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# Investigation of Factors Responsible for Job Dissatisfaction Among Staff in Delta State Polytechnic, Ogwashi-Uku, Delta State, Nigeria

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**ABSTRACT**

The study was designed to investigation of Factors responsible for job dissatisfaction among staff in Delta State polytechnic, Ogwashi-Uku, Delta State, Nigeria. Three research questions and one hypothesis guided the study. The population of the study consisted of 586 academic and 367 administrative staff at the time of the survey conducted. The sample for the study was of 240 respondents. Stratified random sampling technique was employed to select 24 academic staff and 24 administrative staff from the 5 schools in the institution. Data was collected from respondents using structured questionnaire and hypotheses were tested using t-test. It was found out from the study that: performance appraisal, labour relations and quality in service, work environment and compensation; and management and corporate reputation in the institution were factors responsible for dissatisfaction of employees. Poor working condition; improper display of fairness by the management; poor relationship with head of department; and low participation of staff in administrative issues influenced the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku. Improved salary, good package for insurance, health care and retirement, ability staff to influence decision, improved physical work environment, improved training and education packages amongst others are factors that will improve the satisfaction level of employees in Delta State polytechnic, Ogwashi-Uku. It was also found that academic and non academic employees had same perception on factors that influence job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku. The researchers recommended that the management should provide the ground for good rapport between them and their employees. The management should provide good work environment for academic and non academic to improve their performance

**Key words:** Job dissatisfaction, factors, Polytechnic Ogwashi-Uku

## INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked.

According to Vroom (1964), job satisfaction is a positive direction an employee moves toward in his presently occupied working roles. Many studies have signaled that among the determinants of job

satisfaction and organizational behavior (Cheng & Yang, 1977; Darwish, 2000; Euske & Jackson, 1980), comprehensive management encouragement (Burke, 2003; Burke & Greenglass, 2001) is mentioned as a significant foreteller. Rude (2004) asserted that organizational support is highly linked to commanding behavior, hence, defined support from a manager is a significant factor in labor turnover (Maslach *et al.*, 2001; Rude, 2004).

Employee's dissatisfaction affects their commitment to work and lead them to turnover from the organization physically and/or mentally (Pathak, 2012). Tracey and Hinkin (2008) stated that employee turnover rates are influenced by employee dissatisfaction within the job environment and reduce their contribution to the job (Lok & Crawford, 2004). Many scholars have studied the consequences which probably have forced an employee into a quitting decision. This is followed by evaluating other work environments which will lead to the intention of seeking other opportunities (Lee, 1988). Often, turnover cost affects the organization (Connolly & Connolly, 1991; Tracey & Hinkin, 2008).

Work stress continues to gain the attention of many researchers that it one problem that result to job dissatisfaction. They have focused on the types of stress and the reasons which led the employees to acquire stress in their work environment. Researchers have also employed strategies to confront stress (Pestonjee, 1992). Work stress, burnout, and labor turnover have become commonly known words in the study of human resources (Banet *et al.*, 2005; Sharma *et al.*, 2010). Researchers have asserted that there are direct and indirect costs of work stress which could lead to the crucial problems of labor, employers, and the community (Matteson & Ivancevich, 1982). Thus, some factors are associated with the stress; such as the lack of power, role ambiguity, and conflict (Burke, 1988; Nelson & Burke, 2000). Other researchers have identified stress as a critical issue in many organizations (Cooper & Cartwright, 1994; Ornelas & Kleiner, 2003; Varca, 1999). On the other hand, role ambiguity has become another factor of work stress. According to (Beehr *et al.*, 1976; Cooper, 1991; Cordes & Dougherty, 1993; Dyer & Quine, 1998; Ursprung, 1986), role ambiguity occurs when an employee has a shortage of information about his work requirements.

Interpersonal relationships at the workplace are extremely important for employees. This statement is confirmed by numerous studies concerning dissatisfaction and job contentment. Interpersonal relationships are mainly about an employee's quality of relationships with supervisors and other employees, his workplace's general atmosphere, his means of communication, whether he can give and receive feedback and recognition from his superiors.

