

PERSONAL CHARACTERISTICS AS CORRELATES OF LABOUR LEADERS' JOB SATISFACTION IN PUBLIC SECONDARY SCHOOLS IN OGUN STATE

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Abstract

This study investigated personal characteristics as correlates of job satisfaction of labour leaders in public secondary schools in Ogun State, Nigeria. The primary data for the study was obtained through a self-designed questionnaire, adopted from job satisfaction questionnaire (JSQ) designed by Stacy(1996) to measure the correlation among variables. A sample of one hundred and fifty three (153) respondents which were randomly selected among the crop of members of the Academic Staff Union of Secondary Schools (ASUSS) and the Nigeria Union of Teachers (NUT) labour leaders drawn from nine (9) local governments in Ogun-East Senatorial District of Ogun State of Nigeria was used for the study of which one hundred and fifty (150) completed and returned their questionnaires. The hypotheses were analysed using Pearson product moment correlation. Findings revealed that age, gender, marital status have positive significant relationships with job satisfaction while level of education do have a negative association with job satisfaction. It is therefore recommended that labour leaders, managers of public secondary schools, government and all stake holders give serious attention to personal characteristic dimensions of labour leaders' job satisfaction knowing fully well, that personal attributes of labour leaders vary, and these will go a long way to determine their satisfaction on job.

Keywords: Labour leaders, personal characteristics, job satisfaction, public secondary schools

Introduction

In any given organization, the functions of personal variables and job satisfaction are of paramount importance (Al-Ken et al., 2001). Job satisfaction is one of the various ways of measuring work attributes in an organization. Apart from this, there are job involvement, organizational commitment and job security. Job satisfaction has emerged as a corporate objective and variable in organizational research. It has drawn the attention of management scientists and organization psychologists (Grant et al., 2007).

The problem of labour leaders effectiveness towards their jobs in various citadel of learning; the negligible number of research studies carried out in some remote areas of the developing countries; the variability in the personal characteristics; job satisfaction experienced by individuals and organizations in both developed and developing countries due to values, norms, culture, economic situations necessitated the need to study the extent to which personal characteristics (gender, age, marital status, level of education) can relate job satisfaction of labour leaders in secondary schools (Azim et al., 2013). The outcome of most empirical studies examining job satisfaction suggest either a higher or lower significance depending on the relationship of the variables involved (Crossman, (2003).

A number of studies have been conducted on job satisfaction among organizational, professional, and personal variables. Some researchers, such as Liu &

White (2011) and Lee-Kelley et al., (2007) have studied job satisfaction at different perspective in the organization and other fields of operation. They hold that it has great important and significance in employee's and union development. Job satisfaction represents a person's evaluation of his/her job, work context and a wide assessment of an individual's attitudes of over-all acceptance, contentment and enjoyment in their job (Fletcher & Williams, 2006).

Several factors which are categorized as internal, external and personal as the key determinants of job satisfaction (Xuong-Kiet & Minh, 2013). They believed that internal factors could be seen in terms of variables relating to the basic character of a job, the external characteristics having to with factors such as the state of the physical work, relationships with superiors and co-employees and personal factors manifesting in terms of demographic, variables, personality traits, incentives knowledge and skill type (Xuong-Kiet & Minh, 2013). In addition, scholars such as Zhou & Volkwein (2004) supported that job satisfaction of academic employees can be influenced by variables existing as leadership, collegial, climate, culture of the institution and student relationship. Nevertheless, the research work on job satisfaction linking other variables is extensive in the area of personal characteristics and work burnout. Several concerns, however, can be found in the proliferation of research conducted on these topics. Also, variables measuring job satisfaction, personal characteristics

and work burnout are widely varied as the types of studies (Abott, 2003).

It was also discovered that the link between job satisfaction and personal characteristics area of research is limited (Saari & Judges, 2004). Findings demonstrated an appreciable gap in research focusing on the relationship between personal or demographic characteristics and job satisfaction. This evidence gap underpinned the reasons for this study, which was to study the correlation between personal characteristics (gender, age, marital, status, level of education) and job satisfaction of labour leaders in public secondary schools in Ogun State, Nigeria.

In many studies, the relationships between job satisfaction and personal or demographic characteristics in terms of gender have been examined (Mason, 1995). However, the result shows a kind of contradiction (Goh et al., 1992). Some studies reported that women are more satisfied than men. Sousa-Poza (2003) admitted in a study that women's satisfaction have deteriorated substantially in previous years whereas men's job satisfaction have remained fairly constant.

To date, there are increase evidence of correlation between employee's age and job satisfaction. According to literature, it is often observed that age differences are greater than those associated with gender and education (Robbins, 2001).

