



Assessing the Effect of Some Selected Demographic Factors on the Level of Job Satisfaction of Senior University Staff

Bola Adekola^{1*}

¹*Department of Sociology/Psychology, Olabisi Onabanjo University, Ago-iwoye, Nigeria.*

Author's contribution

The sole author designed, analyzed and interpreted and prepared the manuscript.

Article Information

DOI: 10.9734/BJEMT/2015/13525

Editor(s):

- (1) Polona Tominc, Department of Quantitative Economic Analysis, University of Maribor, Slovenia.
(2) John M. Polimeni, Economics Albany College of Pharmacy & Health Sciences, New York, USA.

Reviewers:

- (1) Anonymous, Botswana.
(2) Yoram Barak, Abarbanel Mental Health Center, Tel-Aviv University, Israel.
Complete Peer review History: <http://www.sciencedomain.org/review-history.php?iid=701&id=20&aid=6566>

Original Research Article

Received 21st August 2014
Accepted 29th September 2014
Published 22nd October 2014

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 correlational 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.

Keywords: Demographic factors; job satisfaction; gender; age; senior Staff.

*Corresponding author: E-mail: bola.adekola@gmail.com;

1. INTRODUCTION

Some of the most widely used definitions of job satisfaction include [1] who define job satisfaction as one's reaction against his/her occupation or organization, [2] who defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience and [3] 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 [4]. 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 [5]. 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 [6]. 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 [7].

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. [8] 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 [9], 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, [10] 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 [6], the relationship between gender and job satisfaction still continue to draw attention since 1957 s revealed by some studies reviewed by [11]. 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. [6,12,13,14].

[15] identified a study by [16] 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. [17] 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 [13,14] 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 [15] in another study with six different classifications of agriculture teachers, no significant relations was found to any of the demographic variable.

The studies of [17,18] on age, total years of teaching experience and their educational status however did not tally with those of Ohio Researchers. For instance, [17] found that years of teaching of experience had positive effects on overall job satisfaction. The findings of the study conducted by [18] revealed that the overall job satisfaction of teachers increased as their age. [18] also discovered that the educational level of

teachers is an affective factor of their overall job satisfaction level. The study revealed that teachers with Master's Degree were more satisfied than those with Bachelor's Degree. The report of the study by [19] indicated that demographic factors generally have negligible relationship with job satisfaction.

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

Many Researchers had conducted studies on the relationship between job satisfaction and demographic factors like age, years of experience, educational level, and marital status. Some of these studies include [20,21,22,23,11]. In their study, [11] indicated that the intrinsic job satisfaction was higher for those in their age groups of 23 to 33 and 46 to 50. This gives potency to age as a factor in job satisfaction level. This conclusion is in line with that of the study conducted by [20] in a study of Extension home economists where he revealed that age was related to job satisfaction. Also, the research conducted by [22] confirmed age as a related factor to job satisfaction. The study revealed that Professional Staff of older ages had a higher As for relationship between job experience and job satisfaction, [20,21] both found no relationship between job satisfaction and years of experience. In contrast however, [11] did find that as one's years of experience increased as an Extension faculty member, his or her intrinsic and overall job satisfaction increased as well. This conclusion was confirmed by [22] for Professional Staff. The findings of [23] also corroborated this fact for all Senior University Staff in their study.

The relationship between the educational level and job satisfaction has also been studied with varied findings. [21,24] discovered a relationship between educational level and job satisfaction of Extension workers. This finding is not the same with those of [20,22]. [25] also found a good relationship between the educational level and the job satisfaction of Hotel workers.

[22] reported a relationship between marital status and the job satisfaction levels of Professional Staff in a study by indicating that married Professional Staff were more satisfied with their jobs than those who were single. In the same manner, [23] also revealed a relationship

between marital status and job satisfaction levels in their study where they indicated that divorced and married agents are more satisfied with their jobs than agents who were never married, remarried, or widowed. [8] did not find the same result in his study of University Non-Teaching staff in relation factors predicting their burnout level.

level of job satisfaction when compared with the younger ones. However, [21] did not find any relationship between age and the job satisfaction level of 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 [22,11,24,8]. While some studies that females have higher levels of job satisfaction, other studies indicate that males do [22,24]. There are even some studies that indicate that there is no relationship between gender and job satisfaction levels [11]. In the study conducted by [24], job satisfaction of female agents was found to be higher than male when compared with other variable like number family size. [22] 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. [26] found that male administrative officers were more satisfied than female administrative officers in Nigeria universities.

