



**JOB SATISFACTION AMONG HIGH PERFORMING YOUNG NON-
ACADEMIC STAFF IN A PUBLIC UNIVERSITY IN NIGERIA**

By

AGUBOSIM BENJAMIN BUNYE

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Master of Science**

November 2023

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the Degree of Master of Science

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November 2023

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This thesis explores job satisfaction among high-performing young non-academic staff in Nigeria Public University. The study aims to: (1) identify the understanding of job satisfaction among high-performing young non-academic staff, (2) exploring the activities that influence their job satisfaction, and (3) understand how they fulfill work requirements. A qualitative methodology with a case study design was employed to achieve these objectives. Data were collected through semi-structured interviews, participant observation, and document analysis from 20 high-performing young non-academic staff, selected based on supervisor ratings and consistent performance. NVivo software was used for data analysis, facilitating coding and theme development. Results indicated that participants' understanding of job satisfaction is influenced by financial compensation, non-financial incentives, passion for work, mentorship, work accomplishment, personal development, and the availability of necessary working tools. Activities contributing to job satisfaction included task accomplishment, employee empowerment, career growth, and soft skills development. To fulfill work requirements, participants highlighted the importance of time management, interpersonal skills, knowledge management, and aligning personal values with organizational goals. These findings align with Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory, emphasizing the importance of both intrinsic and extrinsic factors in achieving job satisfaction. Participants described activities that support job satisfaction and daily job fulfillment, ultimately contributing to organizational effectiveness. These insights inform potential interventions and policy recommendations aimed at enhancing overall organizational performance and employee well-being.

Keywords: Herzberg's Two Factor Theory, High Performing Young Non-Academic Staff, Job Satisfaction, Lagos, Maslow's Hierarchy of Needs, Nigeria.

SDG: GOAL 4: Quality Education, GOAL 8: Decent Work and Economic Growth

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia untuk memenuhi keperluan Ijazah Master Sains

**KEPUASAN KERJA DALAM KALANGAN KAKITANGAN BUKAN
AKADEMIK BERPRESTASI TINGGI MUDA DI SEBUAH UNIVERSITI
AWAM DI NIGERIA**

Oleh

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Kajian ini meneroka kepuasan kerja dalam kalangan kakitangan bukan akademik muda berprestasi tinggi di sebuah universiti awam di Nigeria. Kajian ini bertujuan untuk (1) mengenal pasti kefahaman berkenaan kepuasan kerja dalam kalangan kakitangan bukan akademik muda, (2) meneroka aktiviti-aktiviti yang mempengaruhi kepuasan kerja mereka dan (3) memahami cara mereka memenuhi keperluan kerja. Metodologi kualitatif dengan reka bentuk kajian kes telah digunakan untuk mencapai ketiga-tiga tujuan kajian ini. Data dikumpul melalui temu bual separa berstruktur, pemerhatian peserta dan analisis dokumen yang melibatkan 20 orang kakitangan bukan akademik muda berprestasi tinggi yang dipilih berdasarkan rating daripada penyelia dan prestasi yang konsisten. Perisian Nvivo digunakan untuk menganalisis data, membantu pengkodan dan membina tema. Dapatan kajian menunjukkan kefahaman para peserta berkenaan kepuasan kerja dipengaruhi oleh pampasan kewangan, insentif bukan kewangan, nyala rasa terhadap kerja, permentoran, pencapaian dalam kerja, pembangunan peribadi dan kebolehdapatan peralatan kerja yang diperlukan. Aktiviti-aktiviti yang menyumbang kepada kepuasan kerja termasuk penyempurnaan tugas, pemerkasaan pekerja, perkembangan kerjaya dan pembangunan kemahiran insaniah. Untuk memenuhi keperluan kerja, peserta kajian menekankan pentingnya pengurusan masa, kemahiran antara perorangan, pengurusan pengetahuan dan melaraskan nilai-nilai peribadi dengan matlamat organisasi. Dapatan ini selari dengan Hierarki Keperluan Maslow dan Teori Dua Faktor Herzberg, dengan menekankan pentingnya faktor-faktor intrinsik dan ekstrinsik bagi mencapai kepuasan kerja. Peserta kajian memberikan huraian tentang aktiviti-aktiviti yang menyokong kepuasan kerja dan kerja harian yang akhirnya menyumbang kepada keberkesanan organisasi. Kefahaman ini memberikan penjelasan berkenaan intervensi yang sesuai untuk dijalankan dan syor dasar yang meletakkan sasaran untuk meningkatkan prestasi organisasi dan kesejahteraan pekerja pada keseluruhannya.

