

INFLUENCE OF JOB RELATED FACTORS ON PRISONS AND IMMIGRATION OFFICERS FOR EFFECTIVE DISCHARGE OF THEIR DUTIES IN FCT ABUJA NIGERIA.

BY

EGBO ANTHONIA CHINONYELUM PhD

Email egbononye@yahoo.com.

0803511067

ALHAJI THOMAS

And

EGBO CHINONYE EMMANUELLA

DEPARTMENT OF GUIDANCE AND COUNSELLING, FACULTY OF EDUCATION, ENUGU STATE UNIVERSITY OF SCIENCE AND TECHNOLOGY, (ESUT) ENUGU. ENUGU STATE, NIGERIA.

ABSTRACT

The study examined the influence of job related factors, on Prison and Immigration officer effective discharge of their duties in FCT Abuja, Nigeria.

Five (5) research questions and five (5) hypotheses were formulated to guide the study. Descriptive survey design was adopted for the study. The population of the study consist of 2,100 officers from Nigeria prisons and Immigration service. A sample size of 336 participated in the study. The researcher developed self-structured questionnaires called, Job Related Factors Instrument (JRFI) drawn out in two categories. One for the respondent Bio-data information and the others for job related factors, with eighteen (18) items measured on five point scale, which was used for data collection. The data collected were analysed using means, standard deviation, percentages for research questions and t-test statistics, Chi-square to test the five (5) hypotheses, at 0.5 level of significance. Finding revealed that, there was significant influence of motivation/incentives, job satisfaction, job security, job related risk and wages/remuneration on effective discharge of the officers duties. Based on the findings, the researcher recommended among others, that government should put in place good policies, make upward review of their salary structure and improve on job related factors for the officers and men of the NIS/NPS in Nigeria to improve higher productivity and commitment.

INTRODUCTION

The essential trait and desire of every government and organization is the creation of satisfied workforce that ultimately leads to optimum worker performance. An effective employee is a combination of a good skill set and a productive work environment. Many factors affect employee performance that managers need to be aware of and should work to improve at all times. Optimum worker performance is closely related with job related factors such as motivation, job satisfaction, job security, job related risk, wages/remuneration, etc. (Armstrong, 2009). If employees are de-motivated or dissatisfied then it leads to unproductive behaviors (Oshagbemi, 2003). Efficiency, effectiveness, productivity, job commitment, creativity can be enhanced with a combination of the right working environment and other job related factors.

Jobs related factors such as job satisfaction creates favorable feelings on the side of the employee which ultimately leads to more involved and committed workforce, that not only believes in the objectives of the organization but is also motivated to identify and stay with the organization (Armstrong, 2009). According to Franken, (2000), there are various factors that may play a vital role to make Law enforcement agencies behave positively towards work. Such factors include

recognition, working condition, job security, personal life, salary, relationships with managerial staff, status, supervision, and promotion policies.

According to Nzotta (2008), people bring to the workplace, a crystallized and complex set of cognition, personal feelings, desires, perceptions, and motives. Thus, one is concerned with matters such as security, relations with fellow workers, status, roles, and personal needs. However, when an individual is unsettled about these, his/her efficiency will be impeded. A person whose various dimensions are harmoniously attuned will be more effective in his/her working environment. In fact, job related factors such as the workplace environment can provide a meaningful, satisfying, and challenging atmosphere which will unleash human potential within every individual.

Owing to the great role that the law enforcement agencies play in the society, it is very important that their welfare and other job related factors that may affect the effective discharge of their duties should be given proper attention. Thus, this study seeks to examine the influence of job related factors of prisons and immigration officers in FCT Abuja in a bid to proffer solutions on how to enhance the working conditions of prisons and immigration officers in Nigeria.

Against this background, it is pertinent to emphasize a little on some of the key concepts/variables used in this research work. They include;

In a typical organizational working environment, it is imperative for organization to retain staff and ensure their effectiveness. Organizations are always established to achieve specific goals (Katz and Kahn, 2008) and such goals are tied to various degrees on staff motivation, retention, and efficiency among other things.

Corporate/government entities are facing a lot of problems in workers effectiveness (Agba, 2010). Despite the centrality of motivation as a vital tool in workers turnover and productivity, it is often underutilized by most managers in workplace (Agba, in Bowen et al, 2011).

