EMPLOYEES' PERCEPTION OF THE INFLUENCE OF QUALITY OF WORKLIFE ON JOB SATISFACTION IN FEDERAL UNIVERSITIES IN THE SOUTHEAST ZONE OF NIGERIA

BY

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DEDICATION

This project is dedicated to my late parents, Mr. Beneath Ekebosi & Mrs. Loveth Ekebosi, who nursed this dream but could not see to its materialisation. I pray that their souls will continue to rest in the bosom of the Lord, Amen.

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AC	=	Affective Commitment
AE-FUNAI	=	Alex Ekwueme Federal University Ndufu-Alike (AE-FUNAI)
ASUU	=	Academic Staff Union of University
BTS	=	Bartlett's Test of Sphericity
FIG.	=	Figure
FUTO	=	Federal University of Technology Owerri (FUTO)
IDI	=	In-Depth Interview
ILO	=	International Labour Organization
JCM	=	Job Characteristics Model
JP	=	Job Performance
JS	=	Job Satisfaction
KMO	=	Kaiser-Meyer Oikin test
MAWLULQ	=	Management of Work Load among Universities Lecturers Questionnaire
MOUAU	=	Michael Okpara University of Agriculture, Umudike
MSQ	=	Minnesota Satisfaction Questionnaire
NASU	=	Non Academic Staff of the University
NAU	=	Nnamdi Azikiwe University, Awka,
NLA	=	National Labour Act
NUC	=	National Universities Commission
OST	=	Organizational Support Theory
PA	=	Positive Affectivity
POS	=	Perceived Organizational Support
QWL	=	Quality of Work Life

SET	=	Social Exchange Theory
SSANU	=	Senior Staff Association of Nigerian University
UGA	=	University Goal Attainment
UNN	=	University of Nigeria Nsukka

ABSTRACT

This study investigated employees' perception of the influence of Quality of Worklife on job satisfaction among staff of federal Universities in the Southeast zone of Nigeria. A cross-sectional sample survey was adopted for data collection. The study adopted a mixed method research design. The sample size for the study comprised of one thousand and forty three 1,043 respondents, selected through the Proportionate Stratified Sampling Technique. The structured Questionnaire schedule and In-Depth Interview (IDI) Guide were used to collect data for the study. The Statistical Package for Social Sciences (SPSS) software version 21 was used to process the quantitative data and descriptive statistics including frequency count, and simple percentages were used to analyse the data. Simple Charts including bar chart and pie chart were also used to elucidate the data. Five hypotheses stated were tested at 0.05 significant levels using t-test, Mann-Whitney U and multinominal logistic regression statistical tests. In addition, the qualitative data was analysed using content analysis. Findings of the study indicated that employees in the Federal Universities within the study area had fair ratings on QWL, job satisfaction; and the three dimensions of QWL examined viz: perceived organisational support, perceived working conditions and perceived assess to job resources, were all statistically associated with job satisfaction among employees. The study therefore recommended the need for the National Universities Commission (NUC) to initiate annual conference for top management officers within different Universities in Nigeria, which will be focused on how to improve the QWL.

CHAPTER ONE: INTRODUCTION

1.1   Background to the Study

Employee job satisfaction is one of the major contemporary issues that have gained tremendous attention within the ambit of studies in organisational behaviours and industrial relations. Two reasons account for this: First is the recognition of the critical role, played by the employees in industrial productivity. The second is the fact that employees' job satisfaction is a key variable that is considered important in industrial productivity and efficiency in the service organisations (Darabi, Mehdizadeh, Arefi & Ghasemi, 2013; Jofreh, Dashgarzadeh & Khoshbeen, 2012). It is on account of these two reasons that several researchers like Lapischies, Jardim and Kantorski (2014), Sales (2015), Pan, Shen, Liu, Yang and Wang (2015) etc., have investigated the factors that are associated with employee job satisfaction.

Among the most important variables affecting employee job satisfaction, is perception of Quality of Work Life (QWL), which is very critical. Previous studies on the subject conducted by Salami (2005); Lee, Singhapakdi and Sirgy (2008), in developed countries have associated QWL with employees' organisational commitment, productivity and team mode. However, the concept has remained relatively unexplored in relation with job satisfaction among employees within the perspective of developing countries especially in Nigerian Universities.

QWL refers to the quality of correlation between the employees and the work environment. According to Mamedu (2016), QWL is basically concerned with creating satisfactory working conditions such as increasing employees' opportunity to use their personal skills and judgments, ability to participate in problem solving, injury reduction, more family-friendly schedules, participation in continuous quality service improvement and improved labour-management relations respectively. It can also be likened with a set of objectives,

organisational conditions, practices and employees' perceptions that they are safe, fulfilled and able to grow and progress as human beings within the work environment (Teryima, Faajir & John, 2016). As noted by Ahmad (2013), QWL of an organisational employee has to do with the design of their workplace and what they need to make productions or to deliver needed services more effectively and efficiently.

The term Quality Work Life was presented in 1972 by Louis Davis at the first International QWL Conference held in Toronto, Canada. Reddy and Reddy (2010:828) noted that QWL as a philosophy was conceptualised as, "a set of principles, which holds that people are the most important resource in the organisation as they are trustworthy, responsible and capable of making valuable contribution and that they should be treated with dignity and respect". Since then, other scholars have endeavored to create measurable indicators of QWL. The indexes or parameters of QWL include the following: 1) human resource management system (such as adequate and fair compensations, performance appraisal system, organisational design, organisational climate, employees' benefit, decision making roles); 2) alternative work schedules; 3) profit sharing; 4) work place participation; 5) top management support, 6) management-employees' relations; 7) organisational culture; 8) personal growth opportunities (such as re-training opportunities) and; 9) social relevance of work life (An, Yom & Ruggiero, 2011; Berdamine, 2004; Mukherjee, 2010; Nayeri, Salehi & Noghabi, 2011).

However, contemporary measures that have emerged with the changing times include :1) organisational support (referring to the extent to which employees perceive that their work organisation values their contributions and cares about their well-being); 2) salary discrepancy/biases (referring to inequality in salary payment among employees who perform similar job specifications); 3) working conditions (such as workload, working days/hours,

work-life balance, health and safety at work, dysfunctional competition between employees, poor leadership decision making style, etc.); 4) access to job resources (such as research grants, research vacations, employees' quarters, staff buses, conducive offices) (Adeniji, Salau, Awe & Oludayo, 2018; Bockerman & Ilmakunnas, 2006; Majid, 2001; Okeke, 2017; Yadav & Dabhade, 2014).

Over the past few decades, the Nigerian public University system has gone through tremendous changes in line with global practices for improved learning. These changes have also been occasioned by various academic and non-academic strike actions targeted at improving the QWL of the employees in the university communities. By and large, it cannot be claimed that such actions have not yielded significant changes in the Nigerian Universities environment but the degree of the changes are often relative among different Universities in Nigeria. Hence, the major concern of this study is to investigate the connection between these changes and how they affect the ways in which the employees perceive their QWL in relation to their job satisfaction in the different Universities' working environment.

It is worthy of note that QWL is relative depending on employees' experience within their respective work places. In other words, work life may connote different meanings to different employees in the work environment, as succinctly captured by Ahmad (2013). Furthermore, the QWL is relative to institutions. With this view, it may be argued that what an employee perceives to be positive in QWL within an institution or department may not be the same with others' perception; or that what a group of employees within an institution or department perceive to be positive in work life may be perceived as negative by other group of employees in other institutions. On this premise, understanding employees' perception of QWL is very crucial because QWL is important for organisational success and competitive advantage.

Perception is a concept in this study, which refers to the feelings of individuals towards specific events (in the context of this study, QWL). According to Schacter (2011), perception reflects an individuals' propensity of organising, identifying, and interpreting sensory data in order to represent and understand the presented information, or the environment. In this view, perception study is envisaged to provide the researcher with first-hand information of what the research subjects feel about the QWL in federal Universities within the Southeast zone of Nigeria.

Although a number of researches have explored the link between perceived QWL and employees' job satisfaction; however, majority of these studies come from the western and Asian countries with relatively few studies in the developing countries like Nigeria. Also, majority of the findings of these studies indicate that the QWL is related to job satisfaction of employees, work-related behaviours and responses in terms of organisational identification, job involvement, job effort, job performance, intention to quit, organisational turnover and personal alienation (Almalki, FitzGerald & Clark, 2012; Dada, 2006; Deb, 2006; Fajemisin, 2002; Jahanbani, Mohammadi, Noruzi & Bahrami, 2018; Mukherjee, 2010; Yadav & Dabhade, 2014). Similarly, Lease (1998), opined that employees with greater job satisfaction are generally less absent, less likely to leave, more productive, and more likely to exhibition organisational commitment, while poor QWL may demoralise the employees, which often threatens organisational efficiency at the long-run.

However, the majority of these studies were conducted in the manufacturing, production and financial sectors and not much is known about the same in the educational sector with emphasis in the University context. Thus, considering the fact that the situations highlighted above may not be far-fetched from the federal Universities in Southeast zone of Nigeria, a need arises for this study, in order to help in providing insight about the QWL and employees' job satisfaction as applicable to federal universities in Nigeria which would also

help to facilitate the implementation of existing themes that are enshrined in the National Labour Act of 1990 such as employees' compensation, health insurance, and other important issues affecting employees, so as to address existing challenges that may abound.

1.2 Statement of the Problems

Organisational efficiency and productivity requires that the employees be happy and cognitively fulfilled in their jobs so as to put their best efforts in producing efficiently. However, as different corporate organisations are globally evolving through tremendous changes in work patterns like increased pressure at work place with intense competition to continue in the ever-changing working environment, universities' working environment is not exempted from this trend. Over the past few years, Universities in Nigeria are threatened with several challenges ranging from increased cost of running the institution, inadequate working employees attending to increased workloads and general decline in values placed on quality of education and research (Fapohunda, 2013). Amidst these challenges, employees are expected to be at their best in productive in the University institution. These have led to a very thin layer between employees' personal life and work life, which often mares their job satisfaction level (Bigirimana, Sibanda & Masengu, 2016).

It is with the understanding of these challenges that several policies and programmes of the government at different levels and different tertiary institutions in Nigeria are geared towards the improvement in the QWL in the Nigerian Universities' environment. Some of these measures comprise a 33% increase in take-home wage of University academic staff (Mamedu, 2016), periodic accreditation of various Universities by the National Universities Commission (NUC) to ensure quality work environment, the enactment of Private Universities' Law and the Bill on University autonomy, etc. More importantly, it is with the same view that the National Universities Commission (NUC), established by Decree No.1 of

1974 in Nigeria, is constantly working to enhance QWL of employees in the Universities and to make recommendations for improvements where necessary (Federal Military Government, 1974).

Despite these policies, few recent studies conducted in the Nigerian context (e.g. Adeniji, 2018) indicate that many employees in the Nigerian Universities may be frustrated with their job roles and the work environment due to the prevailing socio-economic challenges in the Nigerian environment such as poor funding, poor working environment, inadequate research resources and inadequate payment etc. Other research findings indicate that among both academic and non-academic staff in the Nigerian Universities, there exist feelings of work overload due to insufficient manpower occasioned by unemployment situation in Nigeria (which often results in strain on work-life balance), feelings of inadequacy due to unconducive working atmosphere such as non-availability of office accommodation, unequipped and unventilated offices, constant power failure, reward system that is not commensurate with job load and unavailability of employees' residential quarters. On this premise, it may not be out of place to assume that most employees use their meagre salaries to pay for their accommodations which is presumably high in this part of the country. Also, a substantial proportion of them travel distances to their places of work daily, under heavy road traffics and risks of road accident due to lack of employees' residential quarters with its attendant cost of transportation or fueling cost. Amidst these problems, some scholars have noted that the fundamental human rights of employees which include the right to safe, healthy and fair conditions of working environment, have not been practically met in comparison to global standards (Trebilcock, 2012). Despite this, many employees are subjected to strenuous duties under less-conducive working environment and inadequate working resources. These clearly imply that the QWL in Federal University community still fall short of standard expectations.

The effects of the above noted concerns are often manifested in job turnover (Almalki, FitzGerald & Clark, 2012), brain drain, work anxiety, absenteeism, stress, burnout, poor heath, desertion, truancy, abandonment of duty, increased on-the-job complaints and low performance among employees (Adekola, 2012), which further lead to several official queries, job withdrawals, undue transfers and early retirement. These in turn translate to cost on human resources management, productivity and efficiency both to the educational institutions as well as to national development. In specific terms, they have the potential of leading to changes in employees' behaviours towards their jobs, resulting in low job satisfaction, low productivity and low organisational efficiency.

Despite the above concerns, the extent to which these problems apply to influence job satisfaction among federal University employees in the Southeast geo-political zone of Nigeria is not yet clear. This is because, not much concerted research efforts have been geared towards this area of research interest within the context of Federal Universities in the Southeastern geo-political zone of Nigeria. Related studies have only geared towards other research contexts such as the financial and production and manufacturing industries (Mamedu, 2016; Oni-Ojo, Salau, Dirisu & Waribo, 2015; Okeke, 2017; Onyebuenyi, 2016; Orogbu, Onyeizugbe, & Chukwuemeke, 2015; Osibanjo, Kehinde & Abiodun, 2012). Thus, the degree of employees' perception of influence of QWL on their job satisfaction in the context of Federal Universities within the Southeast geopolitical zone of Nigeria is yet unknown. It is against this backdrop that this study was positioned to investigate employees' perception of the influence of QWL on job satisfaction in Federal Universities in the Southeast zone of Nigeria.

1.3 Research Questions

The following questions were raised to guide this study.

1. How do employees' in the selected Federal Universities in the Southeast zone of Nigeria perceive their QWL?

2. What is the level of job satisfaction among employees of the selected Federal Universities in the Southeast zone of Nigeria?

3. What is the relationship between perceived organisational support and job satisfaction among employees in selected Federal Universities in the Southeast zone of Nigeria?

4. How do employees' working conditions influence their job satisfaction in the selected Federal Universities in the Southeast zone of Nigeria?

5. How does perceived access to job resources influence employees' job satisfaction in the selected Federal Universities in the Southeast zone of Nigeria?

6. In what ways can employees' QWL be improved in order to enhance their job satisfactions in Federal Universities in the Southeast zone of Nigeria?

1.4   Objectives of the Study

The general objective of this study is to investigate employees' perception of the influence of QWL on job satisfaction in Federal Universities in the Southeast zone of Nigeria. The specific objectives are:

1. To examine how the employees of the selected Federal Universities in the Southeast zone of Nigeria, perceive their QWL.

2. To ascertain the level of job satisfaction among employees in the selected Federal Universities in the Southeast zone of Nigeria.

3. To investigate the relationship between perceived organisational support and job satisfaction among employees of the selected Federal Universities in the Southeast zone of Nigeria.

4. To examine how employees' working conditions influence their job satisfaction in the selected Federal Universities in Southeast zone of Nigeria.

5. To find out how perceived access to job resources influence employees' job satisfaction in the selected Federal Universities in Southeast zone of Nigeria.

6. To explore ways through which employees' QWL can be improved in order to enhance their job satisfaction in Federal Universities in the Southeast zone of Nigeria.

1.5   Significance of the Study

Theoretically, this study adds value to the existing literature on the influence of quality of work life on employees' job satisfaction and helps to fill the gap in literature associated with employees' perception of the influence of QWL on job satisfaction, especially within the context of Federal Universities within the Southeast geo-political zone of Nigeria. This study also provides invaluable opportunity for testing the validity or explanatory powers of the existing theories associated with this research topic such as Hertzberg's two factor theory, Organisational Support theory, Job characteristics model, Maslow's Hierarchy of Needs Theory and Social Exchange Theory, etc. This research, in addition, serves as a reference point or resource for future research works on the subject and stimulates further research in this area of Industrial Relations.

Practically, the National Universities Commission (NUC) and the management of various Universities in Nigeria would benefit immensely from the findings of this study, as it identifies the aspects of QWL that seem to affect the job satisfaction of the University employees. This further helps institutions to address some of the structural and institutional inconsistencies that affect the QWL in the Universities' working environment; which would in turn, enhance the job satisfaction of the employees for improved job commitment and organisational productivity.

In the same vein, other institutions such as financial institutions and corporate business institutions in Nigeria and beyond, would also benefit from this study because, it will help the

management of such institutions in understanding how work environments and the QWL experiences of employees influence their job satisfaction and organisational commitments. This would aid in the designing of proactive strategies that would ensure that the work environment is improved, in order to ensure employees' job satisfaction that would translate to organisational productivity.

Finally, the Nigerian society in general would benefit from this study. This is because, when the inconsistencies in QWL in the Universities and corporate business organisations are addressed through the findings of this study, there will be improved academic excellence and business growth which would also enthrone socio-economic, cultural and political development in Nigeria.

1.6   Definitions of Concepts

The following terms were defined within the context of this study.

Absenteeism: This refers to the failure of employees to report at their expected duty posts.

Brain Drain: This is the departure of highly educated or professionals from one country, economic sector or professional field for another, usually to live and work for improved pay or living conditions.

Employees Perception: This refers to the feeling of the university employees regarding the QWL and job satisfaction, which can either be positive or negative.