Kata kunci: Hierarki Keperluan Maslow, Kakitangan Bukan Akademik Muda Berprestasi Tinggi, Kepuasan Kerja, Lagos, Nigeria, Teori Dua Faktor Herzberg,

SDG: MATLAMAT 4: Pendidikan Berkualiti, MATLAMAT 8: Pekerjaan Yang Sesuai dan Pembangunan Ekonomi



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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	ii
ACKNOWLEDGEMENTS	iv
APPROVAL	v
DECLARATION	vii
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
 CHAPTER	
 1 INTRODUCTION	 1
1.1 Introduction	1
1.2 Background of Study	1
1.3 Problem Statement	4
1.4 Research Objectives/Research Questions	7
1.4.1 Research Objectives	7
1.4.2 Purpose of Study	7
1.4.3 Research Questions	8
1.5 Significance of Study	8
1.6 Scope and Limitations of the Study	9
1.7 Definition of terms	10
1.8 Summary	11
 2 LITERATURE REVIEW	 12
2.1 Introduction	12
2.2 The Concept of Job Satisfaction	12
2.3 Definition of Job Satisfaction	13
2.3.1 Intrinsic and Extrinsic factors of Job Satisfaction	14
2.4 Job Satisfaction in Nigeria	16
2.4.1 Job Satisfaction Factors in Nigeria	17
2.5 Theories	18
2.5.1 Maslow's Hierarchy of Needs	18
2.5.2 Herzberg's Two Factor Theory	19
2.6 Theoretical Framework	21
2.6.1 Job satisfaction among non- academic staff in Nigerian Public Universities	23
2.7 Literature Summary	24
 3 METHODOLOGY	 26
3.1 Introduction	26
3.2 Qualitative Approach as the Research Method	26
3.3 Case Study as Research Approach	28
3.4 Justification to Selecting Research Method: Case Study	
Qualitative Research	30
3.4.1 In-Depth Interview	30
3.4.2 Participant Observation	31

3.4.3	Document Analysis	33
3.4.4	Researcher as an Instrument	34
3.5	Activities Before Conducting Field Work	35
3.5.1	Identification of informants and Agreement to be Part of the Research	35
3.5.2	Inclusion and Exclusion Criteria for Selection of Informants	36
3.6	Activities during Field Work: Data Collection Procedure	36
3.6.1	Pilot Study	37
3.6.2	Semi- structured Interview	38
3.6.3	Probing Techniques during Interview	39
3.6.4	Research Ethics	40
3.6.5	Data Analysis and Interpretation	40
3.6.6	Data Management	40
3.6.7	Interview Transcription	41
3.6.8	Analysis of Interview	41
3.6.9	Development of Themes	41
3.6.10	Generating codes	42
3.7	Validity and Reliability: Trustworthiness	43
3.7.1	Credibility, Transferability, Dependability	43
3.7.2	Triangulation	44
3.7.3	Audit Trail	45
3.7.4	Research Diary	46
3.7.5	Audio and notes	46
3.7.6	Interview Protocol	46
3.7.7	Avoiding Researcher's Bias	47
3.8	Summary	48
4	RESULTS AND DISCUSSIONS	49
4.1	Introduction	49
4.2	Details of Informants	50
4.2.1	Informants Profile	50
4.3	Research Question 1: What is the understanding of job satisfaction among high performing young non-academic staff in Lagos State university?	52
4.3.1	Fulfilment of motivational needs	52
4.3.2	Having a conducive work environment	56
4.3.3	Strong social relationship with teams and managers	59
4.3.4	Providing workplace safety environment	64
4.3.5	Addressing workplace dissatisfaction factors	66
4.4	Research Question 2: What are the activities that influence job satisfaction among high performing young non-academic staff in Lagos State university?	70
4.4.1	Task accomplishment	70
4.4.2	Employees' job empowerment	71
4.4.3	Career growth and technical skills development	72
4.4.4	Soft skills development	74
4.5	Research Question 3: How do high performing young non-academic staff fulfil work requirement in Lagos state university?	77
4.5.1	Managing time effectively	78