Employing staff is important in any organization but their relation and productivity is even the most important. In Nigeria today, instead of providing the means by which workers are encouraged (motivated) and retained for effective performance, workers are deprived of their physiological needs through salary insecurity, delay in the payment of salaries and facing benefits and this have consequences in their productivity and motivation. The productivity and efficiency of human resource depend upon a number of dynamic factors which range from personal factors to organizational policies. Job satisfaction is one of the very most important factors which impact the productivity of human

resources. Human resource is considered as one of the most important assets in any organization which serves as an engine in the organization for providing a sustainable source of energy and service delivery (Moorhead&Griffen, 2012). MarkandRobert (2008) in their research analyze the effects of job satisfaction on performance. They summed up their findings on a factor that work satisfaction should be considered by the organization as an important plan which needs to be extended in order to improve employees performance. In general, employee job satisfaction has been defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Sempane and Rieger, 2012). Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Ajayi, 2011).

Job satisfaction has got three dimensions. Firstly, it is an emotional response to a job situation. The only way we can come to a conclusion on this is through observation of the employee e.g. the time they get to work how they work. Secondly, job satisfaction can be determined by how well outcomes meet the expectations. An example is the fact that if the salary is commensurate to work done and is equitable, the organization members are likely to develop job satisfaction.

Job satisfaction at work can take place in two ways. One, people can motivate themselves by seeking, finding and carrying out (or being given) work that satisfies needs (intrinsic motivation) and two people can be motivated by management through such methods as pay, promotion, praise (extrinsic motivation). Intrinsic job satisfaction factors can be said to be self-generated factors that influence employees to be satisfied with their job such as responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. Extrinsic job satisfaction factors refer to what is done to or for people to satisfy them at the work place (GouwsandToit, 2006).

Research on job satisfaction is performed through a number of methods, including interviews, observation, and questionnaires.

Research on the topic of job satisfaction supports that job satisfaction is an important factor not only for employees in particular but also for the organizations. In addition to their previous check cashing, deposit and loan payment tasks, they were now trained to be able to handle commercial and traveler's checks and post payments online. The tellers were also given more autonomy (independence) in their roles; they were

given decision-making responsibilities. Finally, when time for feedback approached, the managers felt that by re-designing the role of the teller they were giving the tellers responsibility for their own customers. In this particular case, it was discovered that job satisfaction had greatly increased. A survey was taken six months later and it was found that not only were the tellers more satisfied with their employment, but they were also more committed to the organization

Job Security is an assurance that an individual will keep his or her job without the risk of becoming unemployed. Job security is the probability that an individual will keep their job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed.

The magnitude of global impact of occupational accidents and diseases, as well as major industrial disasters, has been a long-standing source of concern at the international, national, and workplace level.

According to (Ukeje, 2015), there is a plethora of hazards (safety and health hazards) which people are exposed to in their jobs; from the formal industries (banking, oil and gas, textile, agricultural, construction, food and beverage etc.) to the informal (logging & sawmill, roadside mechanic, carpentry, local welders, pepper grinders, market traders etc.). officers in Nigeria and other workforce in general.

This study examines the effects of remuneration on employees, especially within the prisons/immigration officers of Nigeria.

Statement of the Problem; Pre-research discussions with some prisons and immigration officers in Nigeria revealed that many of them expressed dissatisfaction with the job they perform despite the efforts made by the government to motivate them and increase their work output through such means as prompt and regular payment of salary, tenured appointment, in-service training, promotion etc. In the light of the above, this study seeks to examine the influence of job related factors of prisons and immigration officers in FCT Abuja in a bid to proffer solutions on how to enhance the working conditions of prisons and immigration officers in Nigeria.

Purpose of the Study; Specifically, the study seeks:

- i. To determine the influence of motivation/incentives on the officers of the Nigerian Prisons Service/the Nigeria Immigration Service.

- ii. To determine the influence of job satisfaction on the officers of the Nigerian Prisons Service/the Nigeria Immigration Service.
- iii. To determine the influence of job security on the officers of the Nigerian Prisons Service/the Nigeria Immigration Service.

Research Questions

1. What is the influence of motivation/incentives on the officers of the Nigerian Immigration Service and Nigerian Prison Service in the effective discharge of their duties?
2. What is the influence of job satisfaction towards the disposition of the officers of the Nigerian Immigration Service and Nigerian Prison Service in the effective discharge of their duties?
3. What is the influence of job security on the officers of Nigerian Immigration Service and Nigerian Prisons Service on the effective discharge of their duties?