Employees: This refers to individuals who agree by part-time or full-time contract to perform specified services for another person (employer) or organisation in exchange for monetary benefit, in the form of wage and other allowances. In this study, employees refer to workers in federal universities in South East, Nigeria.

Excessive Workload: It means a situation whereby an employee is given a workload above the normal works that ought to be assigned to the employee. Such as excessive number of

courses assigned to a lecturer or volume of workload assigned to an office secretary that ought to have been assigned to other employees.

Federal Universities in Nigeria: These refer to the universities owned and managed by the federal government of Nigeria. For instance, University of Nigeria Nsukka, Nnamdi Azikiwe University Awka, Michael Okpara University of Agriculture, Umudike etc.

Job Resources: These refer to the socio-psychological and physical factors that influence employees' job performance and personal growth in the workplace.

Job Satisfaction: This refers to the degree of comfort, happiness or feelings of excitement, fulfilment or enjoyment that are associated with performing a job. It entails a measure of employees' contentedness or perception of how well their jobs satisfy those things that they consider important in their daily lives.

Perception: This refers to an individual's or group of individuals' view or feelings towards particular events, phenomenon or situations.

Performance: This is the level of efficiency observable through the nature of service delivery pattern, viability of an employee's service delivery and the ability of an employee to satisfy the employers' assigned roles.

Productivity: This refers to the quality of being productive or the effectiveness of an individual's productive effort. This is often measured in terms of an individual's level of output, time spent in a given task, the speed and accuracy of accomplishing a given task and the general manner by which given tasks are performed.

Quality of Work Life (QWL): This means the strength or the potency of the social relationships, working conditions, teamwork, or task routines in the job environment. It includes all the prevailing conditions in the work place such as the nature of social relationships, teamwork, cooperation, and decision-making or the general procedures or routines in achieving organisational tasks, etc.

Work Life: This relates to the amount of time an employee spends in the job process compared with the amount of time he or she spends on other personal activities such as family and leisure.

Working Conditions: These refer to the prevailing conditions under which employees perform their job specifications. These include hours of performing job, reward systems, how much support and training they get in discharging their duties, availability of conducive offices and nature of working equipment etc.

CHAPTER TWO: LITERATURE REVIEW

2.1   Conceptual Issues/Review of Theoretical Literature

2.1.1   Concept of Quality of Work Life (QWL)

QWL is a multi-dimensional concept that may not be practically integrated in one research. In fact, a good attempt was made by Khetavath (2015) in identifying seventy-seven (77) dimensions of QWL. On the other hand, quite a good number of scholars have conceptualized QWL in their various capacities. Each scholar has his or her opinion on the dimensions that constitute QWL in the work environment. However, a few relevant conceptualizations are reviewed here considering the fact that all of them cannot be reviewed in one research. Consequently, Roodpishi, Naserani, Hashemi, Choolabi, Chafi, Khah and Ranjbar (2013) conceptualized QWL as personnel image and perception of physical and psychosocial utility of their work environment. It is with this view that Brooks (2001) deposited that QWL has two goals: refining the quality of the work experience of employees and concurrently improving the general productivity of the organisation. To Fapohunda (2013), QWL embraces the extent to which members of a work organisation are able to fulfill human resource needs through their experiences in the organisation.

Davis (1983), defined QWL as the quality of the association between employees and the entire working environment, with human dimensions adduced to the usual technical and monetary considerations. In the same manner, Nadler and Lawler (1983) were of the opinion that QWL is a way of thinking about people, work and organisations. Thus, it is not only about how people can do their work better but also about how the work can motivate them to do better. In essence, QWL also involves betterment of the work, how the management thinks about its people and how the people think about the organisation.

According to Carayon (1997), QWL is a intricate interaction of work methodical elements including individual assignment, organisational factors, environment, tools and technology. On the other hand, Duyan, Aytac, Akyýldýz and Van-Laar (2013) emphasized the importance of human considerations linking QWL to employees' mental, physical, psychological and spiritual needs. Also, Newstrom and Davis (1986) referred to QWL as the level to which employees are able to fulfill their essential personal needs through work. For Lau, Wong, Chan and Law (2001), QWL is best described as the positive working environment that maintains and stimulates satisfaction by providing employees with rewards, job security and career development opportunities. Al-Muftah and Lafi (2011) corroborated by asserting that QWL is the combination of physical, psychological, and social factors that influence employee' satisfaction.

Heskett, Sasser and Schlesinger (1997) described QWL as the perception that employees attach towards their works, colleagues and organisations, which influence the organisations' growth and profitability. Mirvis and Lawler (1984) emphasized that QWL was linked with satisfaction with wages, hours and working conditions. The authors described the basic essentials of a good QWL as safe work atmosphere, reasonable wages, equivalent employment opportunities and prospects for advancement. Robins (1989) suggested that QWL is a condition by which an organisation responds to its employees' needs by devising mechanisms that allow them to participate fully in making the decisions that affect their work lives.

To Hatam, Lotfi, Kavosi and Tavakoli (2014), QWL is the capacity of employees to satisfy their individual wants through interactions they learn in the organisation. In addition, QWL is a benchmark for the organisational skills improvement that offers triple factors of satisfaction and motivation, responsibility, and commitment to work (BazazJazayeri & Pardakhtchi, 2007). In fact, it was the view of Dockel, Basson and Coetzee (2006) that QWL comprises

any improvement in organisational culture that supports the advancement and development of persons in the organisation.

It is worthy of note that the above definitions are not exhaustive of the numerous scholarly contributions on the concept of QWL. However, it can be deduced from the above conceptualisations that QWL is a broad multidimensional concept, encompassing different approaches and models reflecting a huge number of inter-related organisational and human dimensions. In this view, the concept of QWL rotates around the wellbeing of employees and its dimensions in general are aimed at facilitating employees' satisfaction with physical and psychological features related to work and daily life, with the view to improving organisational efficiency and productivity.

2.1.2 Dimensions of QWL

Ever since the concept of QWL was introduced in 1972 (Teryima, Faajir & John, 2016), different authors have tried to explore dimensions that are used to explain the concept of QWL. Due to the multiplicity of the dimensions, some of the ideas are presented in table 1.

Table 1: Dimensions of QWL

S/N	Author/Date	Dimension proposed
1.	koppelman et al (2006)	Organisational familial support, emotional commitment, weekly intensive work, flexibility in the work place, social and informational supports, flexibility and supporting all responsibilities.
2.	Walton (1975)	Fair and adequate payment, safe and healthy working conditions, developing human capabilities, continuous promotion and security, being important in society, labour lawfulness, labour's social fit, meaningful and challenging work.
3.	David et al (2001)	Co-worker and supervisor support, teamwork and communication, job demands and decision authority, patient and resident care, characteristics of the organisation, compensation and benefits, staff training and development as well as overall impressions of the organisation.
4.	Hackman and Oldham (1980)	Working conditions, employee job satisfaction, employees' behavioural aspects, and employees' financial and non-financial benefits, growth and development, and supervision.

Table 1 (Continued)

5.	Taylor (1978)	Wage, hours and working conditions, fairness and equity, individual power, self-development, employee participation in the management, social support, use of one's present skills, a meaningful future at work, social relevance of the work or product, effect on extra work activities.
6.	Jahanbani et al. (2018)	Adequate and fair payment, safe and healthy environment, continuous growth, social cohesion, life space, rule of law, social relevance.
7.	Ellis and Pompli (2002)	poor working environments, resident aggression, workload, inability to deliver preferred quality of care, work-family balance, shift work, involvement in decision making, recognition, relationships with supervisor/peers, and opportunity to learn new skills
8.	Argentero, Miglioretti and Angilletta (2007)	Professional relationship, work organisation, taking Care, professional ability and professional growth.
9.	Lokanadha and Mohan (2010)	Health and wellbeing, job security, job satisfaction, competence development and the balance between work and non-work life.
10.	Swapna and Gomathi (2013)	Job and career satisfaction, working condition, general well-being, home-work interface/work-life-balance, career prospects and compensation and training and development.

Source: Researcher's Compilation, 2019.

Despite divergent views, basic conceptualisation of QWL categories may be listed as follows:

Total Area of Life: This covers both work-related and non-work - related life areas, since both work-related and non-work - related life affect each other (Bartolome & LeeEvans, 2001; Travis, 1995).

Safe and Healthy Work Conditions: Workplace physical and health problems play a major role in increasing QWL. Temperature, light, colours, cleanliness and overall safety of the workplace are all considered to be factors affecting employees (Başar, 1998; Fletcher, 1983; Hathaway, 1995; Johnson, 2001; Ling, Chik, & Pang, 2006; Uludağ & Odacı, 2002; White, 1990).

Improving the Working Capacity: Employees desires their knowledge, skills, and experiences to be appreciated and constantly improved (Bodek, 2003). This factor thus,

encourages employees to work willingly as long as they are treasured and valued (Eren, 1993).

Social Integration: Some of the elements that influence QWL include: teamwork among employees, morale, trust, a sense of belonging, and relationships with upper management and colleagues. Hence, it is imperative that employees cooperate, build trust among them, and communicate continuously in order to increase workability (Simon, Smithburg & Thomson, 1980).

Democratic Environment: This refers to a work atmosphere that allows employees' active participation in administration. An employee who participates in the management and decision making process is more likely to use his/her powers to solve organisational problems, identify with the organisation, and integrate more strongly into the organisation because the separation between the administrator and the administered is less (Kepenekçi, 2003).

Fair and Appropriate Compensation: Employees' financial safety and life-long securities such as rest, retirement, health, holidays, and unemployment coverage fall among the QWL benefits (Cummings, 1977; O'Toole, 1974). From time immemorial, employees have clamoured for reasonable and suitable compensation in their work life and this was only for pecuniary benefits. However, in recent time, promotion, rewards, working period, health plans, retirement, and many other things have been taken into consideration (Kaynak, 1990; Palmer & Winters, 1993).

2.1.3   Concept of Job Satisfaction

Job satisfaction as a human management concept has appeared in many academic literature and have been conceptualised differently by various scholars. Some conceptualisations, which capture the interest of this study, are however reviewed in this section. Accordingly, Darabi, Mehdizadeh, Arefi and Ghasemi (2013) opined that job satisfaction is the level of

positive feelings and attitudes that people have towards their jobs. To these authors, when a person states his or her great satisfaction, it means he really likes his job, and has a good perception about the job. Thus, job satisfaction is the product of employee's perceptions, that provides job content and context of what is valuable to employees.

Job satisfaction was described by Locke (1976), as a "pleasant or positive emotional state resulting from the assessment of one's job or job experiences". It is the collection of feelings that an individual grasps in the direction of his or her job (Robins, 2005). Panchal and Yajurvedi (2018) noted that when there is satisfaction in job, work is done with great caution and sincerity. Job satisfaction, thus stimulates happiness, efficiency and success in one's professional activity. A satisfied employee is characterised by a spirit of dedication and determination for the fulfilment of the set objective.

Pector (1997) described job satisfaction as a universal feeling about job or as a related collection of attitudes about numerous aspects of the job. Also, Akhtar, Hashmi and Naqvi (2010) defined job satisfaction as an effective or emotional response towards several facts of one's job. It is basically an outcome of satisfaction resulting from various factors such as relationship with peers at work, supervisors, or family members etc.

In the Cornell Integrative Model (CIM), job satisfaction is viewed as a function of steadiness between what individual (employee) puts in to job role (e.g. training, experience, time and effort), and role outcomes, that is what is received (e.g. pay, status). This assumes that there is a connection between input invested and output received. However, this conceptualisation neglects the role of organisational working environment in enhancing the role performance of the employee.

Jafar, Kavousian, Beigy, Emami and Hadavizadeh (2010) identified five major aspects of job satisfaction such as satisfaction from job, satisfaction from supervisor, satisfaction from

colleagues, satisfaction from salary and satisfaction from promotion. In addition, other researchers have shown that academic staff derive satisfaction from factors such as developing warm and personal relationship with students, the intellectual challenge of teaching and autonomy (Amazt & Idris, 2011), while dissatisfaction is associated with workload, poor pay and low recognition etc.

Based on the above conceptualisation, it is therefore, deduced that job satisfaction is one of the key variables that influence organisational success, and it is necessary to pay a close attention to it in order to avoid negative impacts on organisational performance. Job satisfaction is subjective by various work life factors such as the nature of work, wages, pressure, working conditions, coworkers, supervisors, working hours etc. Given that all these are dimension of QWL, the attention of this study is focused on the influence of QWL on employees' job satisfaction.

2.1.4 Concept of Perceived Organisational Support

Perceived Organisational Support (POS) reflects the degree of employees' perception that their work organisation values their contributions and cares about their well-being (Eisenberger, 1986). POS is significant to increasing the employees` affective attachment to the organisation and their expectations that greater efforts towards meeting organisational goals will be rewarded. As an important concept in organisational theory, POS has been acknowledged to be positively related to job satisfaction, job performance, organisational justice, affective commitment and job satisfaction (Guan, Sun, Hou, Zhao, Lau & Fan, 2014). Perceived organisational support implies the extent to which the organisation values employees' contributions and cares about them (Allen, Armstrong, Reid & Reimenschneider, 2008).

Rhoades and Eisenberger (2002) also added that POS is considered as an guarantee that the organisation will provide financial and emotional support to employees when needed to face the challenges obtainable on their job. In this view, the authors argued that employees associate their favourable or unfavourable treatment by supervisors (the representatives of the organisation), as an predictor that the organisation either favours or disfavours them. Hence, POS is one of the dimensions of QWL, which is hypothesised in this study to have a significant influence on University employees' job satisfaction.

2.1.5 Concept of Working Conditions

Working conditions refer to the circumstances in which an individual employee or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the likes (Alzalabani, 2017). Positive working conditions reflect a work environment that promotes the efficient performance of job tasks by employees such as proper modes of recruitment and promotion, availability of good office space and equipment, quality internal customer support services, clear formulation and administration of contracts, safety at the workplace, support from supervisors and management, and opportunities for self-development and career advancement (Bigirimana, Sibanda & Masengu, 2016). On the other hand, negative working conditions like physically dangerous environment, inadequate space utilization, poor lighting, unsupportive boss, ineffective workplace technology, inefficient workplace processes, lack of workplace flexibility and uncomfortable working conditions reflect any condition of work that are contrary to the above.

According to the International Labour Organisation (ILO), working conditions cover a broad range of subjects and issues, from working time (hours of work, rest periods, and work schedules) to payment, as well as the physical conditions like lighting, noise, temperature, air

quality, furniture and mental demands that exist in the workplace. Corroborating this conceptualisation, Eurofound (2011) used the following definition of working conditions:

> Working conditions refer to the working environment and aspects of an employee's terms and conditions of employment. This covers such matters as: the organisation of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance (Pg.8).

However, to make the concept of working conditions more manageable, it is usually broken down into two categories, which seem to be pretty much agreed upon in the literature (Arnold & Randall, 2010; Bambra 2011; Schnall, Dobson & Rosskam, 2009) viz: the physical work environment and the psychosocial work environment. Accordingly, the physical work environment is the least ambiguous of these concepts, as it refers to the material, objective surroundings that the employee is exposed to in the workplace. The psychosocial environment can loosely be defined as non-material psychological and social processes occurring at the workplace, or as a result of exposure there, such as stress arising from work load or unconducive working office (Bambra, 2011). From the understanding of the researcher, psycho-social condition of the work is the nature of work situation under which the employees operate, which has the capabilities to influence their mental, as well as social wellbeing positively or negatively.

Based on the foregoing, working conditions are deduced as the nature or conditions of the physical working environment such as equipment, machineries, tools, offices, laboratory equipment, stationeries etc., which employees use in their daily work performance. It also connotes other aspects of the work conditions that result to psychological imbalance on the employees such as excessive workloads, long working hours without commensurate payment, working under ill health, or under stress.

2.1.6 Concept of Job Resources

According to Demerouti, Bakker, Nachreiner and Schaufeli (2001), job resources relate to those physical, social, or organisational aspects of the job that may do any of the following:

(a) be useful in achieving work goals; (b) lessen job demands and the associated physiological and psychological costs; (c) encourage personal growth and development. Examples of job resources are feedback, job control, and social support. Kahn (1990) also referred to job resources as the features of work situations that shape the level to which people use and express themselves physically, cognitively and passionately during role performance.

2.1.7 Relationship between Quality of Work life and Employees' Job Satisfaction

Lee, Singhapakdi, Sirgy, (2008) asserted that generally the QWL has a positive effect on job satisfaction, organisational commitment and team mode. In the same view, Bakotic and Babic (2013) submitted that employees working under stringent working conditions are often more frustrated with their jobs. Thus, to improve satisfaction of employees working under stringent working conditions, it is essential for the organization to improve the overall working conditions. This will make them become equally satisfied with those who work under normal working condition and in return, overall performance will grow.

Baah and Amoako (2011) argued that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and development) help employees to discover their worth with regards to value accorded to them by the organisation. Furthermore, this can improve motivational level of employees, which ultimately stimulate inner happiness of employees and invariably lead to satisfaction.

Dana and Griffin (2016) believed that QWL is comparable to a pyramid for which its concepts contain life satisfaction at the top, job satisfaction in the middle, and satisfaction with other aspects of work such as the satisfaction with wages, colleagues, and supervisors in the bottom. Lau (2000) also equated the performance of companies known to have a high QWL and argued that QWL had a significant influence on the employees' job satisfaction.