Public secondary school as the study area is a government owned school, a focused and purposeful institution of learning which aims at the best and is purpose driving in preparing students for higher education in the humanities, sciences and encouraging the advancement of learning in all spheres of human endeavour at the junior and senior level of secondary school education.

This study is motivated by the historical antecedents of job satisfaction as initiated and contributed by management and leaders of secondary school in the complex nature of educational organization. The research work spread its tentacle to seek, create basis to be put in great consideration for labour leaders and their members to be organizationally involved in their jobs. In outright manner, the present work tends to give satisfactory reasons why people in the work place behave according to the incentives available and to a large extent the environment in which they work.

The research work, aims at contributing to knowledge in determining the relationship that exists between personal characteristics (gender, age, marital status and level of education) and job satisfaction of labour leaders in secondary schools of Ogun State.

Concepts of personal characteristics

Personal characteristics has become a major interest in the area of organizational behavior and human resources management (Tett & John, 1993). It will be safe to assume that personal characteristics such as age, educational level, gender are some of the natural factors that can be associated with job satisfaction. Studies such as Becker (1960), Hrebiniak & Alutto (1972) supported this view. Literatures identified personal characteristics with various names such as individual characteristics, demographic characteristics or employee characteristics (Jex, 2002). Kacel et al., (2005) exclaim that personal characteristics is made up of fundamental demographic information in the likes of age, gender, education level, tenure or salary etc. Lee & Chen (2010) claim that the role of personal variables is yet to be clearly identified in the hospitality industry and so in some given organization.

Various research works have identified personal characteristics or demographic characteristics has some of the factors mostly used in association to organizational commitment and job satisfaction or in predicting organizational attitude despite the fact that some studies have discovered a measure of inconsistent in their results (Saiyadain, 1998).

Muttaz (1981) noted that the impact of personal characteristics were seen as indirect through work reward and work values, while Devane & Sandy (2003) hold that nearly all researchers have seen personal characteristics as an agent that has changed individuals attitude towards various aspects of their job.

Job Satisfaction

Oshagbemi (1996) views job satisfaction as a controversial and heavily researched concept. Researchers on the research estimate of job satisfaction through with numerical differences agreed that an encompassing numbers of academic articles and dissertations had been written on job satisfaction (Oshagbemi, 1996; Wright et al., 2007). Despite, these several works, there had been a few but largely unimportant narrations on the general construct of job satisfaction.

Wright et al., (2007) in their works portray the importance of job satisfaction in the light of its job related implications with other job related behaviours. Researchers suggest that job related concepts such as productivity, absenteeism, turnover, burnout, personal characteristics to mention a few have been correlated with job satisfaction in time past. Researchers such as, Wagner et al., (1987) in their findings suggest a negative or positive relationship between job satisfaction and job related variables. Judge et al., (2000) lay a worthwhile foundation that job satisfaction is a concept of job attitude that had

been widely researched it is the extent at which employees feel contented or discontented for a job. Job satisfaction stands a crucial central element and a major cornerstone in ensuring and maintaining any aspect of a given organization (Ombeni, 2016).

Statement of problem

The non-commitment of labour leaders towards their job in various citadel of learning prompted the need to study the influence of personal characteristics (gender, level of education, marital status and age) on the job satisfaction of labour leaders in public secondary schools. The research work linking other variables has been seen to be extensive. Several concerns have been found in the proliferation of research conducted on these topics and variables measuring job satisfaction and personal characteristics are as widely varied as the types of studies (Huselid, 1995; Abbott, 2003).

Labour leaders in the Nigerian public secondary schools observed that the level of encouragement, motivation, job security and labour – management relations they received are less satisfactory compared to their task at work. It is of vital importance that the expectation of union leaders at work should be equitably met, thereby creating room for high productivity and effectiveness at work.

This study therefore seeks to provide a better understanding on the relationship that exists between personal characteristics (gender, level of education, age, and marital status) and job satisfaction of labour leaders in public secondary schools.

Research methodology

Research Design

This study employed a survey type of research design to draw out detailed factual information about personal characteristics as correlates of labour leaders’ job satisfactions in public secondary schools in Ogun State, Nigeria. This was adopted because it enable the researchers to collect data and report without manipulation of the variables involved,

Population of the study

The target population for the study covered mainly the entire labour leaders in public secondary schools in Ogun State, Nigeria with approximate population of about 600 labour leaders involving both the Nigerian Union of Teachers (NUT) and Academic Staff Union of Secondary Schools (ASUSS).

Sampling and Sampling Techniques

Simple random sampling technique was adopted. This was employed to give the respondents equal chance of being selected and because it was a fair and unbiased means of selecting sample size. The study therefore, was based on the sample size of one hundred and fifty (153) respondents of union leaders of both NUT and ASUSS in public secondary schools drawn from the Ogun East Senatorial District of Ogun State

Thirteen (13) ASUSS labour leaders and four (4) NUT labour leaders were picked from the nine (9) local government areas each to make total sample size of one hundred and fifty three (153) labour leaders.