2. THEORETICAL FRAMEWORK

Job satisfaction as posited by [27] is one of the most complex area facing today's managers when managing their employees. In the same vein, [28] 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, [29] identified employee surveys as a tool that can be used effectively for improving employee attitudes and making organizational changes. [30] indicated that absence of job satisfaction leads to lethargy and reduced organizational commitment.

Job satisfaction is described by [2] as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. [28] also identified job satisfaction to be

associated with job enrichment, good supervision, and clear roles and met expectation. According to the [31], 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. [32] also identify job satisfaction as an interface between personal and workplace variables. According to [32], employees put more effort and perform better when they are compensated accordingly.

The study conducted by [33] among oil workers in India concluded that better organizational climate was positively affected on job satisfaction. The Research findings of [34] among Healthcare staff proved that the positive correlation between job satisfaction and better supervision. [35] 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 [36] also identified supervision, job training, and pay practices as playing a crucial role in enhancing job satisfaction of employees. On the other hand, [37] identified autonomy as the strongest projector of satisfaction. Whereas [38] 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. [39] 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 [40] 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 [41] 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.

3. 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.

4. METHDOLOGY

4.1 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.

4.2 Research Instrument

The instrument used for the study is the modified version of the popular Job Diagnostic Survey scale developed by [42] 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 [43].

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 [41]. This modified version had been used successfully by [43] 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.

4.3 Reliability and Validity

As noted by many other studies, the internal consistency reliabilities of each of the scales measured by the Job Diagnostic Survey was established [44]. The reliability coefficients for the job satisfaction constructs ranged from .56 (satisfaction with co-worker relations) to .84 (growth satisfaction) as previously established too [44,45].

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 [44].

4.4 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.

4.5 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.

5. RESULTS

5.1 Respondents' Distribution

The distribution of the respondents is shown in the Table 1 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

5.2 Analysis of Each the Demographic Factors

5.2.1 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 ($r_{pb}=.12$).

5.2.2 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

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		
Job security	.29*	.11
Pay	.33*	.09
Co-worker relations	.09	.10
Supervision	.17	.34*

^a1 = Female; 2 = Male, ^b1 = Indigine; 2 = Non Indigine (denoting staff who are from the owner state as indigenes and those from other states as Non-indigenes), * $p < .05$

5.2.3 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.

5.2.4 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.

5.2.5 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.

5.2.6 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.

5.2.7 Current position

Job satisfaction means for all staff ranged from 4.30 to 6.80 (Table 3). Professional and Technical staff rated the job satisfaction construct of satisfaction with co-worker relations the highest ($M = 6.80$), while Administrative Staff rated the job satisfaction construct of satisfaction with pay the lowest ($M=4.30$). The means among the staff groups were alike for six of the seven job satisfaction constructs. When rated on how each group rated their satisfaction with co-workers, a significant difference was found between Academic and Professional and technical Staff (Scheffe Mean Difference = .3427, $p=.032$). This score was an indication that Academic staff rated this construct significantly lower than Professional Staff.

6. 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 [8].

Table 3. Central tendency scores of the job satisfaction constructs

Job satisfaction construct	M		
	Academic staff	Administrative staff	Professional staff
Personal satisfaction construct			
Internal Work Motivation	5.59	5.86	5.98
Growth Satisfaction	5.88	6.15	6.29
General Satisfaction	6.20	5.44	5.27
Context satisfaction construct			
Job Security	5.80	6.49	6.72
Pay	4.76	4.30	4.85
Co-Worker Relations*	6.25	6.53	6.80
Supervision	4.80	5.21	5.22

*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, [43], * $p<.05$*

Several studies like [22,23] 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 [22,23] also had the same conclusions. Despite the above findings however, some other studies such as those conducted [15,13,14,16,11] 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 [22,15,13,14,16] have found this same conclusion. However, some studies do indicate that increasing one's educational level increase his or her level of job satisfaction [21,18].