Meyer and Allen (1991) also argued that employees anticipate an organisation that provides them with positive work experiences since they highly value these experiences and expect them to continue. Moreover, they are likely to contribute to organisational effectiveness by maintaining equity in their relationship with the organisation when they perceive the QWL to be favourable. The authors argued that a positive QWL enables employees who perform at a high level of proficiency to develop a more positive attitude (affective commitment) toward the organisation and such an attitude may ensure the continuation of a high level of performance in the future. Additionally, employees who perceive that their organisation cares and values them would develop stronger affective commitment to their organisation. In essence, QWL in terms of organisational support enhances job satisfaction of employees and consequently their productivity in the organisation. Based on the reviews above, a conceptual framework for this study is presented in figure 1.
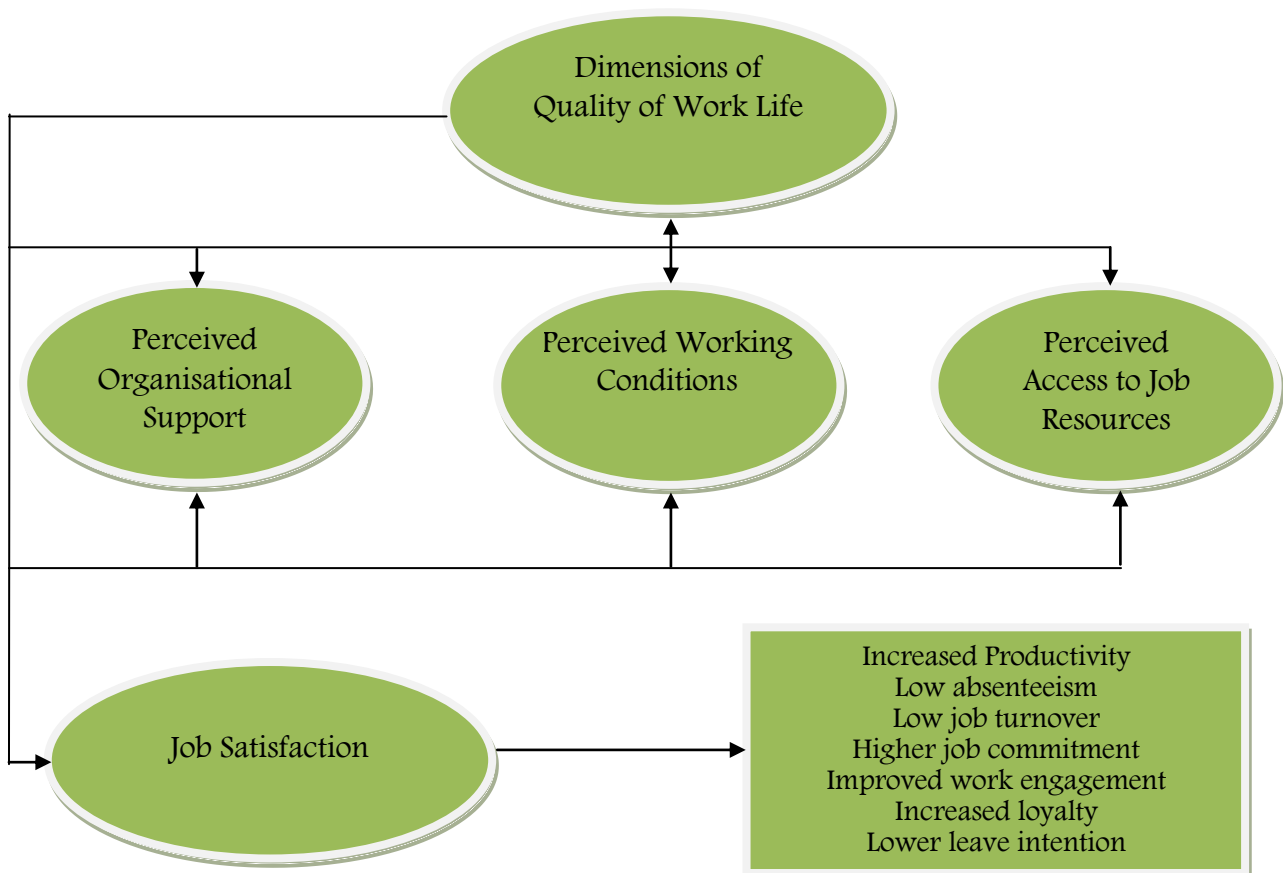
Fig. 1: **Conceptual Framework for the Study**

2.2   Review of Empirical Literature

Different scholars have researched on aspects of this topic, but in different study areas

2.2.1   Perception of Quality of Work Life

Alzalabani (2017) conducted a survey on the perception of QWL and job satisfaction among employees in public and private sector industries situated in the Yanbu Industrial City, Saudi Arabia. The cross-sectional survey design was adopted for the study with a sample of 390 respondents who were administered with the questionnaire. Data collected in the study were analysed using descriptive statistics and correlation matrix. Findings of the study with respect to the perception of QWL indicated that the level of QWL of the study population was high. The majority of employees had adequate confidence regarding their skills, their job characteristics, opportunity to participate in decision making and relationships. However, the study also found that some of the respondents complained about their wage levels. This study was conducted in Asia, which is a different continent from the present study area. Thus, the findings made in this present study may serve as a foundation for making comparison about QWL in the two socio-geographical settings.

A descriptive survey was also conducted by Mamedu and Ahiakwo (2016) to examine the QWL of University academic staff and to relate this understanding to their performance towards University Goal Attainment (UGA) in the South-South geo-political zone of Nigeria. The stratified and purposive sampling techniques were adopted to select 1681 academic staff in four universities in the area. A self-developed questionnaire was used in the collection of data and the data collected was analysed using descriptive statistics, while the Pearson Product Moment Correlation Coefficient and t-test were used to test the study hypotheses. Findings of the study indicated that there was a satisfactory QWL for the academic staff. Although this study was conducted in the South-South zone of Nigeria, the findings are very relevant to this present study because the study was conducted among academic staff in the

Nigerian Universities, which is also a focus of this present study. Thus, there is a likelihood that similar results may be obtained within the context of Southeastern Nigeria.

In Iran, Nekouei, Othman, Masud and Ahmad (2014) examined the effects of QWL on job satisfaction of employees in government organisations. One of the specific objectives of the study was to determine the perceived level of QWL among employees in the government organisations. A stratified random sampling technique was used in selecting 485 respondents for the study. A structured questionnaire measuring QWL and job satisfaction was used to collect data for the study. Data collected were analysed using descriptive statistics and the hypotheses were tested using multivariate technique of Structural Equation Modelling (SEM). Findings of this study with regards to the level of QWL indicated that a majority of the respondents (84%) had a moderate level of QWL, 13.7% of them had high QWL while only 2.3% perceived that their QWL was low. This study was conducted in Iran which is a different socio-geographical area from the present study. Thus, there is a probability that different findings may be obtained in this present study.

Another survey was conducted in Nigeria by Fapohunda (2013) on the perceptions and experience of QWL using fifteen indicators of QWL among 300 employees in four establishments in Lagos state. Questionnaire was used to collect data for the study. Data analyses were performed using descriptive statistics. The result of the study indicated that most of the employees surveyed did not give highly positive ratings to the QWL indicators used in the study. This implies that the respondents perceived the QWL in their various establishments as poor. Although, this study was conducted in Lagos state which is in the southern part of Nigeria, similar findings may also be found in the Southeastern part of Nigeria since the two areas have similar socio-political and institutional arrangements.

In a descriptive cross-sectional survey conducted by Amalki, FitzGerald and Clark (2012), 508 respondents were conveniently sampled and administered with the questionnaire, to assess the QWL among Primary Health Care nurses in the Jazan region, Saudi Arabia. Data analysis consisted of descriptive statistics, t-test and one way-analysis of variance. Findings revealed that the respondents were dissatisfied with their QWL. Factors that were associated with dissatisfaction included: unsuitable working hours, lack of facilities for nurses, inability to balance work with family needs, inadequacy of vacations time for nurses and their families, poor staffing, management and supervision practices, lack of professional development opportunities, and an inappropriate working environment in terms of the level of security, patient care supplies and equipment, and recreation facilities (break-area). Although this study was conducted in a different social context from this present study, the conditions that were found as related to poor QWL in this study are still present in the present study's area. Hence, there is a probability that the same result may be found in this present study.

2.2.2 Level of Job Satisfaction among Employees

In lndia, Panchal and Yajurvedi (2018) investigated job satisfaction among teachers working in government and private schools in Noida region. A sample of 100 teachers was selected from government and private schools through random sampling technique. Structured questionnaire measuring colleague's relationship, work condition, salary, rewards, growth opportunities and recognition was administered to the respondents. The obtained data were analysed using Independent sample t-test to analyse the job satisfaction level among teachers of Government and Private school teachers. The analysis revealed that each of these aspects played a role in job satisfaction. The major finding however indicated that the degree of job satisfaction was not high and the reason lies in insufficient pay. However, private school teachers were more satisfied than government school teachers despite the poor pay package,

but due to congenial working atmosphere in the private schools. This indicates that job satisfaction is not only related to the financial reward but other aspects of work environment.

Bello, Ogundipe and Eze (2017) used of 240 respondents to conduct a comparative study of job satisfaction among academic staff in public (University of Ilorin) and private (Landmark University) Universities in Nigerian tertiary institutions. The survey design was adopted in the study using the stratified simple random sampling technique in the selection of 240 respondents. Questionnaires were used as the instrument for data collection. The Independent T-test statistic was performed with Statistical Package for Social Sciences (SPSS) software in the analysis of the data. Findings of the study with regards to job satisfaction among employees indicate that a significant difference in job satisfaction exists between academic staff in private and public universities in Nigeria. Additional findings indicated that while academic staff in private universities have better working conditions, academic staff in public universities have better payment package. Thus, the level of job satisfaction varied according to the expectations of the employees. An important thing to deduce from the findings of this study is that academic employees in the Nigerian Universities may experience better job conditions – leading to higher job satisfaction than the non-academic employees. However, this may also not be so when examined critically within the context of Federal Universities within the Southeast Nigeria. Thus, the findings of this study Bello et al. are relevant to this present study because it serves as a yardstick to clear these arguments.

Anitha (2011) conducted a survey on the topic "job satisfaction of paper mill employees with special reference to Udumalpet and Palani Taluks", using a randomly selected sample of 250 respondents who were administered with the structured questionnaire. Data for the study were analysed using descriptive statistics and Chi-Square inferential statistics. It was found that employees' satisfaction was comparatively high for grievance-handling procedure (52 %) followed by working conditions and accident compensation (44% each), rewards (47%) and

welfare facilities (31%). The study concluded that employees would be more satisfied if they get what they expected and job satisfaction relates highly to inner feelings of workers.

Studies about the level of job satisfaction within the Nigerian context have been relatively scarce. Hence, the need to examine the level of employees' job satisfaction in this present study.

2.2.3   Perceived Organisational Support and Job Satisfaction

A cross-sectional survey was conducted by Pan, Shen, Liu, Yang and Wang (2015) on the factors associated with job satisfaction among University teachers in North-eastern region of China. The study involved 1500 University teachers who were randomly selected. The job satisfaction scale Minnesota Satisfaction Questionnaire (MSQ), Perceived Organisational Support (POS), and questionnaires measuring other factors were administered to the respondents. Hierarchical linear regression analyses were performed to explore the related factors. Findings of the study revealed among other things that perceived organisational support showed the strongest association with job satisfaction among University teachers.

In another survey, Guan, Sun, Hou, Zhao, Luan and Fan (2014) used a sample of 700 faculty members who were randomly sampled to investigate the relationship between perceived Organisational Support (POS) and Job Performance (JP) at Chinese University. Questionnaires measuring perceived organisational support and job performance were used to collect data for the study. The data were analysed using the combination of hierarchical multiple regression and Chi-square goodness of fit. Findings of the study indicated that there was a significant relationship between POS and JP and this relationship was mediated by job satisfaction (JS), positive affectivity (PA), and affective commitment (AC).

Colakoglu, Culha and Atay (2010) conducted a survey on the effects of perceived organisational support on employees' affective outcome, within the mediating role of job

satisfaction among hotel employees in Bodrum, Turkey. Questionnaires were distributed to 300 hotel employees through the human resources manager of the selected hotel. At the end of data collection, validity and reliability of the scales were analysed. An exploratory and confirmatory factor analysis was performed in the study to ascertain validity. In order to provide unidimensionality of the scale, a separate exploratory factor analysis was conducted on each dimension obtained from the results of the initial exploratory factor analysis. In order to test the hypotheses, multivariate data analysis was performed. The findings indicated that perceived organisational support had a significant positive effect on job satisfaction, affective, normative and continuous commitment. Job satisfaction had a significant positive effect on affective, normative and continuous commitment as well.

2.2.4   Working Conditions and Job Satisfaction

Thulta and Oiye (2018) examined the relationship between compensation, working conditions and employee satisfaction in Kilifi export processing zone, Kenya. The study employed the descriptive research design with a sample of 45 respondents. The primary data was collected through questionnaires administered to the employees of the firms categorized as manufacturing, commercial and service. The data collected were analysed using descriptive statistics. With regards to working conditions, the study found that a significant relationship exists between working condition and job satisfaction among employees.

Igbe, Okpa and Aniah (2017) examined the relationship between working conditions and deviant behaviours of employees in the University of Calabar, Cross River State. The key dimensions of working conditions examined are payment of allowances and workers' safety in relation with deviant behaviours, where deviant behaviours were indicators of dissatisfaction. The survey research design was adopted, using 361 respondents who were purposefully selected from 12 departments in the University of Calabar. Data for the study were generated through questionnaire administration and the data generated were analysed

using descriptive statistics; whereas, the study hypotheses were tested using Linear Regression and Pearson Product Moment Correlation. Findings of the study indicated that both non-payment of allowances and poor workers' safety were existent in the University of Calabar and the two dimensions of working conditions examined were statistically associated with deviant behaviours among employees in the University. The findings of this study are also relevant to the present study because the two dimensions examined in the study are also part of the dimensions examined in this present study. Thus, there is a likelihood that similar results can be achieved in this present study.

Osaat and Ekechukwu (2017) conducted a study on the topic "managing workload of academic staff for job effectiveness in Nigerian Universities" in the University of Port Harcourt, Rivers state, Nigeria. The stratified random sampling technique was used in selecting the study sample of 80 lecturers of different departments who responded to the researchers' structured questionnaire tagged 'Management of Work Load among Universities Lecturers Questionnaire' (MAWLULQ). Mean scores and standard deviation were used to answer the research questions. The findings of the study showed that workloads were very high on lecturers and this had a significant influence on their performance. The findings of this study are related to this present study because high workload which is a focus in this study is an indicator of poor working conditions which this present study aims to study; also, performance which is a dependent variable in this study is equally an indication of job satisfaction which this present study is interested in.

In one study, Geethika and Chandrika (2015) used 70 conveniently sampled operational level employees in selected manufacturing companies in Sri Lanka, to examine the impact of physical working conditions on employees' job satisfaction. Data for the study were collected through the use of structured questionnaire. The data analysis was performed using the

univariate and bivariate analyses. Findings that emerged in the study indicated that there was neither positive nor negative relationship between working conditions and the job satisfaction of operational level employees in the study organisations.

Rizwan and Jamil (2014) examined the effects of job stress, working conditions and job autonomy on employee satisfaction among industrial sector and private banking employees in Punjab, Pakistan. The stratified sampling technique was used to select a sample of 180 administrative, accounts and finance employees. Questionnaires were administered to the respondents to collect the data needed for the study and regression analysis was performed to test the study hypotheses. With regards to working conditions, it was revealed in the study that good working conditions have positive impact on employees' job satisfaction. The authors specifically found that if the company is able to develop the desired facilities for their employees, then they have much likelihood to be satisfied with their job and produce the needed efficiency in the workplace.

Bakotic and Babic (2013) examined the relationship between working conditions and job satisfaction in a Croatian shipbuilding company. The study made use of a sample of 60 workers that were selected through the systematic random sampling technique. The research instrument was the questionnaire which was analysed using descriptive statistics and Independent sample t-test. The research results showed that there was no statistically significant difference in overall job satisfaction between workers who worked under difficult working conditions (at the facility) and those who worked in normal working conditions (in the administration). Also, the study found that workers who worked in normal working conditions were more satisfied with working conditions than workers who work under difficult working conditions. These findings therefore imply that working conditions significantly influences job satisfaction among employees.

2.2.5   Perceived Access to Job Resources and Job Satisfaction

A study was conducted by Alzyoud, Otman and Isa (2015) on the role of job resources on work engagement in the University of Jordan. The study was conducted among 532 academicians who worked for four public Universities in the southern and northern region of Jordan. Questionnaire was used in the data collection for the study. Data analysis was performed using descriptive statistics and regression analysis. A major finding of the study indicates that employees are more likely to engage with their work if they are given the autonomy, social support and performance feedback. This study is very relevant to the present study because work engagement is an indicator of job satisfaction. If employees can be more engaged in work due to available job resources, it also implies that they may actually be satisfied with their work life.