Research Instrument

The study made use questionnaire with section A collecting data relating to the personal characteristics of the respondents, which comprised the gender, age bracket, marital status, educational qualification, present status in labour office, level of experience and level of union represented while section B was a questionnaire adopted from job satisfaction questionnaire designed by Stacy (1996), a 12- item Likert five point scale ranging from strongly agree to strongly disagree designed to find out the level of relationship that exist between the union leaders personal characteristics and job satisfaction. A total of one hundred and fifty (150) completed instruments were retrieved.

Method of data analysis

The data were analyzed using Pearson moment correlation coefficient at 0.05 level of significance.

Results

Hypothesis One

There is no significant relationship between marital status and job satisfaction level of public secondary school labour leader in Ogun State, Nigeria.

Table 1: Pearson product moment correlation of relationship between marital status and job satisfaction-n level of public secondary school labour leader

Variables	Mean	Standard Deviation	Martial	Job satisfaction
Martial	6.953	0.914	1.000	0.343**
Job satisfaction	71.820	9.369		1.000

** . Correlation is significant at the 0.01 level (2-tailed).

The result in Table 1 indicates that there are positive relationships marital status and job satisfaction level of public secondary school labour leaders. Significant relationship was observed between job satisfaction and marital status ($r = .343$; $p < .05$). Therefore, the null hypothesis that says there is no significant relationship between marital status and job satisfaction level of public secondary school labour

leaders is rejected. In conclusion, at 0.05 level, there is a significant relationship between marital status and job satisfaction level of public secondary school labour leaders.

Hypothesis Two:

There is no significant relationship between age and job satisfaction level of public secondary school labour leaders in Ogun State, Nigeria.

Table 2: Pearson product moment correlation of relationship between age and job satisfaction level of public secondary school labour leaders.

Variables	Mean	Std.Dev.	Age	Job satisfaction
Age	6.927	1.153	1.000	0.288**
Job satisfaction	71.820	9.369		1.000

** Correlation is significant at the 0.01 level (2-tailed).

The result in Table 2 revealed a significant outcome ($r = .288$; $p < .05$). This outcome implies that positive significant relationship exist between age and job satisfaction level of public secondary school labour leader. Thus, the null hypothesis two and conclude statistically that at 0.05 level, there is a significant

relationship between age and job satisfaction level of public secondary school labour leader is rejected.

Hypothesis three:

There is no significant relationship between gender and the job satisfaction level of public secondary school labour leaders in Ogun State, Nigeria

Table 3: Pearson product moment correlation of relationship between gender and job satisfaction level of public secondary school labour leaders

Variable	Mean	Standard Deviation	Gender	Job satisfaction
Gender	6.753	1.116	1.000	0.383**
Job satisfaction	71.820	9.369		1.000

** Correlation is significant at the 0.01 level (2-tailed).

The result in Table 3 revealed a significant outcome ($r = .383$; $p < .05$). This outcome implies that positive significant relationship exist between gender and job satisfaction level of public secondary school labour leaders. Thus, the null hypothesis four and conclude statistically that at 0.05 level, there is a significant relationship between gender and job satisfaction level of public secondary school labour leader is rejected.

Hypothesis four:

There is no significant relationship between level of education and the job satisfaction level of public secondary school labour leaders in Ogun State, Nigeria

Table 4: Pearson product moment correlation of relationship between level of education and the job satisfaction level of public secondary school labour leaders

Variables	Mean	Standard Deviation	Level of education	of Job satisfaction
Level of education	7.333	0.833	1.000	125 ^b
Job satisfaction	71.820	9.369		1

^bCorrelation is not significant at the 0.01 and 0.05 level (2-tailed).

The result in Table 4 indicates that there is a no significant relationships between educational level and the job satisfaction level of public secondary school labour leaders. In-Significant relationship was observed between job satisfaction and level of

education ($r = .125$; $p > .05$). Therefore we accept the null hypothesis that says there is no significant relationship between level of education and the job satisfaction level of public secondary school labour leaders. In conclusion, at 0.05 levels, there is no significant relationship between educational level and

the job satisfaction level of public secondary school labour leaders.

Discussion

Consistent with previous research from diverse work settings, the results of the current study showed different personal attributes (gender, level of education, age and marital status) correlates influencing job satisfaction with labour leaders of secondary schools. The findings of correlation analyses suggested age, marital status, were significant correlates of job satisfaction level perceived by labour leaders in public secondary schools. Comparatively, educational level was found to have no significant relationship with job satisfaction.