Hypotheses of the study

Ho₁. There is no significant difference in the mean rating of officers of the Nigerian Immigration Service and Nigerian Prison Service on the influence of motivation/incentives on effective discharge of their duty.

Ho₂. There is no significant difference in the mean rating of officers of the Nigerian Immigration Service and Nigerian Prison Service on the influence of job satisfaction on effective discharge of their duty.

Research Design:

This study adopted descriptive survey designed to investigate the influence of job related factors on prison and Immigration officers effective discharge of their duties in FCT Abuja Nigeria. .

Nworgu (2006) stated that survey research is one in which data from a group of people or item considered to be representative of the entire group that are studied by collecting and analyzing them. Survey method is considered appropriate for the present study because it relies on the opinion of prison and Immigration officers on the effective discharge of their duties in FCT Abuja.

Area of the study

This study examines the influence of job related factors on prisons and immigration officers effective discharge of their duties in FCT, Abuja.

The territory is located just north of the confluence of the Niger River and Benue River. It is bordered by the states of Niger to the West and North, Kaduna to the northeast, Nasarawa to the east and south, and Kogi to the southwest.

Population of the Study

The population of this research work consists of all the Prisons and Immigration officers in FCT, Abuja, Nigeria.

The population of Nigerian Immigration Service in the FCT, Abuja is estimated at a total of 1220 staff as at 2016 while the staff strength of Nigeria Prison Service in FCT, Abuja is estimated at 880 officers (i.e, a total population of 2100 officers). The break down indicates the numbers of male and female officers of Nigerian Prison and Immigration officers in FCT Abuja Nigeria.

Source: <http://www.dailytrust.com.ng/daily/news/32476-nigeria-immigration-needs-more-25-000-personnel>.

Sample and Sampling Technique; To determine the sample size from the study population of two thousand, one hundred (2,100) officers from prisons and Immigration, the total sum of One hundred and seventy-nine (179) officers from Nigerian Immigration Service and One hundred and fifty-seven (157) officers from Nigerian Prison Service were randomly selected. TaroYamen formula was used for obtaining appropriate sample to respond to the questionnaire respectively. Thus the sample for the Nigerian Immigration and Nigerian Prisons officers in FCT was three hundred and thirty-six (336) respondents.

Hence, three hundred and thirty-six (336) being the summation of all the officers surveyed is appropriate for a population size of two thousand, one hundred (2,100) officers.

Instrument for data collection.; Instrument for data collection is a self-structure questionnaire developed by the researcher. The questionnaire was entitled job related factor instrument (JRFI) consists of two sections; A and B. Section A contains the personal details of the respondents, while the research questions for this study formed section B of the questionnaire. Section B of the survey questionnaire measures aspects of job related factors such as motivation, wages/motivation, job security, job satisfaction, work related risk/hazards.

All questions used are questions that are systematically focused on the subject of this research work.

- Research question one has three (3) items on the influence of motivation/incentives on the officers of the Nigerian Immigration Service and Nigerian Prison Service.
- Research question two is made up of five (5) items on the influence of job satisfaction towards the disposition of the officers of the Nigerian Immigration Service and Nigerian Prison Service in the effective discharge of their duties.
- Research question three has three (3) items on the influence of job security on the officers of the Nigerian Immigration and Nigerian Prison Service.

Thus, section B has five Research questions with 18 research items structured to raise the much-needed data to test the hypotheses formulated to guide the study.

The instrument has a 4-point response format and a numerical value assigned to it as follows:

Strongly Agree	-	SA	=	4 points
Agree	-	A	=	3 points
Disagree	-	D	=	2 points
Strongly Disagree	-	SD	=	1 poi

Validation of the Instrument; The instrument was validated by three experts; one in measurement and evaluation two in guidance and counseling department all from Enugu State University of Science and Technology, Enugu.

Reliability of the Instruments. The reliability of the instrument was measured using Cronbach Alpha. Therefore, the total reliability index is very high indicating that the instrument is reliable and suitable for the study.

Method of Data Collection; The instrument was administered directly to the three hundred and thirty-six (336) respondents using eight trained research assistants.