Working conditions of the work environment should contribute to the conduciveness and safety felt by employees at the workplace. They include, among others, workplace equipment, tools, computers, cars, telephones and the aspects that are regulated by health and safety regulations. All of these factors are assessed by an employee in terms of his satisfaction or dissatisfaction. A worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

There are many studies examined relations between job satisfaction or job dissatisfaction and other job-related factors. For instance, the study of Atan on bankers (1994) shows as job satisfaction decreases, the ratio of intention to quit and desire to change the occupation increases for the lower level managers but it is not significant for upper level managers (Aksu, Acuner and Tabak, 2002). According to the results of Clark and Osward's study (1995), more educated employees have lower level of job satisfaction compared to less educated ones. The negative effect of high education on job satisfaction is supported by latter studies (Groot, 1999). Oshagbemi (1997) conducted his study on academicians and revealed that teaching and research tasks significantly affect the job satisfaction or dissatisfaction of them. A study on 850

academics working in several universities in Turkey detected that not only the qualifications of the job but also the prestige of the institutions are at work related to effects of job satisfaction. In this context, it is stated that academicians working in highly prestigious universities have more job satisfaction than others have (Baş, 2002). Another study conducted on academicians' job satisfaction demonstrates that academicians whose responsibilities are expressed clearly, execute their jobs fondly (Bakan and Büyükbeşe, 2004). It is against this background this study seeks to investigate factors responsible for job dissatisfaction among staff in Delta State polytechnic, Ogwashi-Ukwu, Delta State, Nigeria.

**Research Questions**

1. What is the level of dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku?
2. What factors influence the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku?
3. What factors will improve the satisfaction level of employees in Delta State polytechnic, Ogwashi-Uku?

**Hypothesis**

$HO_1$: There is no significant difference between academic and non academic employees on factors influencing the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku

**Objectives of the study**

The objectives of the study is as follows:

1. To assess the dissatisfaction level of employees in Delta State polytechnic, Ogwashi-Uku
2. To identify the factors which influence the job dissatisfaction of employees
3. To identify the factor that will improve the satisfaction level of employees in Delta State polytechnic, Ogwashi-Uku

## RESEARCH METHODOLOGY

**Research Design**

The research design for this study is descriptive survey research design. Mouley (1983) and Kerlinger (1983) observes that survey design is used to gather data from a large population at a particular point in time with the intention of describing the nature of current existing situation in order to plan for the future. The survey design, despite being used for both exploratory and preliminary studies allows the researcher to gather information, summarize, and interpret the information for the purpose of clarification (Orodho, 2005). Survey design was employed in the study because it enabled the researcher to gather information from the respondents on factors responsible for job satisfaction among staff in Delta State polytechnic, Ogwashi-Uku, Delta State

**Population of the Study**

The population of the study consisted of academic and administrative staff working in various schools in the institution. There were 586 academic and 367 administrative staff at the time of the survey was conducted (Office of the Registrar, 2016).

**Sample and Sampling Technique**

The sample for the study was of 240 respondents. Stratified random sampling technique was employed to select 24 academic staff and 24 administrative staff from the 5 schools in the institution.

**Data collection**

Structured questionnaire was used for data collection in this study. The questionnaire was divided into two parts. Part A elicited the personal information of the respondents while part B was divided into sections A, B and C based on the specific purpose of the study. Section A elicited the dissatisfaction level of employees in Delta State polytechnic, Ogwashi-Uku; Section B elicited factors which influence the job dissatisfaction of employees; and Section C elicited factors that will improve the satisfaction level of employees Delta State polytechnic, Ogwashi-Uku. Four scale responses were used as follows: very highly dissatisfied (4); highly dissatisfied (3); highly satisfied (2); very highly satisfied (1). Also: Strongly agreed (4), Agreed (3), Disagreed (2), strongly disagreed (1).

Two experts from Department of Business Administration, Delta State University, Abraka were requested to review the questionnaire items to: determine the accuracy; relevance; clarity and total coverage of the

content; determine the appropriateness of the instruction to the respondents; and evaluate the suitability and adequacy of the questionnaire in line with research variables.

Data were collected from the respondents with the help of one research assistant who was trained in distribution and collection of instruments from respondents. The researcher and the assistants collected the questionnaire from the respondents after they responded. Two hundred and four (85%) representing copies distributed where duly retrieved.

**Method of Data Analysis**

Data collected from the field were analyzed using the statistical tools: Mean and standard deviation were used for the research questions. SPSS 16 statistical package was used to analyse the data. Items with mean value of 2.5 and above were accepted while items with mean value of less were rejected. The hypothesis was tested using t-test at 0.05 level of significance to determine acceptance or rejection. Hypothesis was rejected when the calculated t-value is greater than the table value at 0.05 level of significance; otherwise the hypothesis was accepted.