Egomo, Enyi and Tah (2012) assessed the availability and degree of utilisation of ICT tools for effective instructional delivery in tertiary institutions in Cross River state. The study participants comprised 300 lecturers selected through simple random sampling technique. A questionnaire was used to collect data for the study. The data collected were analysed using descriptive statistics. The result of the study revealed that availability and utilisation of ICT tools for effective instructional delivery is significantly low. ICT tools are part of the important resources needed to deliver jobs effectively in the University. If such facilities could be lacking in tertiary institutions within Cross Rivers state, which is an oil-producing region in Nigeria, with higher financial allocations, it will not be an overstatement to hypothesise that Universities within the Southeast Nigeria may also be lacking in terms of ICT tools.

In another survey, Bakker and Bal (2010) examined teachers' weekly job resources as a correlate of weekly work engagement and performance among 54 Dutch teachers. The data

were gathered using questionnaires. Data collected were analysed with the multi-level analysis using the hierarchical linear regression model. The study revealed that weak levels of autonomy, exchange with the supervisor, and opportunities for development (but not social support) were positively related to weekly engagement, which, in turn, was positively related to weekly job performance. Although this study did not specifically measure job satisfaction as a dependent variable, work engagement and performance are indicators of job satisfaction. Since this study found positive significant relationship between job resources and work engagement, same result may also be found among the respondents in this present study.

In another survey, Bruinhof (2016) used a sample of 197 teachers working in different Dutch elementary and secondary educational institutions, selected through the quota and snowball sampling techniques, to examine the relationship between job resources and work engagement and in-role performance in the Netherlands. The questionnaire was used to collected data for the study and the data collected were analysed using a regression analysis. Findings of the study indicated that pupil interaction and psychological capital were positively associated with work engagement and in-role performance. This finding is important to this present study because work engagement and in-role performance are indicators of job satisfaction which this present study tends to examine. Since a significant relationship was found between the independent and dependent variables used in Bruinhof (2016) study, there is a possibility of obtaining similar result in this present study.

2.2.6 Strategies to Improve Employees' Quality of Work Life to Enhance their Job Satisfaction

Rajasekar (2017) examined the QWL among executive level employees in shipping industry of Chennai district. One of the specific objectives of the study was to suggest measures for improving QWL in the study unit. A total of 285 executive managers were selected for the

study and were administered with the questionnaire. Data collected were analysed using descriptive statistics. Through the study findings, it was suggested that QWL can be improved in organisations through: improving supervisors' guidance, conducting regular or periodic meetings with the employees to discuss issues affecting their job performance; maintaining open communication in the organisation so as to allow the employees to be informed, asking questions and sharing information and inspiring the employees to share the vision of the organisation; and proper communication with the employees through appropriate channels about new policies of the organisation.

In another study, Teryima, Faakir and John (2016) used a sample of 342 respondents, selected through random sampling technique to examine employee QWL as a determinant of managerial effectiveness in business organisations in the Nigerian Breweries PLC, Lagos state, Nigeria. A 5-point Likert scale questionnaire measuring different dimensions of QWL was used in the data collection. Data collected were subjected to exploratory factor analysis to investigate whether the construct as described fits the factors from factor analysis. Kaiser-Meyer Oikin test (KMO)and Bartlett's test of Sphericity (BTS) were used in the factor analysis, while two hypotheses formulated in the study were tested using multiple regression analysis. Based on the findings of the study, it was recommended that adoption of QWL programmes such as enrichment, social – technical redesign of tasks/work self-managed teams, participation of employees in decision-making, employees empowerment approaches, fair compensations, better communication between management and labour and above all, adequate security for employees, would facilitate employees job satisfaction which would also enhance managerial effectiveness.

In another survey, Kannaiah and Sasikumar (2014) examined the quality of life of employees, with a sample of 200 employees of various Small Scale Industrial units in Tiruvannamalai

town in Tamil Nadu, India. One of the specific objectives of the study was to suggest appropriate measures to improve the QWL of employees. The list of industrial units was acquired from District Industrial Centre of these cities and units were chosen at random. The questionnaire was designed based on the attributes and variables of QWL reviews and questionnaire from previous studies. Based on the findings made in the study, it was suggested that rewarding employees for exceptional work they have done is critical to keep them motivated enough to continue to contribute their best and this could be done through using personal, creative and amusing forms of recognition to motivate employees. The researchers also suggest that organisations should focus on workers' welfare by providing them the basic necessities such as quality food, pollution-free environment and recreational activities that will keep them psychologically, emotionally and physically fit enough to work.

Darabi, Mehdizadeh, Arefi and Ghasemi (2013) examined the relationship between QWL and job satisfaction on school teachers in Kermanshah, Iran. The stratified proportional sampling technique was used in selecting 146 respondents who were administered with the questionnaire. Data gathered in the study were analysed using Spearman correlation analysis. After confirming that as QWL decreases, the job satisfaction of employees also decreases, it was suggested that organisations can improve the QWL of employees by using stimulating means such as improved salary, suitable working conditions, full appreciation of their work and giving them a sense of belonging and participation in every organisational activities, organising recreational programmes for employees and their families and giving them the necessary time to perform other family responsibilities.

2.3 Review of Relevant Theories

Theories provide blueprint for explaining the occurrence of social phenomena over time. A good number of theories have been developed and used in explaining QWL in relation to

employees' job satisfaction. However, the following theories/models were considered most relevant for this study as reviewed in this section: Hersberg's two-factor theory, organisational support theory, job characteristics model, Maslow's hierarchy of needs theory and social exchange theory.

2.3.1   Herzberg's Two-Factor Theory

This theory was propounded by Herzberg (1959). The focus of this theory is to highlight the link between the work environment and job motivation or satisfaction of the employees. In other words, Herzberg's theory is largely accountable for the practice of permitting people with greater responsibility for designing and regulating their work, as a means of growing motivation and satisfaction. Accordingly, Herzberg's two-factor theory assumes that job satisfaction comes from one set of job variables (called motivator needs or satisfiers) and job dissatisfaction from another set of variables (hygiene factors or dissatisfiers).

According to Herzberg, the motivating factors are the six 'job content' factors that include achievement, recognition, work itself, responsibility, advancement, and possibility of growth; while hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervisors, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security (Ruthankoon & Ogunlana, 2003).

Therefore, the basic premise of the two-factor theory is that if employers or managers are looking for improvement in the job performance of the employees, factors that affect job satisfaction need to be addressed. In other words, management of organisations must first identify and address things that make workers unhappy about the work environment. In view of this, Hersberg provided a blueprint of how employers can create conditions that would improve job satisfaction among employees. These include:

Providing opportunities for Achievement: An example of positive achievement might be if an employee finishes a task or project before the deadline and receives high appraisals on the result, the satisfaction that the employee feels would increase. However, if that same employee is unable to complete the project in time, or feels rushed and is unable to perfect the job well, the satisfaction level may decrease.

Recognition of workers' contributions: This according to Hersberg is about the management of organisations, recognizing the contributions made by the employees to the growth of the organisation. When the employees receive the encomiums they deserve for a job well done, their satisfaction will increase; and if the employees work is over looked or frequently criticized, it will have the contradictory effect.

Work Itself: To Hersberg, employee job satisfaction can be improved by creating working conditions that are gratifying and that match the skills and capabilities of the employee. This involves the employees' perception of whether the work is too difficult or challenging, too easy, boring or interesting.

Responsibility: This involves creating work conditions that provides opportunities for employees' freedom to make their own decisions/choices and execute their own thoughts. The more liberty to take on that responsibility, the more inclined the employees may be to work harder on the assignment and be more satisfied with the result.

Advancement: This is about creating conditions that offer the employees opportunity for promotions. An example of negative advancement would be if an employee did not receive an expected promotion or demotion.

Possibility of Growth: This motivation factor includes the chance one might have for advancement within the company. This could also include the opportunity to learn a new skill or trade. When the possibility/opportunity for growth is lacking or if the employee has reached the peak or glass ceiling, this could have a negative effect on the satisfaction the

employee feels with their job and position. Thus, creating opportunities for employees' personal growth within an organisation facilitates employees' job satisfaction (Ruthankoon, 2003).

Although Herzberg's theory has proved relevant in different organisational work contexts, there are some criticisms which argue that it applies least to people with largely unskilled jobs or those whose work are boring, repetitive, monotonous and limited in scope. The theory was also criticized for assuming a correlation between satisfaction and productivity while his research stressed satisfaction and overlooked productivity. Hackman and Oldham (1976) also criticized Herzberg's theory by suggesting that Herzberg's original formulation of the model may have been a methodological article. They further explained that the theory does not consider individual differences, rather predicting that all employees will react in an identical manner to changes in motivating-hygiene factors. Furthermore, Hackman and Oldham (1976) observed the concern that Herzberg's theory did not specify how motivation and hygiene factors are to be evaluated. In addition, some of the factors declared by Herzberg as hygiene factors are actually motivators in other researches. Thus, the results of Herzberg's theory can be different if the test is conducted in different industries.

2.3.2   Organisational Support Theory (OST)

This theory was developed by Eisenberger, Huntington, Hutchinson and Sowa (1986). The theory holds that in order to meet socio-emotional requirements and to measure the benefits of increased work effort, employees form a broad perception concerning the extent to which the organisation values their contributions and cares about their comfort. Such Perceived Organisational Support (POS) would increase employees' felt responsibility to help the organisation achieve its objectives, their affective commitment to the organisation, and their anticipation that improved performance would be rewarded (Eisenberger, Huntington, Hutchison & Sowa, 1986). Behavioural outcomes of POS would include increases in in-role

and extra-role performance and decreases in stress and withdrawal behaviours such as absenteeism and turnover.

According to organisational support theory, employees incline to assign human-like characteristics to organisation and thus inspiring the development of POS (Eisenberger et al., 1986). Managers acting on behalf of the organisations are often perceived as acting on organisation's intentions rather than their personal intentions (Levinson, 1965). This personification of the organisation is boosted by the organisation's legal, moral, and financial responsibility for the actions of its agents; by organisational policies, norms, and culture that provide continuity and prescribe role behaviours; and by the power the organisation's agents exert over individual employees. Equally, due to this personification of organisations, employees base their judgments of their perceived value to the organisation on how favourably the organisation treats them.

When the organisation gives resources to employees in a intentional manner rather than under circumstances beyond their control, employees will view such aid as being genuinely valued and respected by the organisation (Cotterell, Eisenberger, & Speicher, 1992). Based on this principle, POS will be more effectively enhanced if employees view organisational rewards and favourable job conditions such as pay, promotions, job enrichment, and influence over organisational policies as voluntary behaviours of organisations (Eisenberger et al., 1986). A summary of the tenet of this theory is that, in return for a high level of organisational support, employees show satisfaction by working harder to help their organisation reach its goals (Aselage & Eisenberger, 2003), because organisational support has a significant effect on job satisfaction and organisational commitment (Rhoades & Eisenberger, 2002; Riggle, Edmondson & Hansen, 2009).

One of the specific objectives of this study is to examine the association between perceived organisational support as a dimension of QWL, and job satisfaction among University employees. In this view, it was hypothesised that how the University employees in the Southeastern Nigeria perceive the support given to them by the University management, would determine the level of satisfaction they are likely to feel about their QWL. In other words, perceived organisational support may have a significant relationship with the job satisfaction of employees in Nigerian universities in Southeast, Nigeria.

This theory may be flawed because it analyses job satisfaction from a general-employee point of view. In other words, the theory fails to acknowledge that job satisfaction is subjective and relative to employees in their work environments. What an employee regards as organisational support that enhances his or her job satisfaction may be quite different from what other employees perceive as organisational support in relation to their job satisfaction.

2.3.3   Job Characteristics Model

Richard Hackman and Greg Oldham (1980) developed the job characteristics model. Their theory is based on the belief that certain job characteristics enhance psychological conditions, which result in motivation, performance and satisfaction. Additionally, Friday and Friday (2002) contend that the motivating potential for a job results in many positive job-related outcomes. According to Goris (2007), the model proposes that a combination of growth needs and motivators of the job being performed could produce acceptable levels of satisfaction. Satisfaction could be predicted for people in jobs with both high and low growth needs.

The job characteristics are variety of skill, task identity, task significance, autonomy and constructive feedback (Robbins, Odendaal & Roodt, 2003). The model identifies a match between the characteristics of the job itself and the individual's needs, and has been

extensively applied in work design initiatives. It also highlights variables of performance and satisfaction. Job enrichment interventions with proactive performance feedback sessions could result in increased performance and satisfaction levels. Figure 2 shows the framework for JCM.

Core Job Characteristics ⟶ **Critical Psychological States** ⟶ **Outcomes**

Skill Variety

Task Identity

Task Significance

⟶ Experienced Meaningfulness of Work

High Internal Work Motivation

Autonomy ⟶ Experienced Responsibility for the Outcomes of the work

High Quality Work Performance

Feedback from the job ⟶ Knowledge of Actual Results of Work Activities

High Satisfaction with work

Moderators
Employee' Growth Need Strength (GNS)

Fig. 2: Job Characteristics Model (Adapted from Rastogi & Garg, 2005).

According to this model, the five main job characteristics are known to influence critical psychological states which, in turn, enhance levels of job satisfaction. These five job characteristics are known to influence critical psychological states which in turn, enhance employees' level of satisfaction. These job characteristics include:

- Skill variety which refers to the degree to which an employee is required to utilise various skills and abilities in order to accomplish a multi task. Skill variety may also reduce monotony by creating a more challenging environment for the employee.

- Task identity refers to the extent to which a job has a predefined description of its start and finish, with a measurable outcome.

- Task significance refers to the importance of a specific task. If a task is seen to be significant by an employee, it will have a positive effect on the outcome of the task. The task also holds significance within the organisation and in a broader context, the individual's social networking environment (Garg & Rastogi, 2005).

- Autonomy is viewed as the level to which a job offers independence. It also identifies the amount of freedom and control that is afforded to an employee to accomplish objectives, make decisions and organise working schedules.

- Constructive feedback refers to the relaying of discrete information about an employee's job performance.

In the University environment, employees desire job characteristics that are positive to enhance their job performance. It goes therefore to say that, how the University employees perceive the job characteristics as being able to promote their workability or mare their job performance, has a significant influence on their job satisfaction.

This theory may be criticized because it treats job characteristics as objectively existing in workplaces. However, critics have argued that these job characteristics are really employees' subjective perception of the task characteristics. Thus, the model ignores the role played by the subjective perception of individual employees. The theory also neglected other aspects of job characteristics that are important in explaining employee job satisfaction such as pay, security, safety, social status and so on.

2.3.4   Maslow's Hierarchy of Needs Theory

This theory was developed by Abraham Maslow (1908 -1970). It is one of the best-known theories of motivation, which has been applied in different human management contexts due

to its ease of understanding and relevance in addressing specific issues in human management especially within the work environment. Maslow hypothesized that a hierarchy of needs exists within every individual. Such needs are prioritized and categorized into five levels in ascending hierarchical order as shown in figure 3.
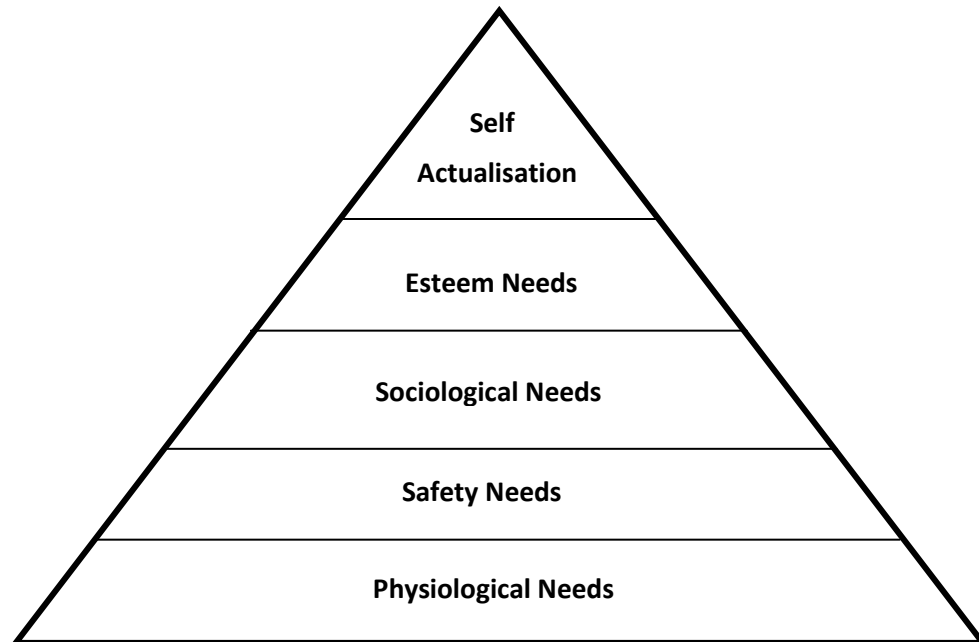
Fig.3: Maslow's Hierarchy of Needs