Method of Data Analysis; The questionnaire on completion was transformed into a written scale of four points for analysis. The rating were sum up and the cut off was determined after finding the mean, which was obtained by adding the sum of the nominal rating values. Thus, likert scale rating techniques:

$$\frac{4+3+2+1}{4} = \frac{10}{4} = 2.50$$

The basis for decision would therefore be 2.50. A mean score of 2.50 above was regarded as positive perception, while a mean score below 2.50 was interpreted as negative perception. The statistical analysis technique that was employed in

answering the research questions was a descriptive statistics like the mean, standard deviation, t-test statistics and chi-square analysis.

The five (5) hypotheses formulated for the study were tested at 0.05 level of significance using t-test at the appropriate confidence level of (0.05) for each of the hypotheses. Null hypotheses (Ho) were rejected since the t-value is less than the t-critical and the alternative hypotheses (HA) were accepted since the t-value is greater than the t-critical.

ANALYSIS AND RESULTS; Table 1 shows that the number of respondents in immigration service and prisons service, 96 offices are below the age of thirty (30), 138 officers are within the age range of 30 to 40 years, while 102 officers are 46 years and above.

Distribution of respondent of NIS/NPS on influence of motivation/incentives on effective discharge of their duties.

S/N	ITEMS	OFFICERS	SA	A	D	S.D	MEAN
01	There will be increased determination to work harder	NPS	87(58.4%)	62(42%)			3.584
		NIS	74(56.1%)	58(44%)			3.561
02	It increases private sector support for the men and officers of NPS/NIS	NPS			20(35%)	38(66%)	1.344
		NIS			44(44%)	56(56%)	1.440
03	Officers and men of the NPS/NIS in the FCT are adequately motivated	NPS			14(39%)	22(56.4%)	1.388
		NIS			32(41%)	47(60%)	1.405
Grand Mean		NIS					2.135
		NPS					2.105

Table 1 above shows the respondents of NPS/NIS concerning influence of motivation and incentives in the effective discharge of their duties in FCT Abuja. On questions there will be increased determination to work harder, their responses shows that 58.4% of 87 of NPS officers and 56.1% (74) NIS officers strongly agreed with the statement. 42% (62) of NPS and 44% (58) agreed.

Responses of men and officers of NPS/NIS to item -two shows that 35% (20) of NPS and 44% (44) of NIS disagreed with the statement. 66% (38) of NPS and 56% (56) NIS strongly disagreed with the above statement.

Responses to item 3 shows that 30%(14) NPS and 41% (32) NIS disagreed with the statement. 56.4% (22) NPS and 60% (47) NIS strongly disagreed with the above statement.

A grand mean of 2.105 and 2.135 which is below the benchmark of 2.5 simply implies that the respondents disagreed with the facts that there are adequate motivation/incentive for the officers of the Nigerian prisons service and Nigerian immigration service. This is a clear indication that the respondent6s were generally dissatisfied with the existing motivation and incentive structured.

Table 2; Distribution of respondents of NPS/NIS officers on the influence of job satisfaction towards effective discharge of their duties.

S/N	ITEMS	OFFICERS	SA	A	D	S.D	MEAN
01	It makes for satisfactory relationships between superiors and subordinates in the NPS/NIS in the FCT	NPS	06(6%)	19(18%)	46(43%)	38(35.2%)	1.936
		NIS	12(8%)	26(16.2%)	57(35.4%)	66(41%)	1.901
02	It engenders satisfactory relationships among rank officers in the NPS/NIS in the FCT	NPS	04(3.42%)	07(3.42%)	65(56%)	41(35%)	1.777
		NIS	22(14.3%)	37(24.1%)	49(32%)	46(30%)	2.227
03	Officers/men are proved to serve in the service in the FCT	NPS	67(56%)	34(28.3%)	12(10%)	7(6%)	3.342
		NIS	71(51.2%)	47(33%)	14(10%)	12(8.3%)	3.229
04	Individual respondents feels well suited for the job	NPS	82(55%)	53(36%)	6(4.03)	8(16.3%)	3.403
		NIS	95(51.4%)	45(24.3%)	18(10%)	27(15%)	3.124
05	it increases incentive to work harder among the staff	NPS	47(35%)	67(50%)	6(4.44%)	15(11.1%)	3.081
		NIS	41(30.4%)	47(35%)	12(26%)	35(75%)	2.696
Grand Mean		NPS					2.708
		NIS					2.635

Table 2 above shows the respondents of NIS/NPS concerning influence of job satisfactions towards effective discharge of their duties in FCT, Abuja. Response on item one shows that 6% (6) NPS and 8%(12) NIS strongly agreed with the statement. 18% (19) NPS and 16.2% (26) NIS agreed with the statement. While 43% (46) NPS and 35.4% (57) NIS disagreed. 35% (38) NPS and 41% (66) NIS strongly disagreed with the above statement.

