extrinsic motivation on the other hand refers to the holding out of incentives which may be in terms of praise from boss, higher pay bonus, prestige, better working condition and recognition.

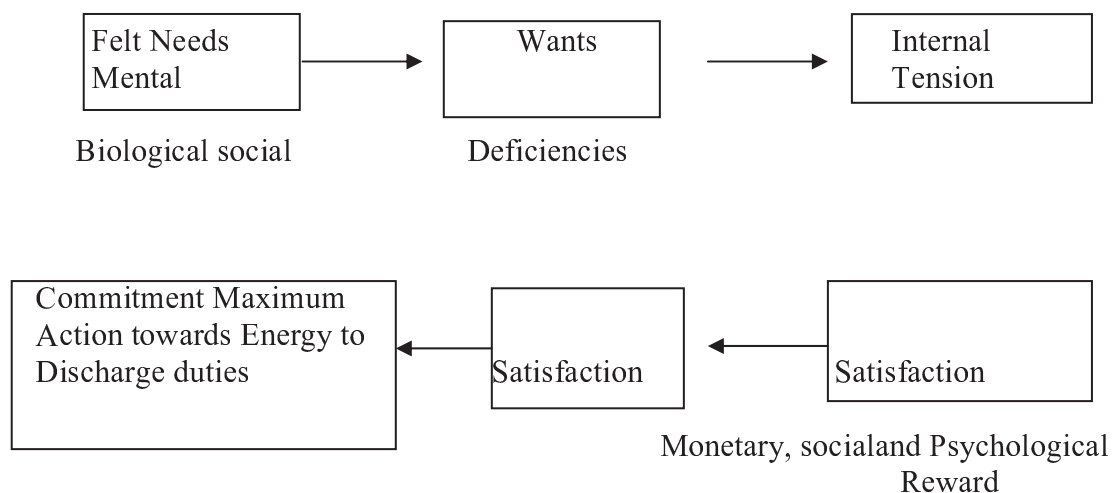
In the work of Adedoyin and Abidoye, A. G. (2001) they analyzed the essential issues that must be present in any good motivational system. These are outlined below:

- 1) A good motivational system must be able to induce subordinate to work and produce more.
- 2) It must be comprehensive in providing for the satisfaction of all needs

- 3) The confidence of workers must be won by management through fairness and justice
- 4) Provision must be made for financial opportunities particularly those given more personal freedom to have shares in the company where they work.
- 5) The system must be flexible in order to account for varying requirements of people who need different stimuli. For example, some would work harder for more pay while other may do the same for improvement in their status.
- 6) Security is a vital element in ensuring performance at the work place. Thus a good motivational system must provide for employees safety.
- 7) A good working environment must be provided for workers so as to create the right physiological understanding. This entails ensuring suitable arrangement of work flow, rest periods heating, lighting and ventilation.
- 8) Social relationship must not be neglected. The needs of job which gives a person a respected position in society and enables social relationships to develop is a very important factor that must be provided for by a good motivational system.
- 9) A good motivational system must ensure that employees are well compensated for their efforts on their job.
- 10) Basic needs of employees, groups participation, guidance and counseling, self esteem paid holding car allowances, parking spaces, canteen and other recreational facilities should be incorporated into an employee's package of motivation.

#### MOTIVATION PROCESS

When the needs of individuals are perceived as being met under existing circumstance, individuals in organization are satisfied and discharge their function with maximum energy. The diagram below explains this process.



Source: Ibukun W.O. (1997) *Educational Management- Theory and Practice*

**Research design**

This study used the descriptive research design using a chis-square method to critically look at the link and correlation between motivation and the level of job satisfaction among University staffs of Ekiti and Ogun State (OSU/UNAD).

**Population for Study**

The focus population for this study consists of all staff of the University of Ado Ekiti And Olabisi Onabanjo University ranging from the top level management and to the least including the Security men.

**Sample and Sampling technique**

Due to the large population, 100 respondents were targeted through stratified random sampling technique and 50% from each University covering both academic and Non Academic staff.

**TESTING OF HYPOTHESES**

**Hypothesis I**

Ho-Job satisfaction cannot really be achieved through effective motivation among university staff in the face of economic crisis.

Hi-Job Satisfaction can really be achieved through effective motivation among university staff in the face of economic crisis.

**Related Questions used in Testing the Hypothesis**

B2 - Motivation is significantly related to job satisfaction in work place.

B4 - Motivation can really solve the problem of job satisfaction among university staff.