Elaborating further, the physiological needs include: food, water, oxygen, shelter, sleep etc; the safety needs includes the need for a generally ordered existence in a stable environment which is relatively free of threats, to the safety of the person's existence; sociological needs include the need for affectionate relations with other individuals and the need for one to have a recognised place as a group member - the need to be accepted by one's peers; esteem needs include the need of a stable, firmly based self-evaluation the need for self-respect, self-esteem and to command respect from significant others; and self-actualisation needs include the need for self-fulfilment, to achieve one's full capacity in life endeavours. Marta, Singhapakdi, Lee, Sirgy and Koonmee (2013) and Narehan, Hairunnisa, Razak and Lapok (2014) discussed the similarity between QWL and Maslow's hierarchy of needs and stated that QWL has two levels of needs. The lower level contains health/safety needs and economic needs, while the

higher level is comprised of social, self-actualization and knowledge needs. These classifications and how they relate to the job needs of the employees is shown in figure 4.
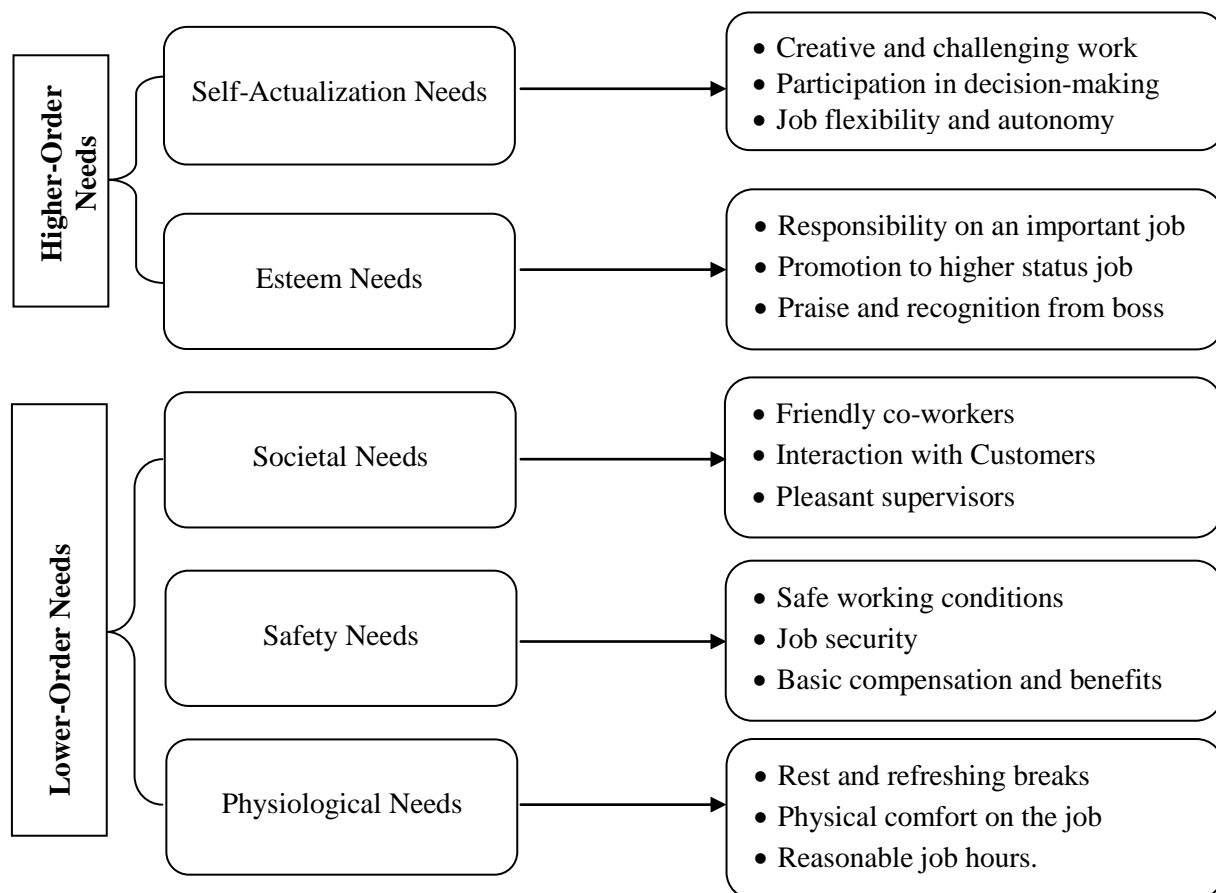
Fig. 4: Classification of Order in Maslow's Hierarchy of Needs Theory.

Relating this theory to the relationship between QWL and job satisfaction at workplace, it then goes to deduce that, positive QWL reflects the existence of mechanisms that would enable employees to satisfy their relative hierarchy of needs in the work experience. Thus, if the work place environment provides an atmosphere for employees to satisfy their needs and expectations from work, they will be at the peak of employer loyalty and will retain with the organisation for longer time spans. In other words, all the levels depicted in Maslow's theory are directly related to the fulfillment of the needs and wants of employees, which enhance their happiness and satisfaction with the work environment and staying with the organisation. Job environments which the employees perceive as conducive would ultimately provide them with the satisfaction they desire. Corroborating this, Almarshad (2015) argued that employees

usually build their attitudes to job performance based on their perception of several aspects of the work environment as being able to meet their needs.

Employees in the University environment desire a workplace that is safe and free from threats; a sense of orderliness in their working conditions as well as financial security; a workplace characteristics whereby they feel accepted and belonged; where they feel recognized for their achievements in job performance. In most occasions, the employees also desire to be assigned challenging and meaningful work assignments, which enable them to showcase their innovation, creativity and progress in job accomplishments. In addition, a greater feeling of participation in decision-making especially in areas that concerns their job performance is also a major need of the University employees. Where the employees feel that these needs are achievable within the University environment, they would ultimately become satisfied with their QWL.

This theory has some limitations. First, the theory does not provide a proper method of measuring accurately how satisfied one level of need must be before the next higher need becomes operative. Secondly, the theory does not consider the probability of cultural differences across different societies and organisations; it rather assumed that same needs apply equally to all human cultures. The theory also fails to account for individual differences in needs and assumed that the same needs in the same order apply in equal form from one person to another; an assumption that may be misleading in research designs.

2.3.5   Social Exchange Theory (SET)

This theory is derived from several distinct lines of theoretical works in the social sciences, including social behaviourism, utilitarianism, and functionalism (Turner, 1986). However, the major exponents of the social exchange perspective within sociology include Homans (1961), Blau (1964) and Emerson (1962). The basic unit of analysis of this perspective is the

relationship between actors in social contexts. It postulates that all human relationships are shaped by the practice of a subjective cost-benefit analysis and the evaluation of alternatives. For example, when a person perceives the expenditures of relationship as outweighing the perceived benefits, then the theory predicts that the person will become dissatisfied or choose to leave the relationship. In concrete terms, this theory sees all human relations as an exchange process whereby actors in the exchange process seek to satisfy their subjective needs through the exchange contract. The more individuals are satisfied with the exchange process, the more they would become engaged in the social relationships and vice versa. The core assumptions of SET about the nature of exchange relationships are:

1. Social exchanges are characterized by inter-dependence, that is, the capacity to acquire profits in a relationship is contingent on the ability to provide others with rewards.

2. Social exchanges are controlled by norms like reciprocity, justice and fairness.

3. Trust and commitment result from the emergent experiences of individuals within relationships and help to stabilize relationships over the longer term.

4. The dynamics of interaction with relationships and the stability of relationships over time result from the contrasting levels of attraction and dependence experienced by the participants in the relationship.

Early applications of this perspective focused on the explanation of the initiation and termination of social relations in work settings and families and then in the domain of romantic relationships and dating. Topics of interest to researchers included the conception of impartiality in social exchange relations and its connected to relational satisfaction and dissolution, the use of power in social relations based on control of both rewards and costs, and the abuse of power as well as the role of coalitions in altering the balance of power among actors in a network of individuals or organisations. Beyond the application to family

and work settings, exchange theory has been applied in many different contexts to the study of organisations and inter-organisational relations.

Within the ambit of organisational relations, social exchange view of the employment exchange process suggests that when an employee satisfies his or her job demands but perceives the received job resources in return as incommensurate, the employee will perceive it as an inequitable employee–employer relationship (Karasek, 1979; Rousseau, 1995; Siegrist, 1996) or an imbalance in perceived psychological contract fulfilment, which in turn, will adversely impact job outcomes and ultimately lead to the employee job dissatisfaction. Other scholars within the social exchange perspective also suggest that when organisational rewards and favourable job conditions, including e.g. pay and job enrichment, are provided to employees, they feel that they are more valued and thus this contributes more to perceived organisational support. This is the case especially if the employees feel that the provisions are voluntary actions from the organisation rather than regulated by external constraints, such as union negotiations (Eisenberger et al. 1986; Rhoades & Eisenberger, 2002)

Relating this assumption to this study, it then goes to say that University employees are only under social exchange process whereby they give their services, potentials and human resources in exchange for their own gains such as financial gains and other extrinsic rewards. In this view, they expect their QWL to be at best and at commensurate level with their inputs in the University. When the employees perceive that these expectations are not met, they would become dissatisfied with their QWL, which will ultimately lead to organisational inefficiency, less commitment, absenteeism, and job turnover.

Critics against this theory argue that it tends to reduce every socio-economic relationship to the analysis of gains and rewards and tends to make people seem individualistic and reward seeking. One of the assumptions of this theory is that individuals are innately selfish, ready to

terminate socio-economic relationships where the cost outweighs the benefits. However, this assumption is not always true in most situations. Cropanzano, Anthony, Daniels and Hall (2016) noted that an important criticism against SET is that it lacks sufficient theoretical precision, and thus has limited utility. According to the authors, scholars who apply the theory are able to explain many social phenomena in post hoc manner but are severely limited in their ability to make useful a priori predictions regarding workplace behaviour.

2.4   Theoretical Framework

The social exchange theory was adopted as the theoretical framework to guide this study. Social exchange theory is a relevant theoretical platform because work environment or job processes involve an exchange between the employees and the management. In this sense, the University employees give their labour in exchange for their financial pay and other extrinsic benefits. The process of this exchange will augur very well if the expectations of the employees in the exchange process are met and if they provide services as expected of management. These may include: good working conditions such as safe and conducive offices, staff quarters, working materials such as textbooks, computer equipment, private offices, and other resources that would facilitate the exchange of their services to the organisation. However, when the University employees feel that their services are incommensurate with the QWL with regards to the provision of these needs by the management, they will become dissatisfied with their job and this would eventually make them to become less committed to their jobs. It is based on these points that this theory was adopted to guide this study theoretically.

2.5   Study Hypotheses

The following hypotheses were put forward to guide this study.

1. Employees of selected Federal Universities in Southeast Nigeria differ significantly in their assessment of QWL across the selected Universities.

2. Non-academic staff employees are more likely to accept being satisfied with their jobs than their academic staff counterparts in Federal Universities in Southeast, Nigeria.

3. There is a significant influence of perceived organisational support on employees' job satisfaction in the selected Federal Universities in Southeast, Nigeria.

4. The perception of the employees' towards their working conditions has a significant influence on their job satisfaction in the selected Federal Universities in Southeast, Nigeria.

5. Employees' perception about access to job resources has a significant influence on their job satisfaction in the selected Federal Universities in Southeast, Nigeria.

CHAPTER THREE: METHODOLOGY

3.1   Research Design

This study used the mixed method research design. This method involved the combination of quantitative and qualitative approach in the collection of data, analysis and presentation of findings. This research design helped in integrating quantitative and qualitative approaches used in generating new knowledge. This research design was considered because of its flexibility in generating reliable data from the two approaches that complement each other. It also allowed the researcher an opportunity to use a sample to study the characteristics of a larger population at a given point in time and at a relatively lower cost, in order to make inferences about the entire study population.

3.2   Area of the Study/ Study Organisation

This study was conducted in the Southeast geopolitical zone of Nigeria. It is one of the six geopolitical zones in Nigeria located within latitudes 4°40' to 7°20' North of the equator and longitudes 6°00 to 8°20' East of the Greenwich Meridian in the tropical rain forest zone of Nigeria (Okonkwo & Eyisi, 2014). The study area has a mean maximum temperature of 27^0C and total annual rainfall exceeding 2500mm (Ezemonye & Emeribe, 2012). The Southeast zone was formerly known as the Eastern Region in Nigeria following the division of the country into three parts in the 1950s. The area was later split into three states in 1967. It was only in 1976 that more states including Imo and Anambra were created. Currently, the region is consisted of five states as shown in figure 5.
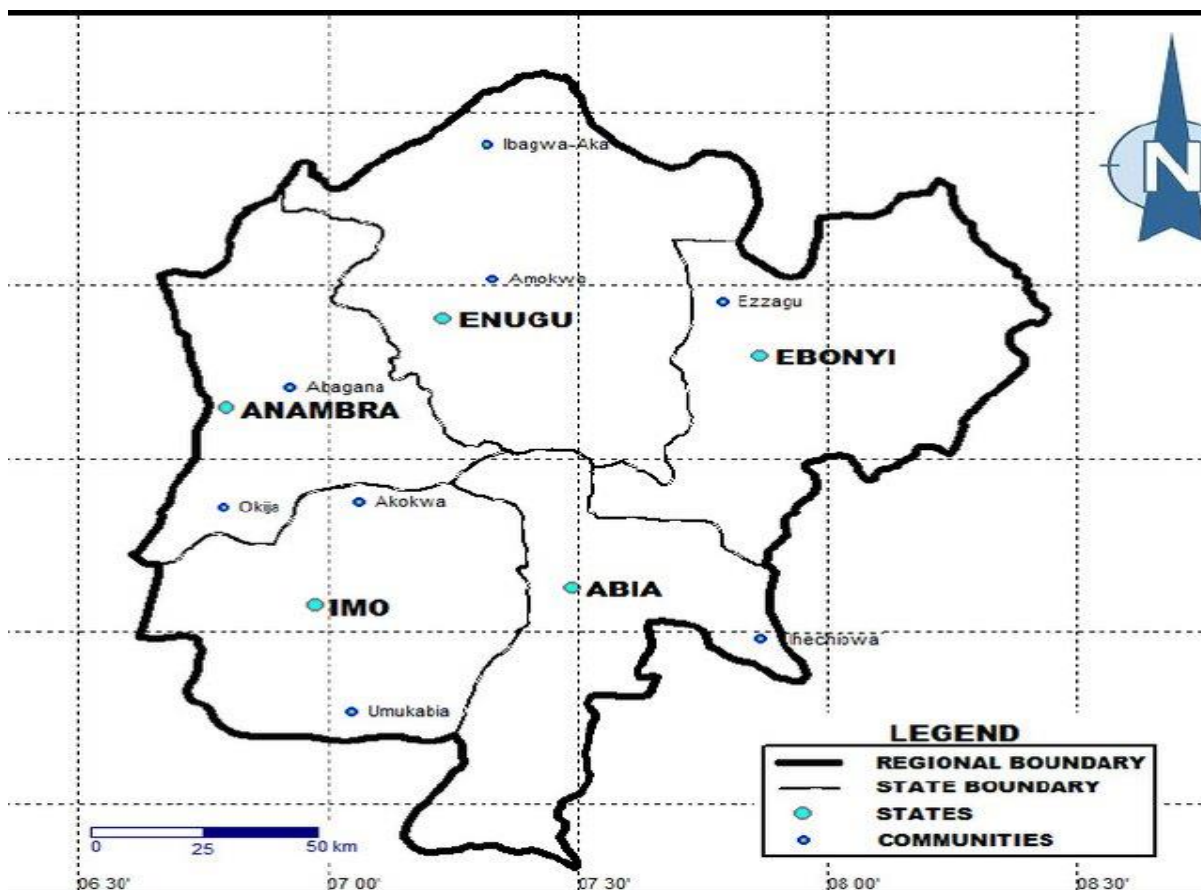
Fig. 5: Map of Southeast Geopolitical Zone of Nigeria (***Source:*** Okonkwo & Eyisi, 2014).

The study area lies in the Anambra and Niger River basins, with neighbouring states bounded in the North-West by Kogi and Benue States; in the North-East by Cross River State, in the South by Akwa Ibom and Rivers States and finally in the West by Delta State. The Southeast geopolitical zone is mainly Igbo speaking ethnic group with variety of occupational ventures such as commerce, education, farming, trading, religion etc.

However, the major target institutions for this study are the five (5) Federal Universities in the Southeast zone as shown in table 2:

Table 2: Federal Universities in Southeast Zone of Nigeria.

STATES	FEDERAL UNIVERSITIES	Year of Establishment
Abia	Michael Okpara University of Agriculture Umudike (MOUAU)	1992
Anambra	Nnamdi Azikiwe University Awka (NAU)	1991
Ebonyi	Alex Ekwueme Federal University Ndufu-Alike (AE-FUNAI)	2011
Enugu	University of Nigeria Nsukka (UNN)	1960
Imo	Federal University of Technology Owerri (FUTO)	1980

There is relative variation in the organisational structure of different Universities in Nigeria. However, for coherence in this study, the following structures were identified as being common in the Nigerian Federal University system:

Non-Academic staff: 1) Administration; 2) Finance; 3) Information Technology; 4) Library; 5) Personnel; 6) Planning and Resource Allocation Unit; 7) Records; 8) Security; 9) Students Affairs; and 10) Works.

Academic Staff: 1) Professors/Associate Professors; 2) Senior Lecturers; 3) Lecturer II & I; and; 4) Assistant Lecturers/Graduate Assistants.