4.5.2	Utilizing Interpersonal Skills	80
4.5.3	Applying Knowledge management skills	82
4.5.4	Adapting values and commitment	84
4.6	Conceptual Framework Based on Findings	86
4.7	Summary	89
4.8	Interviewees Feedback	89
5	SUMMARY, CONCLUSION, IMPLICATION AND RECOMMENDATION	91
5.1	Introduction	91
5.2	Summary	91
5.3	Conclusion	92
5.4	Implications	94
5.4.1	Implications for theory building	94
5.4.2	Implications for the practice building	95
5.5	Limitations of the Study	96
5.6	Recommendation	98
5.6.1	Recommendation for the practice	98
5.6.2	Recommendation for the future research	98
	REFERENCES	100
	APPENDICES	123
	BIODATA OF STUDENT	127
	PUBLICATION	128

LIST OF FIGURES

Figure		Page
1.1	Number of Outbound Nigerian students between (1996 – 2015)	4
2.1	Maslow hierarchy of needs	19
2.2	Herzberg's Two Factor Theory	20
4.1	Understanding of Job Satisfaction	69
4.2	Activities that Job Satisfaction	77
4.3	Fulfilment of work	86
4.4	Job Performance Model	88

LIST OF ABBREVIATIONS

HRM	Human Resource Management
NASU	Non-academic staff union
NYSC	National Youth Service Corps
SEM	Structural Equation Modelling
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
WLO	Work Place Learning Opportunities

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter outlines the study's background, problem statement, research questions, significance, and scope, focusing on job contentment among top-performing young non-academic personnel in a Nigerian public university. Job satisfaction has been described in various studies as intrinsic and extrinsic factors influencing performance (Ukil, 2016; Japheth, 2019). It essentially pertains to how individuals perceive their jobs and various facets of their work. Therefore, employee job satisfaction is crucial for organizational effectiveness (Idiegbeyan-Ose et al., 2018; Yaya et al., 2016; Ademodi & Akintomide, 2015). Key elements of job satisfaction include relationships with colleagues, recognition, salary, career advancement, working conditions, job security, and remuneration (Yee, 2018).

In today's rapidly evolving higher education landscape, non-academic staff members within universities have become increasingly vital. These individuals, often working behind the scenes, play a critical role in the smooth functioning of academic institutions, contributing to administrative efficiency, student support services, and overall institutional effectiveness. Despite their integral role, the job satisfaction of non-academic staff members remains a topic that warrants deeper investigation, particularly among high-performing young professionals. Given the increasing presence of millennials and Generation Z in the workforce, recent research has also examined generational differences in job satisfaction. A study by Cacanindin (2023) explored these differences and discovered that various generations have distinct reactions to their work. Understanding these generational nuances is essential for effectively managing and retaining talent within organizations.

This study, therefore, explores the degree to which job satisfaction impacts the performance of top-performing young non-academic personnel in a Nigerian public university.

1.2 Background of Study

Company managers usually cannot influence environmental factors, but they can influence conditions within the company through human resource management. The successful performance of an organisation largely depends on the quality of its human resources (Ameyaw et al., 2019). For effective human resource management, managers need to critically examine the working conditions of employees, the nature of emotional atmosphere in the group, and the leadership approach employed. Enhancing these factors is key to employee job satisfaction.

Universities today face increasingly competitive challenges to achieve organisational goals. In such a scenario, a productive and satisfied staff is of crucial importance. When employees are satisfied with their job, it directly impacts behaviour in the workplace, while the company benefits from minimising recruitment and professional development costs. Abuhashesh et al. (2019) opined that fulfilled employees execute their duties more efficiently, and experienced employees typically possess a higher degree of skill and expertise, both contributing to enhanced achievement. On the other hand, Squires et al. (2015) argued that displeased employees may not leave their jobs, but such emotions of discontent can affect them, their colleagues, and the standard of their work and service. Dissatisfied employees tend to display hostility towards other employees in the workplace.