B6 - The motivational techniques employed by the management of UNAD / OOU have a positive impact on job satisfaction in the institution.

CHI-SQUARE TABLE 1

Items	Stronly Agree	Agree	Stronly disagreed	Disagreed	Undecided	Degree of freedom	x2caculated	x 2 table
B2	47	43	0	0	2	2	40.457	5.99
B4	45	42	0	0	5	2	32.370	5.99
B9	25	47	1	7	12	4	72.565	9.49

Chi-square analysis 2010

**Decision Rule:** Reject null hypothesis and accept the alternative if the calculated chi-square [x2 calculated] is greater than the chi-square table [x2 table].

Since the calculated value of chi-square is greater than the chi-square table therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. Hence, job satisfaction can really be achieved through

effective motivation among university staff.

**Hypothesis II**

Hi- Due promotion and staff development has been able to boost job satisfaction among university staff.

Ho-Due promotion and staff development has not been able to boost job satisfaction among university staff.

Question used testing the hypothesis.

B6 - Regular promotion and staff development often improves job satisfaction among university staff.

B16 - Regular promotion often boosts the morale of university staff and their attitude to work.

TABLE 11

Items	Strongly agree	Agree	Strongly disagree	Disagree	Undecided	Degree of freedom	2calculated	x2 table
B6	40	46	3	0	3	3	70.348	7.81
B7	24	34	8	15	11	4	24.413	9.49
B16	33	38	3	10	8	4	55.065	9.49

Data analysis 2010

Thus, since the calculated chi-square is greater than the table null hypothesis is therefore rejected while the alternative is accepted. Hence, promotion has been able to boost job satisfaction among university staff.

#### Hypothesis 111

Ho - Conducive working environment has no positive impact on job satisfaction of university staff.

Hi - Conducive working environment

has positive impact on job satisfaction of university staff.

#### Questions used in testing the hypothesis

B8 - Conducive working environment has a positive impact on job satisfaction among staff UNAD/OOU.

B13 - There are no benefits available for staff of UNAD / OOU at the end of an academic year.

B19 - The University staff are satisfied with the remuneration received at the end of the month.

CHI-SQUARE TABLE 111

Items	Strongly agree	Agree	Strongly disagree	Disagree	Undecided	Degree of freedom	2calculated	x 2 table
B8	45	41	3	0	3	3	69.913	7.81
B13	33	26	10	17	6	4	27.022	9.49
B19	2	3	39	48	0	3	74.870	7.81

Data analysis 2010

Since the calculated of chi-square is greater than the table therefore the null hypothesis is rejected while alternative hypothesis is accepted. Hence, conducive working environment has positive impact on job satisfaction of university staff.

#### FINDINGS

Motivation was also seen as the act of understanding and encouraging people to get particular tasks done as a result of mechanism put in place to boost workers tasks done.

The problem of the study originated due to the lack of motivation policies in the selected universities. The purpose of the study was to cross examine the nexus between motivation and job satisfaction among the employees in Nigeria University.

The finding revealed that effective application of motivational strategies in the university definitely it would improve the level of their job satisfaction in most of the institution. Under this study it was revealed that out of the three (3) hypotheses tested the result of the whole hypotheses was positive and significant. This shown that motivation stand a major factor that influenced employees to perform to best expectation in any organization as the case may be.

In view of this, the research concluded that if the management of UNAD and OOU could embark on motivational strategies and implement them to the latter then, workers we performed more than expectations.

### CONCLUSION

As earlier stated that motivation can be seen as the process of creating organizational conditions that will cause employees to strive for superior performance.

Job satisfaction on the other hand refers to an emotional reaction to the job and its surrounding conditions. It was revealed that motivation is very important in any work organization because it boosts employees' morale and give job satisfaction.

In conclusion, therefore, motivation in university should be improved upon so that performance would be achieved maximum and hence job satisfaction of workers.

### 5.4 RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

- 1) Organization should improve on their motivational techniques so as to improve workers job satisfaction.
- 2) Irregularities in promotion have to be looked into and corrective measure has to put in place to ensure free passage of staff from one level to the order as at when due.
- 3) Conducive working environment has to be created to enhance job satisfaction of the staff.
- 4) Training, workshop, seminars and conference programmes has to be usually organized for the workers to update their working knowledge in their respective area.
- 5) There should be a cordial relationship between staff union and the management of the University and if any mater arise it must be settled amicably.
- 6) There should be provision for leaves study ,leaves bonus and other fringe benefit for the staff of the University.
- 7) Management should allow the staff to take part in decision making so as to have base for sense of belonging.

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