3.3 Population of the study

The population for this study comprised of all the employees in the federal Universities in the Southeast zone of Nigeria. According to the data obtained from the personnel units of the five Federal Universities in the Southeast Nigeria (*See Appendix V*), there was Seventeen thousand, five hundred and sixteen (17,516) employees as at the period of this study. However, this study was conducted among the academic and non-academic staff in two selected Federal Universities in the Southeast Nigeria (UNN & FUTO). The selection of these two Universities out of the five federal Universities was done using the simple balloting

method. In this method, the five federal Universities were listed in pieces of paper, folded and placed into a container. After shuffling the container, two federal Universities were picked from the container. According to the data obtained from the personnel units of the two Universities, there was a total of nine thousand, seven hundred and eighty-eight (9,788) employees as at the time of this study. The population percentage composition of the selected federal Universities is presented in table 3 and figure 6.

Table 3: Proportionate Composition of the Target Population

University Employees Categories	Selected Federal Universities		Total
	UNN	FUTO	
Academic Staff	2,827	974	3,801
Non-Academic Staff	5,227	760	5,987
Total	**8,054**	**1,734**	**9,788**
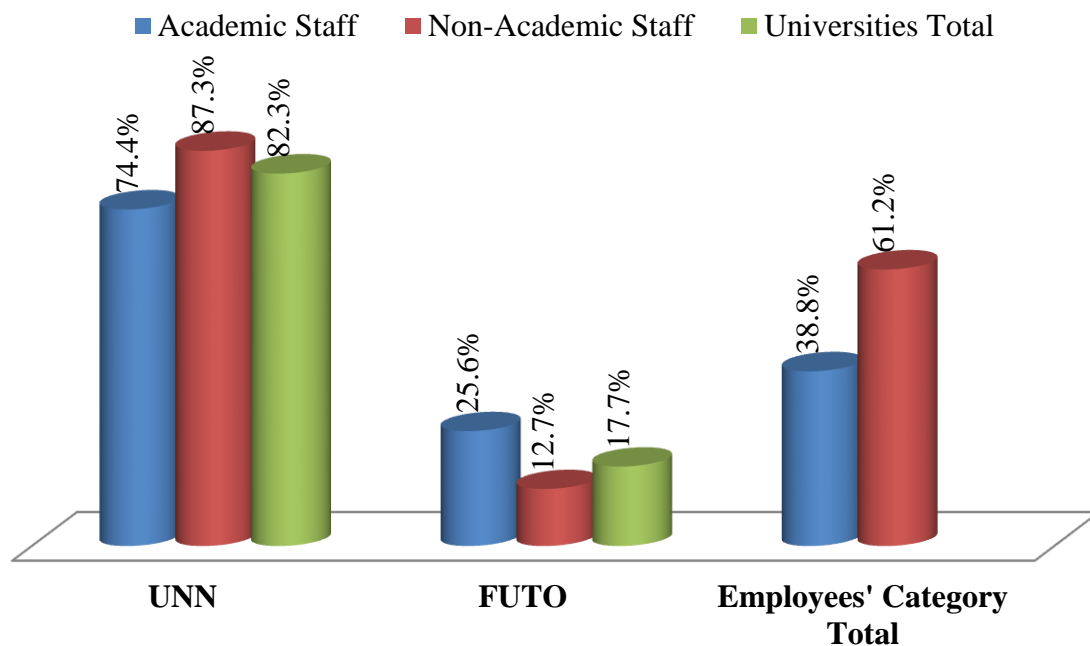
Fig. 6: Proportionate Percentage Composition of the Target Population (Source: Field Survey, 2019).

The proportionate population composition of the academic staff categories is further shown in table 4.

Table 4: Population Composition of Academic Staff Categories in the Selected Federal Universities.

Academic Staff Categories	UNN	FUTO	Total
Professors/Associate Professors	339 (12.0%)	221 (22.7%)	560 (14.7%)
Senior Lecturers	497 (17.6%)	160 (16.4%)	657(17.3%)
Lecturer II & I	1,041 (36.8%)	365 (37.5%)	1,406(37.0%)
Assistant Lecturers/Graduate Assistants	950 (33.6%)	228 (23.4%)	1,178(31.0%)
Total	**2,827 (100.0%)**	**974 (100.0%)**	**3,801(100.0%)**

Field Survey, 2019.

Note: In table 4, the academic category of employees in the selected institutions was classified into four distinct rankings starting from the higher ranks to the lower rankings viz: professors/Associate professors, Senior Lecturers, Lecturer II & I and Assistant Lecturers/Graduate Assistants. Analysis shows that Lecturer II & I are the majority in the two selected universities; while the least is the professors/Associate professors.

For the non-academic staff category, ten departments were used for this study. The population composition of each of ten departments in the two selected Federal Universities is shown in table 5.

Table 5: Population Composition of Non-Academic Units within the Selected Federal Universities

Non-Academic Staff Units	UNN	FUTO	Total
Administration	3,022 (57.8%)	251 (33.0%)	3,273 (54.7%)
Finance	11 (0.2%)	48 (6.3%)	59 (1.0%)
Information Technology	28 (0.5%)	10 (1.3%)	38 (0.6%)
Library	227 (4.3%)	63 (8.3%)	290 (4.8%)
Personnel	102 (2.0%)	35 (4.6%)	137 (2.3%)
Planning and Resource allocation	19 (0.4%)	16 (2.1%)	35 (0.6%)
Records	31 (0.6%)	10 (1.3%)	41 (0.7%)
Security	799 (15.3%)	160 (21.1%)	959 (16.0%)
Students affairs	395 (7.6%)	29 (3.8%)	424 (7.1)
Works.	593 (11.3%)	138 (18.2%)	731 (12.2%)
Total	**5,227 (100.0%)**	**760 (100.0%)**	**5,987 (100.0%)**

Field Survey, 2019.

Note: ten distinct units were used under the non-academic employees' category. The administrative unit comprises the majority of the non-academic employees; followed by the security unit; while the unit with the least employees is that of planning and resource allocation.

3.4 Scope of the Study

This study focused on the perception of University employees on the influence of QWL on their job satisfaction. It covered the analysis of perceived QWL, perceived level of job satisfaction, the relationship between perceived organisational support and employees' job

satisfaction, influence of perceived working conditions on job satisfaction, influence of perceived access to job resources on job satisfaction among University employees and measures to improve the QWL and job satisfaction of University employees. Geographically, this study was limited to the Federal Universities in the Southeast geo-political zone of Nigeria.

3.5   Sample Size

The sample size for this study was one thousand and forty-three (1,043). In determining the sample size, the researcher used the Yamane (1967) method of sample size determination, which provides a simplified formula to calculate sample sizes for finite (known) population using 95% confidence level or 0.05 margin of error. However, in order to obtain a larger sample size needed for a more reliable and result accuracy, 3% or 0.03 margin of error was adopted for this study. The formula is given as: $n = \dfrac{N}{1 + N (e)^2}$

Where:

n   =   the sample size
N   =   the population size
e   =   the level of precision (allowable error) that is 3%.
Therefore, the sample size estimation is given as:

$$n = \frac{17{,}516}{1 + 17{,}516(0.03)^2}$$

$$n = \frac{17{,}516}{1 + 17{,}516(0.0009)}$$

$$n = \frac{17{,}516}{1 + 15.8}$$

$$n = \frac{17{,}516}{16.8}$$

$$n = 1{,}043$$

This sample size was considered adequate to represent the entire population of the study in view of the statistical calculation, time frame and available resources within the disposal of

the researcher. However, this sample size is exclusively for the quantitative aspect of the study. The sample size for the qualitative aspect of this study comprised of 12 participants.

3.6   Sampling Techniques

The proportionate stratified sampling technique was used as the sampling technique for this study. This was to enable the selection of respondents in their various strata in the selected Federal Universities based on their relative percentage composition to the entire population of the study. First, the proportionate stratified sampling technique was used to select the appropriate quotas for the two study groups, i.e. academic and non-academic staff as shown in table 6:

Table 6: Proportionate Stratified Sampling for the Study Groups.

University Employees	Total	Percentage %	Proportionate Sampling
Academic Staff	3,801	38.8%	$\frac{38.8}{100} \times \frac{1043}{1} = 405$
Non-Academic Staff	5,987	61.2%	$\frac{61.2}{100} \times \frac{1043}{1} = 638$
Total	**9,788**	**100.0%**	**1,043**

Furthermore, in the academic staff category, using the proportionate stratified sampling technique, 74.4% of the questionnaires (301) was distributed to the respondents in UNN, while 25.6% of the questionnaires (104) was distributed to the respondents in FUTO - giving a total of 405 questionnaires. The questionnaire was shared proportionately to the academic staff in the selected federal universities as shown in table 7.

Table 7: Proportionate Sampling Procedure for Academic Staff

Academic Staff Categories	UNN	FUTO	TOTAL
Professors/Associate Professors	36	24	60
Senior Lecturers	53	17	70
Lecturer II & I	111	39	150
Assistant Lecturers/Graduate Assistants	101	24	125
Total	**301**	**104**	**405**

Furthermore, in the non-academic staff category, 87.3% of the questionnaires (557) was distributed to the respondents in UNN; while 12.7% of the questionnaires (81) was distributed to the respondents in FUTO, giving a total of 638 questionnaires. Moreover, the questionnaire was shared in all the ten units of non-academic staff category identified in this study (*see section 3.2*) based on their proportionate figure to the respective samples as shown in table 8:

Table 8: Proportionate Sampling Procedure for Non-Academic Staff

Non-Academic Units	UNN	FUTO	Total
Administration	322	27	349
Finance	1	5	6
Information Technology	3	1	4
Library	24	7	31
Personnel	11	4	15
Planning and Resource allocation	2	2	4
Records	3	1	4
Security	85	17	102
Students affairs	42	3	45
Works	63	15	78
Total	**557**	**81**	**638**

Due to the difficulty in accessing the sample frame for the various sampling units, the researcher considered the use of convenient/availability sampling technique relevant in this situation to select the respondents who were administered with the questionnaire.

For the qualitative aspect of this study, the researcher purposively selected 12 participants (six from each of the selected Universities) for the In-depth Interview. The interviewees included: A Vice Chancellor, University Registrars, ASUU Chairmen, SSANU Chairmen, NASU Chairmen, a Professors and a Senior Administrative staff in the two selected Universities. These individuals were selected based on the consideration of their position and level of knowledge of the University community and as stakeholders in the administration of the University institution.

3.7   Instruments for Data Collection

This study adopted the mixed method for data collection. This involved the combination of quantitative and qualitative instruments in the collection of data for the study. For the quantitative data collection, a researcher-developed questionnaire measuring employees' perceived QWL, perceived job satisfaction, the three dimensions of QWL (organisational support, working conditions and access to job resources) and the measures to improve the employees' QWL was used to gather the quantitative data for the study.

The questionnaire was divided into two sections. Section I contained items designed on closed-ended format, which were used to obtain information on the demographic characteristics of the respondents such as: sex, age, marital status, rank, duration of employment etc. Section II consisted of items designed to address the substantive issues of the research derived from the study research questions, specific objectives and hypotheses. The questionnaire items in Section II were arranged thematically in sub-sections, in line with the research specific objectives. The questionnaire was also structured in a concise and simple English language to avoid ambiguity and confusion in understanding the content of the instrument.

The qualitative data for this study were collected through the In-Depth Interview (IDI) guide. This instrument was included to obtain additional data, clarify vague statements, and permit further exploration of other ideas on the research topic that the questionnaire may not be able to capture. The questions for the IDI guide were also constructed by the researcher in line with the specific objectives of the study, with corresponding probes that were associated with each question. This served as a complementary tool to the quantitative instrument of data collection in this study. The IDI was conducted with top stakeholders in the University community. They were requested to express their views on the theme of the study.

3.8   Administration of Research Instruments

3.8.1   Questionnaire Administration: A letter introducing the researcher was obtained from the Department of Sociology/Anthropology of Nnamdi Azikiwe University Awka, which was submitted to the respective selected universities for their approval to use their institution for the study. As soon as, approval was obtained from the universities, the researcher sought the consent of the respondents through a letter of consent attached to the questionnaire as he distributed the questionnaires on face-to-face basis and other administered (with the help of four trained research assistants, 2 males and 2 females) to the selected respondents. The research assistants were post-graduate students from the Department of Sociology/Anthropology, Faculty of Social Sciences, University of Nigeria, Nsukka, Nnamdi Azikiwe University, Awka and FUTO, respectively. The research assistants were selected based on their prior knowledge of scientific research methods. They were trained by the researcher for three days, on the objectives and ethics of the research so as to facilitate quick distribution of the questionnaires and in order to achieve objectivity during the research process. They specifically helped in distributing and collecting back the questionnaire.

Considering the fact that the respondents were University employees who were tightly engaged in their various official duties, a three to four-day gap was given to those who may be tightly engaged in their duties, to enable them fill the questionnaires appropriately at their leisure times. However, those who could complete theirs at the spot were checked back for the collection after about two hours of administering the instrument.

3.8.2   Conducting of In-Depth Interview: The In-depth Interview (IDI) was conducted by the researcher with the help of a male and female research assistant, at a venue (location) and time suggested by the selected participants. Permission was sought from the interviewees, to allow the use of tape recorder in recording their responses so that none of their responses

would be lost during the interview process. In addition to tape recorder, field notebook was used to record proceedings of the interview. The researcher moderated the IDI process while the research assistants took notes and operated the recorder.

3.9   Methods of Data Analysis

The quantitative data collected was sorted, coded and processed with the aid of Statistical Package for Social Sciences (SPSS) software. The reason for using this software was in consideration of the view that it facilitates quick analysis of all essential statistics such as descriptive statistics, ANOVA, t-test, Chi-Square, Regression analysis, Pearson Product Moment Correlation and a host of other parametric and non-parametric tests. However, frequency counts and simple percentages were used to present the descriptive aspect of the data; while the inferential analysis involved the test of study hypotheses using t-test, Mann-Whitney U test and multinominal logistic regression statistical tools. These statistical tools were used because the dependent variables of this study were designed in categorical ordinal scale. The test of hypotheses followed the pattern shown in table 9.

Table 9: Methods of Hypotheses Testing.

	Independent Variable	Dependent Variable	Test Statistics
$H_1 1$	Type of Employee's University Institution (UNN & FUTO)	Quality of Work life	t-test
$H_1 2$	Type of Employee(Academic/Non-Academic Staff)	Job satisfaction	Mann-Whitney U
$H_1 3$	Employees' perception of organisational support.	Job satisfaction	Multinominal Logistic Regression
$H_1 4$	Employees' perception of working conditions.	Job satisfaction	Multinominal Logistic Regression
$H_1 5$	Employees' perception of access to job resources.	Job satisfaction	Multinominal Logistic Regression

The qualitative data was however analysed using the method of content analysis. This method involved first, reading of the notes and transcripts to gain an overview of the body and context of the data collected. Subsequently, the variables and ideas in the data were coded and organised under distinct themes. In this view, each theme was discussed and necessary illustrative quotes were extracted to support and elucidate the quantitative data.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter contains the analysis and presentation of data collected from the field research. Total of one thousand and forty three (1,043) copies of the questionnaire were administered to the sampled respondents, out of which only nine hundred and seventeen (917) copies (representing 87.9% of the total questionnaires) were collected back by the researcher and his assistants. However, after thorough sorting of the returned copies, only eight hundred and ninety seven (897) copies (representing 97.8% of the returned questionnaire) were considered valid; while twenty (20) copies (representing 2.2% of the returned questionnaires) were considered invalid due to improper filling of the items in those questionnaire copies. Hence, only 897 valid copies were used for data analysis in this study. The qualitative data obtained through the responses of selected key stakeholders in the University community including: a Vice Chancellor, Senior University administrators, Senior Academic Staff and Union Chairmen, were analysed and used to complement the quantitative data.

4.1.1 Socio-Demographic Characteristics of the Respondents

Questionnaire items 1 – 6 were used for the analysis of socio-demographic data of the respondents. The findings are presented in table 10.