High employee satisfaction can lead to smooth operations and higher profits, making it crucial for educational management and the government to comprehend and tackle the key factors that enhance employee satisfaction and performance in public universities. Satisfaction is abstract and cannot be measured precisely (Noorshella et al., 2016). However, satisfaction occurs when people do things to the best of their abilities. Satisfaction involving the inherent characteristics of employees' job status are crucial for any organisation's success and sustainability. Additionally, it plays a vital role in boosting the organisation's productivity and the career development and success of the employees (Adigwe & Oriola, 2015; Kaba, 2017).

Higher education institutions, including public universities, serve as pivotal centres for knowledge dissemination, research, and societal development. Within these institutions, academic staff members have traditionally gained much attention in research and discourse, given their central role in teaching, research, and academic governance. However, non-academic staff members, who provide essential administrative, technical, and support services, are equally integral to the effective functioning of universities. Non-academic staff members encompass a diverse range of roles, including administrative personnel, IT professionals, library staff, maintenance workers, support staff in various departments, and security personnel, among others (Adejare et al., 2020). Despite their indispensable contributions, the job satisfaction and well-being of administrative members have often received less attention compared to their academic counterparts.

In Nigerian state and federal universities, numerous departments are significantly ineffective in helping the university system achieve its defined goals and objectives (Iwuoha, 2018). For example, there exists a persistent issue of manipulating academic performance and generating fake student records within the exams and records departments of these universities. The inefficiency is so profound that foreign universities or organizations often do not receive responses when they inquire about a student's academic standing via email. Furthermore, after completing the National Youth Service Corps (NYSC), students often find that the exams and records department has missing results when they return for their academic transcripts. This widespread inefficiency among non-academic staff has severely damaged the university's reputation both locally and globally. The root causes of this inefficiency are attributed to insufficient training and development and widespread job dissatisfaction among administrative staff in departments such as exams and records, works, and bursaries, among others.

Institutions must closely monitor non-academic staff grievances, which are growing as the global landscape becomes increasingly complex and unpredictable. It is necessary to pinpoint and assess the issues of administrative staff agitations in this context. Notably, research addressing these issues is scarce in Nigeria (Ayodele et al., 2022). Improving university performance requires prioritizing non-academic staff satisfaction on par with academic staff satisfaction. The lack of well-defined career development pathways for administrative staff, along with minimal attention from the government and university administration, is identified as a significant factor in employee dissatisfaction. This dissatisfaction contributes to an elevated attrition rate among administrative staff in Nigerian public universities (Bukar & Yohanna, 2014). Consequently, non-academic staff feel that the university is unable to fulfil their career ambitions and future aspirations. Furthermore, Abolade (2018) argued that job insecurity, as an aspect of employee satisfaction, can lead to conflicts, particularly affecting labour turnover.

Ineme & Ineme (2016) assert that individuals are mentally equipped to explore and make use of organisational resources to benefit the organisation when they are properly positioned, which is where job satisfaction starts. Their study at the University of Uyo, Nigeria, investigated the impact of self-efficacy, personality, and demographic factors on job satisfaction among administrative employees of the university. Their study opined that demographic factors have a substantial influence on job satisfaction. Jayeola et al. (2021) emphasise the importance of understanding how the personalities of administrative employees influence their job performance, taking into consideration the critical role of higher education in national development. This importance is highlighted by the potential difficulties academic staff may face in managing the internal structures of universities effectively (Baltaru, 2019).

Adekanmbi et al. (2020) discovered that non-academic staff union (NASU) members at the University of Ibadan, Nigeria, who maintain healthy lifestyles experience greater job satisfaction compared to those leading unhealthy or less satisfactory lives. Similarly, NASU members who report a high level of organisational trust also demonstrate higher job satisfaction. Anasi (2020) indicated the importance of work relationships, workload, work environment, and job satisfaction, which had a linear relationship. Among the variables analysed, workload does not significantly predict job satisfaction for librarians. However, work relationships and the work environment have a statistically significant impact on both job satisfaction and performance of librarians in South West Nigeria.

Additionally, dissatisfaction and discord have frequently emerged from unmet demands or unchecked management authority among non-academic staff, leading to unrest and ultimately reducing their performance, which in turn affects the overall performance of universities (Adeniji & Adekunjo, 2010). These attitudes, along with frequent strikes, drive students to prefer universities outside Nigeria. According to a report by the World Education Services (2017), Nigeria leads all African countries in the number of students pursuing education abroad. The report highlights that Nigeria's outbound student mobility is experiencing significant and rapid growth. Data from the UNESCO Institute of Statistics (UIS) reveals a remarkable increase of 164 percent in the number of Nigerian students studying abroad between 2005 and 2015. During this period, the number of students rose from 26,997 to 71,351.