It was again construed from findings based on the objectives of the study that significant relationship exist between some demographic variables (age, gender, level of education) and the extent of job satisfaction among secondary school labour leaders. It was discovered that: job satisfaction, when related to individual differences variables can occur to result in the possession of certain needs, values or personal characteristics which predispose an individual to become more or less involved or satisfied in their job.

This study found out that individuals are diverse in their personal attributes and this goes a long way in determining their level of satisfaction and involvement towards performance in their job.

In congruence with some scholars (Koh et al, 2001), this study found out that the personal characteristics of any labour leader can go a long way to determine how satisfied or dissatisfied he or she will be and where a union leader is negatively affected or dissatisfied, this can bring about burnout at work, which can also manifest in terms of frustration, withdrawal, chronic absenteeism, reduced personal accomplishment, exhaustion and depersonalization.

Therefore, in testing the hypothesis 1 as shown in table 1, evidence provided that marital status has emerged to influence workers job satisfaction. It has been noticed in previous research that the rise in marriage time will equally bring about increased job and life satisfaction (Dikmen, 1995; Azalea & Mastor, 2009). Their results show that "single workers are more satisfied than their married counterparts. Altinok (2011), in his own view buttressed the point that the unmarried employees have a higher life and satisfaction compared to the married workers. Chughtai & Zafar, (2006), in a contrary note, found that marital status has stand as a good predictor of organizational commitment. They believed that "married people have more family responsibilities and

desire more stability and security in their jobs", thereby emphasizing a positive relationship between marital status and university teachers' commitment. This is consistent with the findings of the current study in which majority of the labour leaders strongly agree that their marital status makes them satisfied with their work and they have more freedom to decide how to do their work and this makes them more committed to achieving the goal of the organization.

The findings on age and job satisfaction level of public secondary school labour leaders is in line with the results of other studies by researchers like Lee & Chen(2013), Ololube (2006). They established a significant relationship between age and job satisfaction. To Ololube (2006) teachers between the ages of 20-30 and 51 and above showed an increased job satisfaction compared to those ages 31-40 and 41-50($F=11.28$, $P=0.000$). In the current study, it was discovered that labour leaders are more in the category of 31-50 years of age and the result in table 2, revealed a significant outcome($r=288$; $P< .05$), which implies that positive significant relationship exist between age and job satisfaction level of public secondary school labour leader, and this signifies that labour leaders in the in the middle age are one of the view that age as a personal attributes plays significant role in determining the extent of their growth in the job.

The findings on the significant relationship between gender and job satisfaction corroborates the findings of previous studies by researchers like Lee & Chen(2013) who found out that gender influence job satisfaction levels and attitude to work. The result of the current study identify the gender of labour leaders as a good predictor of their job satisfaction in terms of position they enjoyed and level of opportunity that comes their way. Findings revealed a positive significant relationship between gender and job satisfaction level of public secondary school labour leaders by rejecting the hypothesis at ($r=383$; $P< .05$) significant.

In hypothesis 4, evidence available proved that educational levels of labour leaders in public secondary schools have no significant influence on their level of satisfaction, the hypothesis is therefore accepted at ($r=.125$; $P> .05$). This is supported by the work of Lee & Chen (2013) who hold that there exist a neutral or negative relationship between education and job satisfaction.

Investigating and pointing out this relationships, can provide suitable facts and visible tools to the government, the largest employer of labour to be

aware of labour leaders satisfaction level and improve it through job enrichment, adequate policies and sustained labour-management relationships.

Conclusion

Apparently, personal characteristics dimensions influenced the level of labour leaders' job satisfaction in public secondary schools. Extant studies are replete with empirical evidences of positive and negative effects of these variables on the job satisfaction level.

The findings of this research have been found to be consistent with previous studies in the field. The study revealed age, gender, marital status as positive determinants to overall labour union job satisfaction. Conversely, the higher the level of education, the lower their job satisfaction.

Labour practitioners, management of public secondary schools, employers and stake holders are expected to give serious attention to this issue, ensuring that these determinants need not to be ignored. Knowing fully well that personal attributes of labour leaders vary and they go a long way to determine their satisfaction, expectation and effectiveness on the job and the mismatch between their expectations and the environment of their operation.

Recommendations

Based on the above findings, the following specific recommendations are to be made for this study.

Since, the craving of the labour union leaders is centered on better conditions of employment for them and their members, the government and the management of public secondary schools should therefore ensure that organizational financial motivation system should be put in place, and it should be tailored in such a way that it enhances the harmonious relationship between the employer and labour organizations which will have a positive extension on the economy of such country at large through governmental agencies.

Union members should see a way of encouraging and cooperating with their leaders since, a good cooperation stands as an important element of labour leaders motivation and productivity. Effective communication strategy should be put in place by the government (who is the employer of teachers in public secondary schools), management bodies and the various union bodies amidst them since proper communication encourages an attitude of motivation, cooperation and job satisfaction.

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