Table 10: Socio-Demographic Characteristics of the Respondents

VARIABLES DESCRIPTION	UNN	FUTO	TOTAL	Missing Values
GENDER				
Male	303 (44.8%)	108 (49.1%)	411 (45.8%)	
Female	374 (55.2%)	112 (50.9%)	486 (54.2%)	Missing = Nill
Total	677 (100.0%)	220 (100.0%)	897 (100.0%)	
AGE CATEGORIES				
20 - 29 Years	74 (13.1%)	22 (12.9%)	96 (13.0%)	
30 - 39 Years	210 (37.2%)	56 (32.7%)	266 (36.1%)	
40 - 49 Years	165 (29.2%)	54 (31.6%)	219 (29.8%)	Missing = 161
50 - 59 Years	90 (15.9%)	32 (18.7%)	122 (16.6%)	
60 - 69 Years	26 (4.6%)	7 (4.1%)	33 (4.5%)	
Total	565 (100.0%)	171 (100.0%)	736 (100.0%)	
MARITAL STATUS				
Single	185 (27.9%)	62 (28.4%)	247 (28.0%)	
Married	455 (68.5%)	139 (63.8%)	594 (67.3%)	
Divorced	6 (0.9%)	3 (1.4%)	9 (1.0%)	Missing = 15
Separated	3 (0.5%)	5 (2.3%)	8 (0.9%)	
Widowed	15 (2.3%)	9 (4.1%)	24 (2.7%)	
Total	664 (100.0%)	218 (100.0%)	882 (100.0%)	

Table 10 (Continued)

CURRENT DURATION OF SERVICE				
Less than 5 Years	292 (44.0%)	86 (39.4%)	378 (42.9%)	
6 - 10 Years	138 (20.8%)	54 (24.8%)	192 (21.8%)	
11 - 15 Years	121 (18.2%)	30 (13.8%)	151 (17.1%)	Missing = 15
16 - 20 Years	39 (5.9%)	26 (11.9%)	65 (7.4%)	
Above 20 Years	74 (11.1%)	22 (10.1%)	96 (10.9%)	
Total	664 (100.0%)	218 (100.0%)	882 (100.0%)	
EMPLOYMENT CATEGORIES				
Non Academic Staff	481 (71.3%)	164 (73.9%)	645 (71.9%)	
Academic Staff	194 (28.7%)	58 (26.1%)	252 (28.1%)	Missing = Nill
Total	675 (100.0%)	222 (100.0%)	897 (100.0%)	
RANKS OF NON-ACADEMIC STAFF				
Junior Employee	85 (17.6%)	44 (27.0%)	129 (20.0%)	
Intermediate Employee	44 (9.1%)	15 (9.2%)	59 (9.1%)	
Senior Employee	353 (73.2%)	104 (63.8%)	457 (70.9%)	Missing = 252
Total	482 (100.0%)	163 (100.0%)	645 (100.0%)	
RANKS OF ACADEMIC STAFF				
Junior Lecturer	64 (33.0%)	24 (41.4%)	88 (34.9%)	
Intermediate (Lecturer II & I)	60 (30.9%)	16 (27.6%)	76 (30.2%)	
Senior Lecturer	50 (25.8%)	10 (17.2%)	60 (23.8%)	Missing = 645
Professor/Asso. Professor	20 (10.3%)	8 (13.8%)	28 (11.1%)	
Total	194 (100.0%)	58 (100.0%)	252 (100.0%)	

Field Survey, 2019.

Note: Missing values are questions that were not responded to or those not applicable to some respondents.

Table 10 contains the socio-demographic characteristics of the respondents. The data show that a majority 486(54.2%) of the respondents were females compared to 411(45.8%) of them who were males. This is also reflective of the variation in gender occurrence within the two selected Universities (UNN = Females 55.2%, Males 44.8%) and (FUTO = Female 50.9%, Males 49.1%).

With regards to the age categories of the respondents, the data show that a majority 266(36.1%) of the respondents aged between 30-39 years old, while a least proportion 33(4.5%) of them were aged between 60 – 69 years old. Also, further analysis of data indicated that this finding was reflective of the two selected Universities. In other words, a majority 210(37.2%) of the respondents in UNN were aged between 30 – 39 years old; as

well as a majority 56(32.7%) of the respondents in FUTO also were aged between 30 – 39 years old. The mean age of the respondents was 40.6 and standard deviation of 10.0. This indicates that the respondents were within the active or productive age and mature enough to express their feeling and experience about the QWL and job satisfaction within the selected institutions.

With respect to the marital status of the respondents, the data show that a majority 594(67.3%) of them were married compared to 247(28.0%) of them who were single. The data also indicated that 24(2.7%) of them were widowed, 9(1.0%) of them were divorced, while the least proportion 8(0.9%) were separated. This finding is also reflective of the data in the two selected Universities where 455(68.5%) of them in UNN were married and 185(27.9%) of them were single. Also in FUTO, 139(63.8%) of the respondents were married and 62(28.4%) of them were single.

Going by the respondents' job duration within the two selected Universities, the data show that a majority 378(42.9%) of them had worked within the organisation for less than 5years. Also, 192(21.8%) of them had worked between six to ten years. Also, 151(17.1%) of them indicated that they had worked within the institutions for period between eleven to fifteen years. Only 96(10.9%) of them indicated having worked more than twenty years within the institutions; while a lower proportion of them 65(7.4%) had worked between sixteen to twenty years within the institutions. This is also reflective of the data in relation to the two selected Universities. This implies that a relatively good number of employees were new within the institutions, which may have an implication on the data with regards to the impressions they give about their work organisations.

In the employee categories, the data show that non-academic staff comprises a larger proportion of the employees in the selected federal Universities compared to the academic

staff (71.9% and 28.1% respectively). This is also reflected in the data within the two selected institutions. In UNN, the non-academic staff comprised 481(71.3%) of the total employees, while the academic staff comprised only 194(28.7%) of the total employees population. Also in FUTO, similar data were found - where the non-academic employees comprised 164(73.9%) of the total employees population, while the academic staff comprised 58(26.1%) of the total employees population. This goes to show that there is a huge gap or discrepancy in the employment quota for the academic and non-academic staff of the federal Universities in the Southeast Nigeria.

In addition to the above, the data show that within the non-academic staff category, a majority 457(70.9%) of them were senior employees compared to 129(20.0%) and 59(9.1%) of them who were junior employees and intermediate employees respectively. These data are also reflected within the two selected Universities. On the contrary, within the academic staff category, the data show that a majority 88(34.9%) of them were junior lecturers compared to 76(30.2%) of them who were intermediate lecturers (Lecturer II & I), 60(23.8%) who were senior lecturers, and a very lower proportion 28(11.1%) of them who were professors/Associate professors respectively. These data show that there is a gap in the number of experienced lecturers in terms of lecturers within higher ranks; which informs the need to improve the experience of the upcoming employees through international scholarship programmes for Masters Degree and Doctoral programmes, interdisciplinary workshops and seminars, etc.

4.1.2   Analysis of Research Questions

Five research questions were raised in this study. This section provided the analysis of data collected with respect to these questions as well as answers to the questions.

Research Question 1:

How do employees in the federal Universities in the Southeast zone of Nigeria perceive their

QWL? Questionnaire item 7 (i-v) was used to answer research question 1. Answers to these

questions are contained in table 11.

Table 11: Composite Data of Respondents' Ratings on the QWL According to their Work Designation within the Selected Universities.

Items	Options	Non Academic Staff	Academic Staff	Total	Mann-Whitney U Statistics
Type of work rules and policies	Very Stringent	111 (17.7%)	37 (14.9%)	148 (16.9%)	$U = 67,103$; $p = .001$
	Somewhat stringent	220 (35.1%)	138 (55.4%)	358 (40.9%)	
	Somewhat flexible	220 (35.1%)	61 (24.5%)	281 (32.1%)	
	Very Flexible	75 (12.0%)	13 (5.2%)	88 (10.1%)	
	Total	626 (100.0%)	249 (100.0%)	875 (100.0%)	
How hard it is for employees to take time off in order to take care of personal or family matters.	Not Hard at all	56 (8.7%)	22 (8.9%)	78 (8.8%)	$U = 69,272$; $p = .001$
	Not Too Hard	296 (46.1%)	150 (60.5%)	446 (50.1%)	
	Somewhat Hard	183 (28.5%)	46 (18.5%)	229 (25.7%)	
	Very Hard	107 (16.7%)	30 (12.1%)	137 (15.4%)	
	Total	642 (100.0%)	248 (100.0%)	890 (100.0%)	
General working conditions being flexible enough.	Strongly Agree	63 (10.0%)	18 (7.3%)	81 (9.2%)	$U = 75,617$; $p = .460$
	Agree	233 (37.0%)	119 (48.0%)	352 (40.1%)	
	Undecided	118 (18.8%)	31 (12.5%)	149 (17.0%)	
	Disagree	180 (28.6%)	58 (23.4%)	238 (27.1%)	
	Strongly Disagree	35 (5.6%)	22 (8.9%)	57 (6.5%)	
	Total	629 (100.0%)	248 (100.0%)	877 (100.0%)	
Work procedures and rules not letting employees use their personal skills to make difference in the work	Strongly Agree	78 (12.4%)	13 (5.2%)	91 (10.4%)	$U = 63,928$; $p = .000$
	Agree	165 (26.2%)	59 (23.7%)	224 (25.5%)	
	Undecided	89 (14.1%)	23 (9.2%)	112 (12.8%)	
	Disagree	226 (35.9%)	103 (41.4%)	329 (37.5%)	
	Strongly Disagree	71 (11.3%)	51 (20.5%)	122 (13.9%)	
	Total	629 (100.0%)	249 (100.0%)	878 (100.0%)	
Quality of relationships between the employees and the university management	Very Cordial	171 (29.1%)	44 (18.4%)	215 (26.0%)	$U = 58,262$; $p = .000$
	Somewhat Cordial	270 (46.0%)	98 (41.0%)	368 (44.6%)	
	Somewhat Antagonistic	61 (10.4%)	64 (26.8%)	125 (15.1%)	
	Very Antagonistic	34 (5.8%)	10 (4.2%)	44 (5.3%)	
	I am not certain	51 (8.7%)	23 (9.6%)	74 (9.0%)	
	Total	587 (100.0%)	239 (100.0%)	826 (100.0%)	

Field Survey, 2019.

Table 11 contains the analysis of data that measured employees' perception of QWL in the

selected Universities. These data were classified according to the employees' work

designation in order to assess if there are variations in respondents' perception regarding their

work experiences as non-academic staff and academic staff. This was however tested using the Man-Whitney test of statistical differences. Consequently, on the type of work rules and policies in the selected Universities, the data indicated that the combined proportion of the respondents who had unfavorable perception about it; i.e. those who perceived it as being very stringent, 148(16.9%) and somewhat stringent, 358(40.9%) respectively, were greater than those who had favourable perception about it; i.e. those who perceived it as being somewhat flexible, 281(32.1%) and those who perceived it as being very flexible 88(10.1%).

With respect to the dimensions of QWL examined, the result shows that a majority 446(50.1%) of the respondents perceived that it is not too hard for them to take time-off in order to take care of their personal and other family matters. This is against 229(25.7%) of them who perceived that it is somewhat hard for them to do so. 137(15.4%) of them perceived that it is very hard for them to do so; while only 78(8.8%) of them perceived that it is not hard at all to do so. In general, the proportion of respondents who had positive perception about it was quite greater than those who had negative perception about it.

Furthermore, a majority 352(40.1%) of the respondents agreed that the general working conditions in the selected Universities are flexible enough. This is followed by 238(27.1%) of them who disagreed with that view. Also, 149(17.0%) of them were neutral on this item. It was only 81(9.2%) of the respondents that strongly agreed on this issue; while a very lower proportion 57(6.5%) of them strongly disagreed with the view. In general, the proportion of the respondents who had positive ratings on the item was greater than those who had negative ratings as well as those who remained neutral on the item.

Further item analysis showed that a majority of the respondents 329(37.5%) disagreed with the view that work procedures and rules do not let employees use their personal skills to make difference in the work. However, a good proportion 224(25.5%) also agreed with this view. Furthermore, 122(13.9%) of them strongly disagreed with this view, while 112(12.8%)

of them remained undecided on the issue. It was only 91(10.4%) of them that strongly agreed that work procedures and rules do not let employees use their personal skills to make difference in the work. These findings suggest that the proportion of the respondents who support the view that procedures and rules are flexible for the employees to use their personal skill, are greater than those who did not support the view.

A majority 368(44.6%) of the respondents also perceived that the quality of relationship between employees and the Universities management was somewhat cordial. About quarter proportion 215(26.0%) of them also perceived that the relationship was very cordial. 125(15.1%) of the respondents perceived that the relationship was somewhat antagonistic, and 44(5.3%) of them perceived the relationship as very antagonistic; while 74(9.0%) of them were neutral on the issue. This shows that a majority of the respondent perceived that a positive relationship exists between employees and the management of the federal Universities within the Southeast Nigeria.

The above findings are also reflective of the data contained within the two institutions used in this study. However, using the Mann-Whitney statistics, it was found that there was a statistically significant difference in the perceptions of academic and non-academic staff on the given items viz: perception of type of work rules and policies, ($U = 67,103$; $p = .001$), perception of how hard it is for employees to take time off in order to take care of their personal or family matters, ($U = 69,272$; $p = .001$), perception of work procedures and rules as not letting employees use their personal skills to make a difference in the work, ($U = 63,928$; $p = .000$), perception of quality of relationships between the employees and the University management, ($U = 58,262$; $p = .000$). However, only one item in the table (Perception of general working conditions as being flexible) was found to have no statistically significant difference in the perception of academic and non-academic staff of the two selected Universities, ($U = 75, 617$; $p = .460$).

Data obtained from the qualitative vary; with some of the data supporting the above findings, while some others do not. For instance, an IDI interviewee while supporting the view that the QWL in the selected universities are not favourable noted that:

> Hum…, well, if I should answer, the way I look at it, the situations differ from university to university… but generally, the way I have observed it or my perception about it, is that in terms of welfare and support, we don't get the best from the management (Male, 55 Years Old, Head of Department, FUTO, Imo State).

Another respondent specifically opened up his opinions about the QWL in the federal universities by noting that,

> …some employees do not even understand their right of work because nobody is given any form of orientation here as a staff. You just walk into office and you start work. It's only on a rare few occasions that they organize some kind of workshop that is not holistic; …so if we compare the quality of work life we have among workers in our own era, with what we saw during our undergraduate days, I think there is an aberration and a digression from the standard (Male, 50 Years Old, Member University Government Council, UNN, Enugu State).

Another IDI respondent gave his opinion on the QWL of the two selected universities in comparison with other western and Northern Universities. According to the respondent,

> …the point is that if you are comparing with other zones, I may say that the South-westerners are getting it right because they are in touch with western universities…I mean universities in the UK. Most of the professors there are very much in touch and they access grants. These grants are what you use to fund research and that is why in university of Ibadan, where they run predominantly post-graduate programme you get (Male, 50 Years Old, Member Governing Council UNN, Enugu State).

Another interviewee had similar view when he said,

> …it is not okay here. It is better in the North and Southwest. I say this because I did ask my pro-chancellor when we were struggling to be paid some allowances, why is it that if government releases money to parastatals, particularly the universities, those in the North and Southwest will give their workers their due, but coming to Southeast it will be a tug of war? They will receive and say that they have not received. Surprisingly, he ask me, is it not your people? (Male, 53 Years Old, Chairman Senior Staff Association of Nigerian Universities, UNN, Enugu State).

However, another interviewee had a different view about the QWL in the selected Universities in comparison with other Universities.

> …the university system is uniform in Nigeria, especially at federal level … it is been controlled by the same quality agent; we have the standard and we have what we call B-mass… that is, controlled by NUC and it is the same standard everywhere in Nigeria (Male, 58 Years, Vice Chancellor, UNN, Enugu State).

Research Question 2:

What is the level of job satisfaction among employees of federal Universities in the Southeast zone of Nigeria? Questionnaire items 8, 9, 10, 11, 12 and 13 were used to answer research question 2. The answers to this question are contained in figure 7,
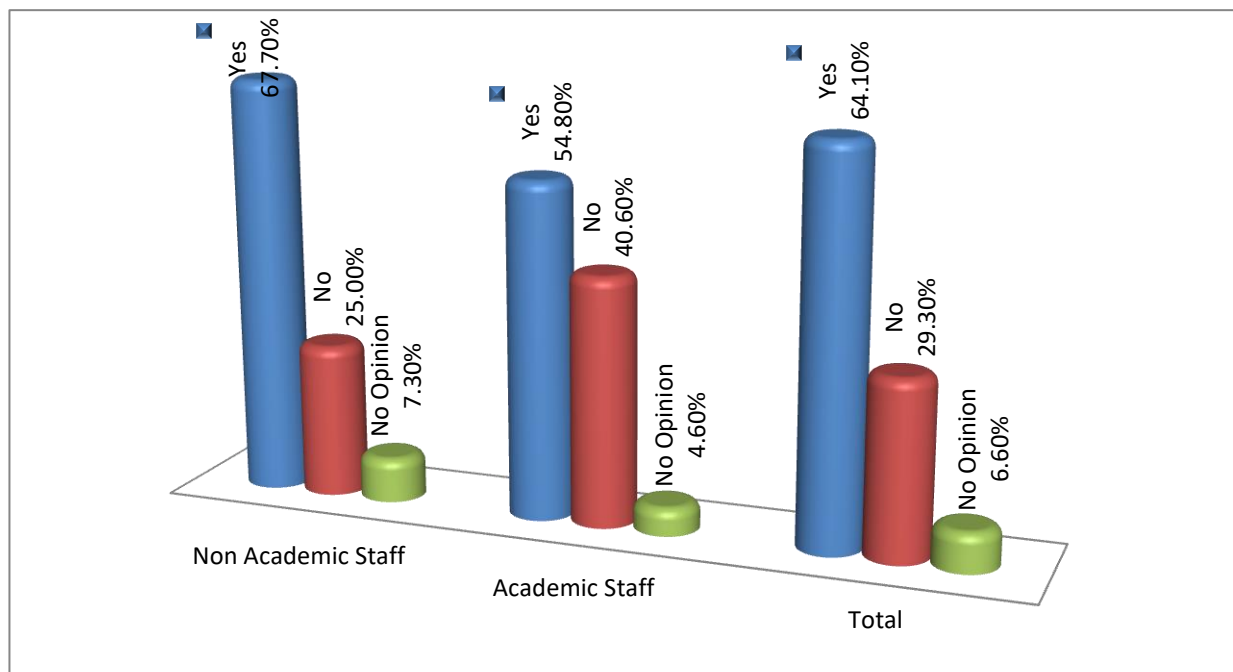
Fig. 7: Distribution of the respondents by their job satisfaction according to job designation.