The second items on the table revealed that 3.47% (4) NPS and 14.3% (22) NIS strongly agreed with the statement. 6% (7) NPS and 24.1% (37) NIS agreed. 56% (65) NPS and 32% (49) NIS disagreed. 35% (41) NPS and 30% (46) NIS strongly disagreed with the statement above.

The third items on the table shows that 56.2% (67) NPS and 51.2% (71) NIS strongly agreed. 28.3% (34) NPS and 33% (47) NIS agreed with the statement. 10% (12) NPS and 8.3% (12) NIS strongly disagreed with the above statement. 55% (82) NPS and 51.4% (95) NIS agreed with the statement. 36% (53) NPS and 24.3% (45) NIS agreed. 4.03% (6) and 10% (18) NIS disagreed. 16.3% (8) NPS and 15% (27) NIS strongly disagreed with the statement above. The fifth items in the table above shows that 35% (47) NPS and 30.4% (41) NIS strongly agreed, 50% (67) NPS and 35% (47) NIS agreed, 4.44% (6) NPS and 75% (35) NIS strongly disagreed with the statement above.

A grand mean of 2.708 and 2.635 which is above the benchmark of 2.5 simply implies that the respondent agreed with the fact that they are completely satisfied with their job.

Table 3; Distribution of respondents ofNPS/NIS on their perceptions with regards to job security and its influence on effective discharge of their duty.

S/N	ITEMS	OFFICERS	SA	A	D	S.D	MEAN
01	Due process is followed in retrenchment of men of NPS/NIS	NPS	52(47.3%)	36(33%)	52(59.1%)	36(41%)	1.591
		NIS	43(49%)	24(27.2%)	43(64.2%)	24(36%)	1.642
02	It the recent past there has been an observe culture of arbitrary retrenchment in the NPS/NIS	NPS	82(55%)	53(36%)	6(4.03%)	8(5,4%)	3.403
		NIS	41(44%)	33(35.11%)	7(8%)	13(14%)	3.085
03	Officers of NPS/NIS have this perception that their job is secured	NPS	67(56%)	34(28.3%)	12(11%)	7(6%)	3.342
		NIS	51(54%)	35(37%)	3(3.2%)	6(6.32%)	3.379
Grand mean		NPS					2.779
		NIS					2.702

Table 3 shows the respondents of NPS/NIS perceptions with regards to job security and its influence on effective discharge of their duty. The first item shows that 59.1% representing 52 NPS officers and 64.2% representing 43 NIS officers disagreed with the statement. 41% of 36 NPS officers and 36% of 24 NIS officers strongly disagreed with the statement that due process is not followed in retrenchment of men of NPS/NIS.

The second item on a table shows that 55% of 82 NPS officers and 44% of 41 NIS officers strongly agreed to the fact that in the recent past there has been an arbitrary retrenchment in the NPS/NIS. 36% of 53 NPS officers and 35.11% of 33 NIS officers also agreed to the above statement. 4.03% of 6 NPS officers and 8% of 7 NIS officers disagreed to the statement. 5.4% of 8 NPS officers and 14% of the 13 NIS officers strongly disagreed to the statement.

The third item on the table shows that 56% of 67 NPS officers and 54% of 51 NIS officers strongly agreed. 28.3% of 34 NPS officers and 37% of 35 NIS officers also agreed with the statement. But 11% of 12 NPS officers and 3.2% of 3 NIS officers disagreed with the statement. 6% of 7 NPS officers and 6.32% of 6 NIS officers strongly disagreed with the statement.

Most of the items under this section of the questionnaire yielded mean score values above the benchmark of 2.5. These are indicators that the majority of the officers feel their job is secured. Job security yielded a grand mean of 2.779 and 2.702, and indicator that the officers of the two services are confident that their job is secured. y they work harder. 19% of 32 NPS and 16% of 21 NIS officers disagreed, 11.4% of 15 NIS officers strongly disagreed with the statement.