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 [11] and [27], it is consistent with other studies carried out by [14,16].

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.

7. RECOMMENDATION

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.

8. CONCLUSION

The information gathered from 1243 respondents from Olabisi Onabanjo University and Osun State University in Nigeria 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.

COMPETING INTERESTS

Author has declared that no competing interests exist.

REFERENCES

1. Porter LW, Lawler EE, Hackman JR. Behaviours in Organisations, New York: McGraw-Hill; 1975.
2. Locke AA. The nature and causes of job satisfaction, Handbook of Industrial organizational psychology, Dunnette MD. (ed).1976;1927-1349.
3. Dawis R, Lofquist L. A Psychological Theory of Work Adjustment, University of Minnesota Press, MI; 1984.
4. Oshagbemi T. Personal correlates of job satisfaction: Empirical evidence from UK universities. *Int. J. Soc. Econ.* 2003;30(12):1210-1231.
5. Okpara JO, Squillace M, Erundu EA. Gender differences and job satisfaction: A study of university teachers in the United States. *Women Manage. Rev.* 2005;20(3):177-190.
6. Pearson DA, Seiler RE. Environmental satisfiers in academy. *Higher Educ.* 1983;12(1): 35-47.
7. Kaliski BS. 2007 Encyclopedia of Business & Finance, 2nd Edition, Thompson Gale, Detroit.
8. Bola Adekola. Work burnout experience among University Non-Teaching Staff: A gender approach, *International Journal of Academic Research in Business and Social Sciences*, January 2012;(2)1:128-135. ISSN: 2222- 6990. Available: www.hrmars.com/journals.
9. Herzberg F, Mausner B, Peterson RO, Capwell DF. Job attitudes: Review of research and opinion. Pittsburgh, PA: Psychological Service of Pittsburgh; 1957.
10. Bilimoria D, Perry SR, Liang X, Stoller EP, Higgins P, Taylor C. *Journal of Technology Transfer.* 2006;31:335-365.
11. Mcneely RL. Occupation, gender and work satisfaction in a comprehensive human service department. *Administration in Social Work.* 1984;8(2):35-47.
12. Nestor PI, Leary P. The relationship between tenure and non-tenure track status of Extension faculty and job satisfaction. *Journal of Extension;* 2000. Available:<http://www.joe.org/joe/2000august/rbl.html>.
13. Meagan Scott, Kirk A. Swortzel, Walter, Taylor N. The relationships between selected demographic factors and the level of job satisfaction of extension agents, (Electronic version) *Journal of Southern Agricultural Education research.* 2005;55. Available:<https://www.jsaer.org/pdf/vol55/55-01-102.pdf>.
14. Cano J, Miller G. A gender analysis of job satisfaction, job satisfier factors, and job dissatisfier factor of agricultural education teachers [Electronic version]. *Journal of Agricultural Education.* 1992b;33(3), 40-46.
15. Castillo JX, Cano J. A comparative analysis of Ohio agriculture teachers' level of job satisfaction [Electronic version]. *Journal of Agricultural Education.* 1999;40(4):67-76.
16. Cano J, Miller G. An analysis of job satisfaction and job satisfier factors among six taxonomies of agricultural education teachers [Electronic version]. *Journal of Agricultural Education.* 1992a;33(4):9-16.
17. Castillo JX, Conklin EA, Cano J. Job satisfaction of Ohio agricultural education teachers [Electronic version]. *Journal of Agricultural Education.* 1999;40(2):19-27.
18. Grady TL. Job satisfaction of vocational agriculture teachers in Louisiana. *The Journal of the American Association of teacher Educators in Agriculture.* 1985;26(3):70-78,85.
19. Berns RG. Job satisfaction of vocational education teachers in northwest Ohio. Bowling Green, OH: Bowling Green State University, Northwest Ohio Vocational Education Personnel Development Regional Center; 1989.
20. Jaime XC, Jamie C. Factors explaining job satisfaction among faculty. *Journal of Agricultural Education.* 2004;45:65-74.
21. Griffin SF. Methods of coping with work force role conflict in relation to job satisfaction of Cooperative Extension home economists (Doctoral dissertation. Rutgers University, 1984). Summary of Research in Extension. 1984;2:195.
22. Andrews GL. An assessment of the interaction of selected personal characteristics and perceptions of selected aspects of job satisfaction by Wisconsin Cooperative Extension agricultural agents (Master's thesis, University of Wisconsin-River Falls, 1990). Summary of Research in Extension. 1990;5:151.
23. Bowen CF, Radharkrishna RB, Keyser R. Job satisfaction and commitment of Professional Staff. *Journal of Extension.* 1994;32:1. Available:<http://www.joe.org/joe/1994june/rb2.html>.