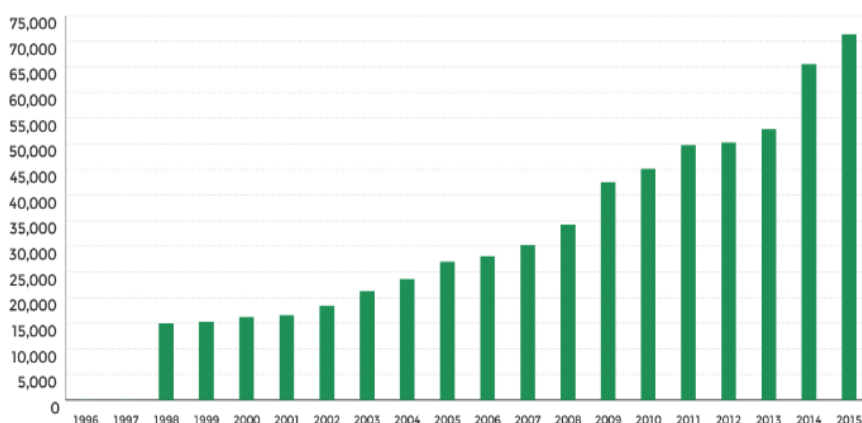


Figure 1.1: Number of Outbound Nigerian students between (1996 – 2015)
(Source: UNESCO Institute of Statistics (UIS) 2015)

Moreover, inadequate government funding leads to not only low salary scales but also the untimely and inconsistent payment of salaries. There is also a significant disparity between the salaries of non-academic staff and academic staff. This situation has resulted in negative job attitudes, such as decreased motivation and job dissatisfaction, which significantly impact the performance of non-academic staff in Nigeria. These adverse attitudes hinder productivity and overall effectiveness within the university system (Arikewuyo, 2009). This leads to high absenteeism, low job commitment, and poor engagement. If these issues are not addressed, they can severely undermine the entire system's functionality and stability. Nweze et al. (2022) postulated that a good reward system would motivate workers to take initiative and adopt the proper attitude towards their jobs, increasing organisational productivity. It is essential to clearly communicate the reward system to employees along with their specific job responsibilities to prevent misunderstandings and misconceptions. This clarity will improve employees' motivation and satisfaction, which is critically needed in the workplace.

Job satisfaction has garnered significant attention from theorists and practitioners over the last century. This study aims to investigate the factors affecting job satisfaction among non-academic employees at Lagos State University. The choice of a public university in Lagos State is due to its status as a highly urbanised region in Nigeria, boasting a large number of higher education institutions. This urban setting provides a diverse and representative sample, making it an ideal location for studying job satisfaction among administrative employees of universities. There is a need to evaluate the impact of job satisfaction on work-related attitudes and performance.

1.3 Problem Statement

Universities play a critical role in creating and cultivating knowledge, essential for building a modern world (Noorshella et al., 2016). Khalid et al. (2012) assert that

universities are the highest source of knowledge, training the future workforce to become experts in various fields. To compete successfully in the global economy, universities need a rapidly changing and more technically demanding work environment, requiring a more educated and highly skilled workforce. Besides meeting these institutional requirements, promoting job satisfaction among staff is crucial for positively impacting both employees and the institution. Africa faces multiple development challenges, including policy design, implementation, monitoring, and assessing outcomes relative to resources invested and service delivery in higher education. With government funding for numerous African public universities decreasing, research becomes essential to comprehend and develop suitable policies and legislation to tackle these challenges (Mushemeza, 2016).

Nigeria is not exempt from the issues faced by African public universities. The economic recession has significantly affected the educational sector in Nigeria, leading to a reduced development and growth rate. The resultant effects include poor conditions of service, late payment of salaries, inadequate infrastructural development, and poor working environments. These problems are prevalent in universities and among non-academic staff in public institutions. Non-academic staff contribute to this scenario with issues such as missing administrative files, delays in processing applications, tardiness, truancy, and a general lack of dedication. These issues have tarnished the reputation of Nigerian universities, rendering them incapable of adequately meeting their objectives. To motivate workers and encourage selfless attitudes, management must address employee satisfaction, which is crucial for organisational effectiveness and successful implementation of corporate strategy (Bigliardi et al., 2012).