Hypothesis (Ho₁)

Table 4. T-test analysis on influence of motivation/incentives on effective discharge of the duty of the officers of the NPS/NIS in FCT.

Officers	Number	Mean Score	Standard Deviation	D F	T-cal	t-crit	Decision
Immigration	179	2.105	1.235				
Prisons	157	2.135	1.234	34	0.22	1.645	Accept
Total	336						

From the above table, the result of the t-tests analysis showed that there was no significant difference in the mean rating of officers of the NPS and NIS on the influence of Motivation / incentives on effective discharge of their duty (t – calculated -0.22 at 0.05 level of significant) which is less than the critical t – values of 1.645, thus, the hypothesis was accepted. It then implies there is no

significant difference in the mean rating of officers of NPS and NIS in effective discharge of their duty with regard to motivation and incentives. Meaning that officers of the NPS / NIS are equally rated interns of motivation / incentives as indicated in the table.

Hypothesis (Ho2)

Table : T – test Analysis on influence of job satisfaction on effective discharge of the duty of officers of NPS / NIS

Officers	Number	Mean score	Standard deviation	D F	t-cal	t-crit	Decision
Immigration	179	2.708	0.78	334	0.958	1.645	Accept
Prisons	157	2.635	0.59				
Total	336						

From the above table (tcal 0.958 < t crit value 1.645) the null hypothesis was accepted and we conclude that there was no significant difference in the mean rating of the officers of NPS/NIS on the influence of job satisfaction on effective discharge of their duty. Meaning both officers of the services are rated the same with regards to job satisfaction.

Recommendations ;This study makes the following recommendations:

1. Policies should be put in place to ensure that officers and men of the NPS/NIS in the FCT are adequately motivated.
2. Government and other concerned stakes should make policies to ensure that officers of NIS/NPS are properly trained and equipped to perform optimally.
3. The Government should make an upward review of the salary structure for staff of NIS/NPS so as to improve productivity and commitment.
4. The Government should provide insurance cover to reduce the burden of the job-related risks on the families of the officers and men of the NIS/NPS in the FCT.
5. Private sector support for the officers and men of the NPS/NIS in the FCT should be encouraged.

REFERENCES

- Agba, Team (2010). Employee Motivation, the organizational environment and productivity. Available at:
www.accel-team.com/motivation/employeeReward00.html.
(Accessed on September 20, 2007)
Nigerian Journal of Applied Psychology 5(2), 184 – 194.
- Ajayi, S.I. (2011). Job Satisfaction and Commitment among Nigeria University Teachers, unpublished Ph.D Thesis. Department of Educational Management. Ibadan.
Nigeria
- Armstrong, Micheal (2009) Human Resource Management Pracice. London: Kogan
- Franken, R.E. (2010). Human Motivation. 3rd ed. California: Brooks/Cole publishing.
- Gouws, A and Toit, A.S (2006). Relationship between motivation and job satisfaction of information workers in Public libraries in South Africa.
- Katz, D and Khan, R.L. (2004). Human organization and work motivation in L. Reed, Tripp (ed) Industrial Conflict. New York: McGraw-Hill.
- Mark, A.T. & Robert ,M.M. (2008). Motivation and Job Satisfaction. Management Decision 36(4) 226-231. Available at
www.e.era.domsogjt.com/insight/viewcontentitem.do;jsessionid=68A4A96BAA43. (accessed on January 9, 2008)
- Moorhead, G & Griffen, R.W (2012). *Organizational behaviour*, 3rd ed.. Boston: Nzottas, B. (2008). A comparative study of the Job Satisfaction of Nigerian Librarians. *International Library Review*. 19, 161 – 173.
- Oshagbemi, T. (2013). How satisfied are academics with their primary task of teaching research and administration and management. *Sustainable in Higher Education* 1(2): 124 – 136..
- Sempane, M and Rieger, H (2012). Job satisfaction in relation to organizational Culture. *South African journal of Industrial Pschology* 28(2), 20-30
- Silverthron, C. P (2003). Motivation and Management Styles in the public and private sectors in Taiwan and a comparison with United States. *Journal of*
- Ukeje, B.O. Akabogu, G.C.; Ndu A. (2015). *Educational Administration*. Enugu: Fourth Dimension publishing.
[/topic/jobsatisfaction?cat=biz_fin](#) (accessed on October 21, 2007).