## RESULTS AND DISCUSSION

**Research Question 1**

What is the level of dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku

**Table 1: Mean responses of respondents on level of dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku (N= 204)**

| S/N | Items | Mean | S.D | Remark |
|---|---|---|---|---|
| 1 | Performance appraisals | 3.73 | 0.72 | Dissatisfied |
| 2 | Remunerations and training packages | 2.09 | 0.84 | Satisfied |
| 3 | Labor relations and quality of service | 3.03 | 0.71 | Dissatisfied |
| 4 | Work environment and compensation | 3.68 | 0.68 | Dissatisfied |
| 5 | Job prestige | 2.08 | 0.71 | Satisfied |
| 6 | Management and corporate reputation | 3.02 | 0.82 | Dissatisfied |
| 7 | Work capacity and knowledge | 2.08 | 0.76 | Satisfied |

**Source: Field Work, 2016**

The result in Table 1 shows that statement items had a mean range of 2.02 to 3.73. Most of the means were above the cut-off points of 2.50 while Items 2, 5 and 7 were below the cutoff point which indicates they were satisfied with the items. The respondents were not satisfied with Items 1, 3, 4 and 6. The standard deviation of the items ranged from 0.68 to 0.84. This indicated that respondents were unanimous in their responses.

**Research Question 2**

What factors influence the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Ukwu?

**Table 2: Mean responses of respondents on factors influence the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Ukwu (N= 204)**

| S/N | Items | Mean | S.D | Remark |
|---|---|---|---|---|
| 1 | Poor working condition | 3.43 | 0.81 | Agreed |
| 2 | Poor pay and promotion | 2.09 | 0.74 | Disagreed |
| 3 | Improper display of fairness by the management | 3.03 | 0.71 | Agreed |
| 4 | No Job Security | 1.68 | 0.68 | Disagreed |
| 5 | Poor relationship with head of departments | 3.08 | 0.81 | Agreed |
| 6 | No participation of employees in administrative issues | 3.02 | 0.78 | Agreed |

**Source: Field Work, 2016**

The result in Table 2 shows that statement items had a mean range of 2.09 to 3.43. Most of the means were above the cut-off points of 2.50 while Items 2 and 4 were below the cutoff point which indicates that the respondents disagreed with the items. The standard deviation of the items ranged from 0.68 to 0.81. This indicated that respondents were unanimous in their responses.

**Research Question 3**

What factors will improve the satisfaction level of employees Delta State polytechnic, Ogwashi-Ukwu?

**Table 3: Mean responses of respondents on factors that will improve the satisfaction level of employees Delta State polytechnic, Ogwashi-Ukwu (N= 240)**

| S/N | Items | Mean | S.D | Remark |
|---|---|---|---|---|
| 1 | Improved salary | 3.53 | 0.61 | Agreed |
| 2 | A good package for insurance, health care and retirement | 3.19 | 0.84 | Agreed |
| 3 | Ability for staff to influence decisions | 3.73 | 0.71 | Agreed |
| 4 | Organized workload to reduce stress and burnout | 2.68 | 0.78 | Agreed |
| 5 | Improved physical work environment | 3.38 | 0.91 | Agreed |
| 6 | Improved training and education packages | 3.12 | 0.88 | Agreed |
| 7 | Good relationships should be established between staff and management | 2.87 | 0.74 | Agreed |

**Source: Field Work, 2016**

The result in Table 3 shows that statement items had a mean range of 2.68 to 3.73. The means were above the cut-off points of 2.50. This shows that the respondent agreed that the items are needed to improve the satisfaction level of employees Delta State polytechnic, Ogwashi-Ukwu. The standard deviation of the items ranged from 0.61 to 0.91. This indicated that respondents were unanimous in their responses.