24. Andrew EC. Job satisfaction, British, Journal of Industrial Relations, 0007-1080. 1996;189-216.
25. Fetsh RJ, Kennington MS. Balancing work and family in cooperative Extension: History, effective programs, and future directions. Journal of Extension. 1997;35:1. Retrieved August 9, 2007, from Available:<http://www.joe.org/joe/1997february/a2.html>.
26. Olorunsola OE. Job satisfaction and gender factor of Administrative staff in south west Nigeria Universities, EABR & ETLC Conference Proceedings Dublin, Ireland. 2010;91-95.
27. Aziri B. Job satisfaction: A Literature Review, Management Research and practice. 2011;3(4):77-86
28. Warsi S, Fatima N, Sahibzada AS. Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan. International Review of Business Research Paper. 2009;5(3):399-410.
29. Lise MS, Timothy AJ. Employee Attitudes and Job satisfaction. 2004;43(4):395-407.
30. Moser K. Commitment in organizations, Psychologies. 1997;41(4):160-170.
31. Luthans F. Organizational behavior 8th ed, Boston: Irwin Mcgraw – Hill; 1998.
32. Voom VH. Work and Motivation, New York: John Wiley & Sons; 1964.
33. Jain KK, Fauzia J, Vinita M, Naveen G. Job satisfaction as Related to organizational climate and occupational stress: A case study of Indian oil. International Review of Business Research papers. 2007;3(5):198- 210.
34. Judge TA, Church AH. Job satisfaction Research and practice in Cooper CL, EA,2000.
35. Harmon J, Scotti DJ, Bebson S, Farias G, Petzel R, Neuman JH, & Keashly; 2003.
36. Hamidia M, Phadett T. Conceptual framework on the relationship between human resource management practices, job satisfaction and turnover. Journal of Economics and Behavioural Studies. 2011;2(2):41-49.
37. Yunki K. The Determinants of Public Officials Job satisfaction - The case of Korean Public Officials in Cadastral Administration (Chongju University Press). 1999;1-10.
38. Victor V. Employee improvement and employee satisfaction in the workplace. California sociology journal. 2008;01:1-17.
39. Yesemin O. Work motivation and job satisfaction dynamics of testable employees. African journal of Business management. 2011;5(8):3361–3368.
40. Boran Toker. Job satisfaction of academic staff: An empirical study on Turkey", Quality Assurance in Education. 2011;19(2):156–169.
41. Yapa PSMP, Rathnayake RM, Senanayake G, Premakumara P. Proceedings of the 3International Conference on Management and Economics, (February 2014). Oral Presentations. Faculty of Management and Finance, University of Ruhuna. ISBN 978-955-1507-30-5. 2014;303-310. Available: http://www.mgt.ruh.ac.lk/pubs/pdf/ICME2014_OP_p303.pdf.
42. Hackman JR, Oldham GR. Work redesign. Reading, MA: Addison-Wesley; 1980.
43. Meagan Scott, Kirk A. Swortzel, Walter, Taylor N. The relationships between selected demographic factors and the level of job satisfaction of extension agents, (Electronic version) Journal of Agricultural Education. 2005;46:3,1-11. Available: <https://pubs.aged.tamu.edu/jae/pdf/vol46/46-03-002.pdf>.
44. Hackman JR, Oldham GR. The Job diagnostic Survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects (tech. Rep. No. 4). New Haven, CT: Yale University, Department of Administrative Sciences; 1974.
45. Hackman JR, Oldham GR. Development of the Job diagnostic Survey. Journal of Applied Psychology. 1975;60(2):159-170.

© 2015 Adekola; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:

The peer review history for this paper can be accessed here:
<http://www.sciencedomain.org/review-history.php?iid=701&id=20&aid=6566>