In discussing management issues, emphasis is placed on the importance of corporate governance in public universities. Issa and Abdulrahman (2014) argue that stakeholders in Nigerian universities, including the government, management, parents, and students, lack a contractual relationship. Recently, non-academic staff in public universities went on strike over earned allowances and other demands, lasting three and a half months (Uzoh, 2018). Amadi & Urho (2015) define a strike as a collective, organised cessation or slowdown of work by employees to force employers to accept their demands. Frequent strike actions are associated with employee dissatisfaction with the administrative system, adversely affecting university administration. When school activities are disrupted, it becomes more difficult for educational managers to plan, direct, and coordinate activities. Odubela (2012) observed that disruptions in academic programmes due to strikes breed disappointment, frustration, emotional and psychological trauma, student unpreparedness, and a lack of motivation, ultimately creating a non-conducive learning environment. These disruptions contribute to the declining standard of education in Nigeria and drive many Nigerian students to pursue higher education in neighbouring countries, particularly Ghana (Yusuf, 2017).

Employee job satisfaction is crucial for the overall functioning of an institution. It is vital for staff satisfaction to ensure academic performance and high-quality university education (De Lourdes Machado et al., 2011). To advance, universities must integrate employee job satisfaction to enhance worth and performance. This research explores job satisfaction among non-academic staff in a Nigerian public university by examining job satisfaction factors and corporate governance. The qualitative study will collect data

through interviews with young non-academic staff from various departments, including the administrative secretariat, library, and security services. Several recent studies have examined job satisfaction among non-academic staff in other countries (Inuwa & Muhammed, 2016; Alias et al., 2017; Yapa et al., 2014; Seng & Wai, 2015). However, in Nigeria, there are only a few studies (Yaya et al., 2016; Salau, Adeniji, & Oyewunmi, 2014). These studies did not analyse the role of university governance and primarily focused on librarians. This research aims to fill this gap and explore beyond this scope. Job satisfaction among top-performing young administrative employees in Lagos public universities is a critical area requiring exploration due to several empirical, theoretical, and practical gaps. In this study, young non-academic staff are those aged 20 to 40, and high performers are identified based on supervisor ratings. Supervisors assess employee performance, highlighting individuals who consistently excel in their roles, demonstrate initiative, and significantly contribute to the organisation's objectives. High-performing employees are crucial assets, contributing significantly to organisational success and productivity.

Despite the recognised significance of job satisfaction in organisational effectiveness, research specifically addressing the unique needs and challenges of this demographic within Nigerian public universities is lacking. Limited empirical studies have comprehensively assessed job satisfaction levels among top-performing young non-academic staff in Lagos public universities. Existing research often focuses on academic staff or general employee satisfaction, overlooking the distinct experiences and contributions of non-academic staff members. Therefore, there is a clear empirical gap regarding the factors influencing job satisfaction among this demographic. Theoretical frameworks tailored to elucidate the determinants of job satisfaction among top-performing young non-academic employees in public university settings are also lacking. While Herzberg's Two-Factor Theory and other classical theories offer valuable insights, they may not fully capture the unique motivational and hygiene factors relevant to this group. Thus, there is a theoretical gap necessitating the development or adaptation of theories to better explain job satisfaction dynamics in this context.

Understanding job satisfaction levels among top-performing young non-academic employees is of particular interest to university administrators and policymakers aiming to retain and motivate top talent. Focusing on high performers provides detailed insights into the factors contributing to job satisfaction within this specific group, allowing for a deeper exploration of their experiences, motivations, and challenges, which may differ significantly from those of low performers. However, practical interventions and strategies informed by empirical evidence are scarce. Without understanding the factors influencing job satisfaction, public universities may struggle to implement effective policies and initiatives to support and retain their non-academic workforce. Thus, there is a practical gap in translating research findings into actionable measures that positively impact employee satisfaction and organisational outcomes.