**Hypothesis**

$HO_1$: There is no significant difference between academic and non academic employees on factors that influence job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Ukwu

**Table 4: t-test analysis of the mean ratings of academic and non academic employees on factors that influence job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku**

| Staff | N | Mean | SD | t-value | t-tab | Decision |
|---|---|---|---|---|---|---|
| **Academic** | **120** | **2.96** | **0.88** | **1.92** | **1.96** | **Accepted** |
| **Non Academic** | **84** | **2.79** | **0.94** | | | |
| **Total** | **204** | | | | | |

**Source: Field Work, 2016**

Table 3 presents the t-test summary analysis of the mean responses of academic and non academic employees on factors that influence job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku. The data revealed that the t-value was lesser than the t-tab at 0.05 level of significance. With this result; the null hypothesis (Ho) is accepted. This indicates that there is no significant difference between the mean ratings of academic and non academic employees on factors that influence job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku

## DISCUSSION OF THE FINDINGS

### Level of dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku

The result in Table 1 indicated that the respondents were not satisfied with performance appraisal, labour relations and quality in service, work environment and compensation; and management and corporate reputation in the institution. This implies that the employees were not satisfied with most conditions needed for service. This may negatively affect their output of the job. Job satisfaction can be seen as a multidimensional attitude. It consists of the attitude of the employee to salary, promotion, co-workers, supervisor or work itself (Mrzygłód, 2004). A satisfied employee is more loyal, because he sees more

benefits in staying with an organization than leaving it (Jachnis, 2008). A disgruntled employee often thinks about changing his job; however, if he decides to stay, his motivation is low and causes performance degradation not only in his own work but also in the overall performance of the organization (Wang, Yang & Wang, 2012).

**Factors that influence the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku**

The result in Table 2 indicated that poor working condition; improper display of fairness by the management; poor relationship with head of department; and low participation of staff in administrative issues influence the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku. The findings corresponds with the opinion of Davies *et al.* (2001), that performance appraisals, remunerations and training are important human resource practices in Australian hotels. They asserted that the commitment to an organization could be better when adapting a suitable Human resource (HR) system; improving good labor relations and quality of services. Lauver and Kristof-Brown (2001) investigated the unique relationship and impacts of person-job and person-organization suitability on job satisfaction and the intent to quit. This implies these factors will enhance job satisfaction of employees in an organization.

**Factors that will improve the satisfaction level of employees Delta State polytechnic, Ogwashi-Uku**

The result in Table 3 indicated improved salary, good package for insurance, health care and retirement, ability staff to influence decision, improved physical work environment, improved training and education packages amongst others are factors that will improve the satisfaction level of employees in Delta State polytechnic, Ogwashi-Uku. Human resource is one of the most strategic components of organizations. In order to ensure retention and development of these resources which have strategic importance; organizations should care on providing their employees with job satisfaction. Job satisfaction, which is important for not only the organizations but also the employees themselves, has become a frequently studied subject (Tella, Ayeni and Popoola, 2007). Factors like wage, physical working conditions, transportation services etc. cannot create satisfaction and motivation alone; the absence of these factors cause job dissatisfaction and demotivation (Oshagbemi, 1999). For this reason, factors like those enumerated earlier act as a base for the creation of job satisfaction. Organizations, especially tertiary institutions like universities, Polytechnic and colleges which contribute to the growth of human resources, should ensure satisfaction on these factors which are the base of job satisfaction.

**Hypothesis**

The result in Table 4 showed that there is no significant difference between the mean ratings of academic and non academic employees on factors that influence job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku. This implies that the groups of employees have same perception on the matter. Atmosphere at work and the factors with the biggest impacts as job stability, recognition of superiors and independence in decision making are major influence of job dissatisfaction among academic and non academic staff in tertiary institutions (Kotler and Keller, 2010)

## CONCLUSION

Dissatisfaction/no-dissatisfaction factors as the determinants of staff contentment at work respectively. Satisfaction/no-satisfaction related factors motivate and/or de-motivate workers, while dissatisfaction/no-dissatisfaction factors provide conducive working environment and non-conducive working environment, which could either eliminate or encourage workers' complaints about working conditions. Academic and non academic staff in the institution were not satisfied with performance appraisal, labour relations and quality of service, work environment and compensation; and management and corporate reputation in the institution.

Poor working condition; improper display of fairness by the management; poor relationship with head of department; and low participation of staff in administrative issues influence the job dissatisfaction of employees in Delta State polytechnic, Ogwashi-Uku while improved salary, good package for insurance, health care and retirement, ability staff to influence decision, improved physical work environment, improved training and education packages amongst others are factors that will improve the satisfaction level of employees Delta State polytechnic, Ogwashi-Uku.

## RECOMMENDATIONS

1. The management should provide the ground for good rapport between them and their employees
2. The management should provide good work environment for academic and non-academic to improve their performance

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