Given these gaps, research on job satisfaction among top-performing young non-academic employees in Lagos public universities is imperative. This research is essential for employee well-being, organisational performance, talent retention, and policy development.

1.4 Research Objectives/Research Questions

1.4.1 Research Objectives

The main objective of this research is to explore job satisfaction among top-performing young non-academic employees in Nigerian public universities. The specific objectives are as follows:

1. To explore the perception of job satisfaction among top-performing young non-academic employees in Nigerian public universities?
2. To identify the activities that affect job satisfaction among top-performing young non-academic employees in Nigerian public universities.
3. To explore how young non-academic staff fulfil work obligations in Nigerian public universities.

1.4.2 Purpose of Study

The purpose of this research is to explore job satisfaction among top-performing young non-academic employees in Nigerian public universities. Specifically, it aims to:

1. Identify factors contributing to job satisfaction among top-performing young non-academic employees in Nigerian public universities.
2. Explore job satisfaction perception among top-performing employees in Nigerian public universities.
3. Investigate how young non-academic employees fulfil work obligations in Nigerian public universities.

Purpose of Study/Research Questions

Purpose of Study

The purpose of this research was to explore job satisfaction among high performing young non-academic staff in a Nigerian public university. Explore factors contributing to job satisfaction among high performing young non-academic staff in a Nigeria public university, explore job satisfaction perception among high performing young non-academic staff in a public university in Nigeria and explore how young non-academic staff fil work requirement in a Nigeria public university.

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1.4.3 Research Questions

This study aims to answer the following main questions:

1. What is the understanding of job satisfaction among top-performing young non-academic employees in Nigerian public university?
2. What are the activities that influence job satisfaction among top-performing young non-academic employees in Nigerian public universities?
3. How do top-performing young non-academic employees fulfil work obligations in Nigerian public universities?

1.5 Significance of Study

Previous studies on job satisfaction have identified it as a combination of intrinsic and extrinsic factors that influence performance (Ukil, 2016; Japheth, 2019). These studies focus on how individuals perceive their jobs and various aspects of their work. Job satisfaction among employees is crucial for organizational effectiveness (Idiegbeyan-ose et al., 2018; Yaya et al., 2016; Ademodi & Akintomide, 2015). However, there is a scarcity of research examining job satisfaction in relation to work fulfilment, particularly in developing performance models for young non-academic staff in public universities. This study aims to fill that gap by empirically exploring job satisfaction and work fulfilment among young non-academic staff.

The outcomes of this study will offer valuable insights for educational institutions and government bodies to identify key factors influencing job satisfaction among non-academic staff, ultimately enhancing productivity. The study will also contribute to the theoretical knowledge of job satisfaction by linking it to both intrinsic and extrinsic factors necessary for performance improvement in Lagos public universities, based on Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. Furthermore, the study's outcomes will serve as a practical tool for managers of public universities in Nigeria, helping them to motivate non-academic staff effectively. Motivated staff are essential for achieving university goals, enhancing efficiency, and ensuring the successful implementation of corporate strategies.

The study's recommendations will assist educational managers, planners, policymakers, and administrators in addressing related issues. This will provide the necessary managerial input for decision-making on employee performance, thereby improving teaching and learning. Human resource departments and top management in universities can use the study's suggestions to improve job retention and reduce employee turnover by focusing on the factors most influencing job satisfaction. The study will also identify which groups of non-academic staff are more satisfied in terms of salary, working environment, privileges, promotion, relationship with co-workers, policies, and administration. This information will help target areas for improvement in job satisfaction among non-academic staff.

1.6 Scope and Limitations of the Study

This study explores job satisfaction through intrinsic and extrinsic factors within the context of Lagos public University. The primary data was collected from participants who served as the main informants, supplemented by additional information from departmental heads. To obtain quality research findings, researchers needed detailed mentoring-related information from informants.

Nigerian public universities have faced significant challenges in service delivery among non-academic staff, affecting their overall academic performance and reputation. This study focuses on identifying job satisfaction factors influencing top-performing young non-academic employees in Lagos public University. The target participants included security personnel, librarians, IT officers, human resource managers, and administrative staff who had worked at the institution for more than two years.

Data collection involved face-to-face interviews and observations. The prolonged engagement between the researcher and informants ensured a deeper understanding of the job satisfaction factors. Semi-structured in-depth interviews and observations were employed to establish purposeful relationships with informants, enhancing the quality of data collected. The findings are crucial for public universities in supporting young non-academic staff, providing the best atmosphere for their performance through job satisfaction. This study aims to inform advanced work fulfilment and performance management programs.

A qualitative research case study approach was chosen for its suitability in conducting in-depth research (Merriam, 2009; Cohen, Manion & Morrison, 2011). Qualitative case studies are essential for delving into complex phenomena within specific contexts (Creswell, 2013), and provide a unique explanation of the research design, experiences, and knowledge obtained from research informants (Silverman, 2013).

1.7 Definition of terms

Job Satisfaction

Job satisfaction refers to a combined phenomenon of psychological, physical, and external circumstances that lead an individual to state, “I am satisfied with my job” (Aziri, 2011). It encompasses one's affective reaction to their job, considering what people think and feel about their work. As an HRM concept, job satisfaction denotes how an individual perceives and projects their satisfaction with their job, including cognitive, affective, and evaluative reactions in the workplace (Aziri, 2011; Redmond & Lane, 2016).

Job Performance

Job performance is defined as the output of work done by an employee. A worker's output will be high if other factors remain constant and even higher if factors such as motivation and organizational climate are conducive. Job performance implies a concern for effectiveness and efficiency. For instance, in a corporate entity, job performance leads to high output when the organization successfully meets the needs of its clients.

Non-Academic Staff

Non-academic or administrative staff are employees in administrative positions within institutions. This term specifically applies to roles that do not entail teaching, research activities, or fall under exemptions from overtime earnings as defined by the federal Fair Labour Standards Act.

High Performing young non-academic staff

“Young non-academic staff” refers to employees within the age range of 20 to 40 years who have risen through the ranks. Their performance is evaluated based on supervisor ratings, highlighting individuals who consistently excel in their roles and contribute significantly to the organization's objectives.

Public University

A public university refers to a higher education institution that is either owned by the government or receives substantial funding from national or subnational governments,

distinguishing it from private universities. The classification of a university as public can vary across countries or regions, influenced by the local education framework.

1.8 Summary

This chapter introduces the study titled “Exploring Job Satisfaction among High Performing Young Non-Academic Staff in a Nigerian Public University”. The chapter provides the foundational background, emphasizing That job satisfaction holds significant importance as a critical factor in enhancing organizational performance and employee well-being. The study addresses a critical gap in the literature, specifically focusing on the job satisfaction of top-performing young administrative employees in Nigerian public universities. The research problem is clearly identified, highlighting the lack of empirical data on this demographic and the need for a comprehensive understanding of their job satisfaction determinants. The chapter articulates three primary research objectives: (1) to identify the understanding of job satisfaction among top-performing young non-academic staff, (2) to examine the activities that influence their job satisfaction, and (3) to understand how they fulfil work requirements. These objectives are designed to guide the investigation and provide a structured approach to addressing the research problem.

The scope of the study is outlined, focusing on high-performing young non-academic employees at Lagos State University, one of Nigeria’ premiere public university. The choice of this specific demographic and location is justified by their unique perspectives, contributions, and the representativeness of Lagos State University within the Nigerian public university system. The limitations of the study are also discussed, acknowledging potential constraints such as the focus on a single university and the exclusion of other categories of staff. The significance of the study is highlighted, emphasizing its potential contributions to both theoretical and practical domains. Theoretically, the study aims to extend the understanding of job satisfaction dynamics within the context of Nigerian public universities. Practically, the findings are expected to inform policy recommendations and interventions aimed at enhancing job satisfaction and overall organizational effectiveness.

The chapter also provides an overview of the research methodology, including the qualitative approach, data collection techniques, and the rationale for selecting high-performing young non-academic staff as the study’s focus. The methodology is designed to capture in-depth insights and understanding of job satisfaction factors from the perspectives of the participants. Finally, the chapter outlines the structure of the thesis, providing a roadmap for the reader: Chapter 2 covers the literature review, presenting relevant theories and previous studies on job satisfaction; Chapter 3 details the methodology, including data collection and analysis procedures; Chapter 4 presents the results and discussions, interpreting the findings in light of the research objectives; and Chapter 5 offers conclusions, implications, and recommendations based on the study’s findings.

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