The respondents were asked to indicate whether they were satisfied or not satisfied with their current jobs in the two selected Universities. The result indicated, that majority 546(64.1%) of the respondents were satisfied with their jobs in the selected Universities. Only 250(29.3%) of them indicated being dissatisfied with their jobs; while a very lower proportion 56(6.6%) of them had no opinion on that. In addition, looking at the relative job satisfaction of non-academic and academic staff as contained in figure 7, there is no

significant variation in the job satisfaction between the two groups. In the non-academic staff category, a majority 415(67.7%) of them indicated being satisfied with their jobs. This is against 153(25.0%) of them who indicated being dissatisfied with their jobs. Also, in the academic staff category, a significant proportion 131(54.8%) of them indicated being satisfied with their jobs, while 97(40.6%) of them indicated being dissatisfied with their job. In comparison with dissatisfaction level among the two groups, a greater proportion (40.6%) of the academic staff showed higher levels of job dissatisfaction compared to the non-academic staff (25.0%). The qualitative data obtained through the In-Depth Interview however generated a mixed result, with some of the findings supporting the quantitative data and some others falling at variance with the quantitative data. For instance, an IDI respondent was asked to express his feelings and observations about the employees' job satisfaction in the University. The interviewee noted that,

> They are not; …it is not only applicable to FUTO alone, even as ASUU chairman, when we go for meetings we interact with other employees of different Universities and I can boldly tell you that they are not satisfied at all (56 years old, Male, ASUU Chairman, FUTO, Imo State).

Yet, another Interviewee had a similar opinion to the above by noting that;

> … I don't think they are satisfied (referring to the employees), but at times they pretend, that's what am trying to say. It is not as if they are satisfied but there is a lot of pretense among them (Male, 55 Years Old, Head of Department, FUTO, Imo State).

Another respondent also did not differ in his opinion when he reacted on the perception about employees' job satisfaction. According to the interviewee,

> … the only, the people that are satisfied are the people who are closer to the administration; if you are not closer to the administration you will feel neglected, rejected or dejected. ...you can see messenger/cleaner being more powerful than a professor of the University, because he/she has access to V.C. In such instance, that employee can demonstrate more job satisfaction than the professor. Therefore, there is no streamlined system. However, it mainly depends on an employee's relationship with the management (Male, 52 Years Old, NASU Chairman, UNN, Enugu State).

Another respondent was of the opinion that job satisfaction is dependent on area of job.

According to the respondent,

> … it depends on where you are working; the unit where you work. for example, what you receive, maybe as a management Staff in the Laboratory, is not what you receive as a drives taking care of your Oga in the office, So where you work, you eat, depending on what happens in that office. Also, a senior staff cannot take allowance of a junior staff, so the higher your position, the higher your allowance and higher job satisfaction (Male, 56 Years Old, NASU Chairman, FUTO, Imo State).

The respondents who indicated being satisfied with their jobs were further probed to ascertain their level of satisfaction with selected aspects of job in the University. The findings were shown in table 12.

Table 12: Respondents' Level of Satisfaction with Aspects of their Jobs.

	Options	Non Academic Staff	Academic Staff	Total
Satisfaction with Medical Benefits	Very Satisfied	181 (43.7%)	39 (29.8%)	220 (40.4%)
	Fairly Satisfied	233 (56.3%)	92 (70.2%)	325 (59.6%)
	Total	414 (100.0%)	131 (100.0%)	545 (100.0%)
Satisfaction with hours of work	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	284 (68.8%)	85 (64.9%)	369 (67.8%)
	Fairly Satisfied	129 (31.2%)	46 (35.1%)	175 (32.2%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with available work facilities	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	131 (31.7%)	29 (22.1%)	160 (29.4%)
	Fairly Satisfied	282 (68.3%)	102 (77.9%)	384 (70.6%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with reward systems	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	99 (24.1%)	25 (19.1%)	124 (22.9%)
	Fairly Satisfied	312 (75.9%)	106 (80.9%)	418 (77.1%)
	Total	411 (100.0%)	131 (100.0%)	542 (100.0%)
Satisfaction with work load	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	206 (49.9%)	51 (38.9%)	257 (47.2%)
	Fairly Satisfied	207 (50.1%)	80 (61.1%)	287 (52.8%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with co-workers relationship	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	271 (65.6%)	67 (51.1%)	338 (62.1%)
	Fairly Satisfied	142 (34.4%)	64 (48.9%)	206 (37.9%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with overall working conditions	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	160 (38.7%)	41 (31.3%)	201 (36.9%)
	Fairly Satisfied	253 (61.3%)	90 (68.7%)	343 (63.1%0
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)

Table 12 (Continued)

Satisfaction with physical environment	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Very Satisfied	140 (33.9%)	36 (27.5%)	176 (32.4%)
	Fairly Satisfied	273 (66.1%)	95 (72.5%)	368 (67.6%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with employee-management relationship	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Very Satisfied	146 (35.4%)	30 (22.9%)	176 (32.4%)
	Fairly Satisfied	267 (64.6%)	101 (77.1%)	368 (67.6%)
	Total	413 (100.0%)	131 (100.0%)	544 (100.0%)
Satisfaction with decision-making pattern	Options	Non Academic Staff	Academic Staff	Total
	Very Satisfied	147 (35.8%)	34 (26.0%)	181 (33.4%)
	Fairly Satisfied	264 (64.2%)	97 (74.0%)	361 (66.6%)
	Total	411 (100.0%)	131 (100.0%)	542 (100.0%)

Field Survey, 2019.

The data contained in table 12 show the respondents' level of satisfaction with selected aspects of their jobs. Two levels of satisfaction (very satisfied and fairly satisfied) were presented to the respondents. Accordingly, a majority 325(59.6%) of the respondents indicated being fairly satisfied with medical benefits compared to 220(40.4%) of them who indicated being very satisfied with it. On the respondents' level of satisfaction with hours of work, a majority 369(67.8%) of the respondents indicated being very satisfied with it, compared to a lower proportion 175(32.2%) of them who indicated being fairly satisfied with it. Also, a majority 384(70.6%) of the respondents indicated being fairly satisfied with the available work facilities in their workplaces, compared to a lower proportion 160(29.4%) of them who indicated being very satisfied with it. The data also indicate that a majority 418(77.1%) of the respondents were fairly satisfied with the reward system, as against a lower proportion 124(22.9%) of them who were very satisfied with it. About half proportion 287(52.8%) of the respondents were also fairly satisfied with workloads and another sizeable proportion of them 257(47.2%) were very satisfied with workloads. On the assessment of their level of satisfaction with co-workers' relationship, the findings indicated that a majority 338(62.1%) of the respondents were very satisfied, compared to 206(37.9%) of them who only showed fairer level of satisfaction. 343(63.1%) of the respondents showed a fair level of

satisfaction with their overall working conditions, while 201(36.9%) of them were very satisfied with it. Furthermore, a majority 368(67.6%) of the respondents indicated being fairly satisfied with the physical environment; while a lower proportion 176(32.4%) of them indicated being very satisfied on that. On the respondents' satisfaction with employee-management relationship, a majority 368(67.6%) of the respondents indicated being fairly satisfied, while a lower proportion 176(32.4%) of them indicated being very satisfied on that. Finally, the data also shows that a majority 361(66.6%) of the respondents were fairly satisfied with decision-making pattern in their organisation, while a lower proportion 181(33.4%) of them were very satisfied with it. With respect to the employees' satisfaction with decision-making pattern in their organisation, an IDI respondent had this to say;

> … before, whenever there is need for employment, it is advertised and once it is advertized you can apply; but now you see… before you go to office now, you will see somebody who will show a letter of appointment. When the post was advertized, you don't know; when you know that it is supposed to be applied through you as the head of department. So those who have been in the system, who are supposed to be promoted, are grumbling and complaining because; how can somebody be employed without my notice? Where the vacancy exists, you don't know, yet somebody gets a job in my own office without my approval (Male, 54 Years Old, NASU Chairman, FUTO, Imo State).

Table 13: Respondents' Views on how Job designation meets their desired jobs.

Options	Non Academic Staff	Academic Staff	Total
YES	268 (51.0%)	99 (55.9%)	367 (52.2%)
NO	173 (32.9%)	61 (34.5%)	234 (33.3%)
NO OPINION	85 (16.2%)	17 (9.6%)	102 (14.5%)
Total	526 (100.0%)	177 (100.0%)	703 (100.0%)

Missing Values = 194(21.6%)
Field Survey, 2019.

Table 13 shows that majority of the respondents 367(52.2%) agreed that the character of their jobs were commiserate with their desired jobs, while 234(33.3%) disagreed on this and 102(14.5%) of them did not give any opinion on this. This data was reflected in the analysis of the non-academic and academic staff categories. In other words, a majority of the respondents 268(51.0%) in the non-academic staff category were in agreement with this,

while 173(32.9%) of them disagreed with this. Also, in the academic staff category, a majority of them 99(55.9%) agreed that the character of their jobs were commiserate with their desired jobs, compared with a lower proportion of them 61(34.5%) who disagreed with this view. Further probing was done to measure the effect of this factor on their willingness to contribute more towards their organisational goals. Findings to this are presented in table 14.

Table 14: Respondents' view on whether they will willingly contribute more towards organisational goals as a measure of job satisfaction

Options	Non Academic Staff	Academic Staff	Total
YES	238 (88.8%)	92 (92.9%)	330 (89.9%)
NO	18 (6.7%)	5 (5.1%)	23 (6.3%)
NOT QUITE SURE	12 (4.5%)	2 (2.0%)	14 (3.8%)
Total	268 (100.0%)	99 (100.0%)	367 (100.0%)

Field Survey, 2019.
Note: *missing values = 530*

The item analysed in table 14 was designed to further probe their willingness to contribute to the goals of their organisation as a measure of how satisfied they feel with their jobs. Thus, only the respondents who were affirmative in table 13 responded to the item analysed here. The findings indicated that a larger proportion 330(89.9%) of them affirmed that they are very willing to contribute more towards their organisational goals. A lower proportion 23(6.3%) of them did not show any indication of willingness to contribute more as a measure of their job satisfaction.

Table 15: Distribution of Respondents on the Job Characteristics they Feel most Dissatisfied with, in their Organisations.

Options	Non Academic Staff	Academic Staff	Total
Medical Benefits	15 (9.7%)	7 (7.4%)	22 (8.8%)
Hours of Work	19 (12.3%)	10 (10.5%)	29 (11.6%)
Available Work Facilities	20 (12.9%)	9 (9.5%)	29 (11.6%)
Reward System	39 (25.2%)	21 (22.1%)	60 (24.0%)
Work Load	26 (16.8%)	6 (6.3%)	32 (12.8%)
Co-workers relationship	1 (0.6%)	3 (3.2%)	4 (1.6%)
Overall Working Conditions	14 (9.0%)	24 (25.3%)	38 (15.2%)
Physical work environment	6 (3.9%)	1 (1.1%)	7 (2.8%)
Employee-management relationship	7 (4.5%)	1 (1.1%)	8 (3.2%)
Decision-making process	8 (5.2%)	13 (13.7%)	21 (8.4%)
Total	**155 (100.0%)**	**95 (100.0%)**	**250 (100.0%)**

Field Survey, 2019.
Note: Missing values = 647

Table 15 contains further probes on the job characteristics to which the respondents who responded negatively in figure 6 were dissatisfied with. The data show from the total rows that a majority 60(24.0%) of the respondents were mostly dissatisfied with the reward system in their organisations; while the least dissatisfying factor according to 4(1.6%) of the respondents was that of co-workers relationship. These data were also reflective of the relative views of non-academic and academic staff in the two selected institutions.
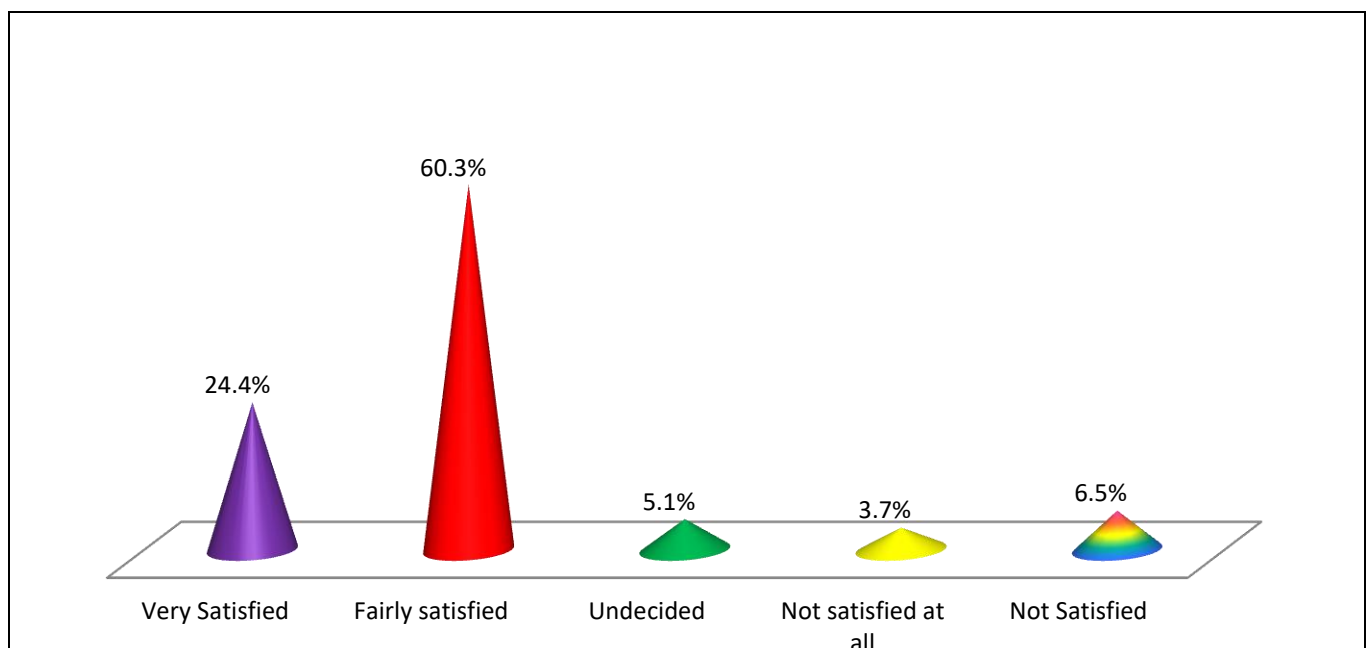
Fig. 8: Respondents' General Level of Job Satisfaction

Table 16: Comparison of Selected Socio-Demographic Variables with Respondents' General Level of Job Satisfaction

Variables	General Level of Job Satisfaction					Total	Statistics
	Very Satisfied	Fairly Satisfied	Undecided	Not satisfied at all	Not Satisfied		
GENDER							
Male	87 (41.2%)	249 (47.8%)	18 (40.9%)	16 (50.0%)	24 (42.9%)	394 (45.6%)	χ^2 = 3.442, df =4, P = .487
Female	124 (58.8%)	272 (52.2%)	26 (59.1%)	16 (50.0%)	32 (57.1%)	470 (54.4%)	
Total	211 (100.0%)	521 (100.0%)	44 (100.0%)	32 (100.0%)	56 (100.0%)	864 (100.0%)	
DURATION OF JOB							
Less than 5 Years	104 (49.8%)	205 (40.0%)	28 (63.6%)	12 (38.7%)	21 (38.2%)	370 (43.5%)	
6 - 10 Years	30 (14.4%)	125 (24.4%)	8 (18.2%)	9 (29.0%)	17 (30.9%)	189 (22.2%)	χ^2 = 26.691, df = 16, P = .045
11 - 15 Years	31 (14.8%)	85 (16.6%)	6 (13.6%)	5 (16.1%)	10 (18.2%)	137 (16.1%)	
16 - 20 Years	16 (7.7%)	42 (8.2%)	0 (0.0%)	1 (3.2%)	3 (5.5%)	62 (7.3%)	
Above 20 Years	28 (13.4%)	55 (10.7%)	2 (4.5%)	4 (12.9%)	4 (7.3%)	93 (10.9%)	
Total	209 (100.0%)	512 (100.0%)	44 (100.0%)	31 (100.0%)	55 (100.0%)	851 (100.0%)	

Table 16 (Continued)

JOB DESIGNATION							
Non Academic Staff	181 (85.8%)	344 (66.0%)	37 (84.1%)	25 (78.1%)	35 (62.5%)	622 (72.0%)	χ^2 = 35.386, df =4, P = .000
Academic Staff	30 (14.2%)	177 (34.0%)	7 (15.9%)	7 (21.9%)	21 (37.5%)	242 (28.0%)	
Total	211 (100.0%)	521 (100.0%)	44 (100.0%)	32 (100.0%)	56 (100.0%)	864 (100.0%)	

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

Figure 8 contains the analysis on the general satisfaction level of the respondents with the characteristic of their job. Also, the follow-up data contained in table 16 were the comparison of selected socio-demographic data of the respondents with their general level of job satisfaction using Chi-Square statistics. From the general level of job satisfaction as shown in figure 8, a majority of the respondents 521(60.3%) were fairly satisfied with their jobs and another significant proportion of them 211(24.4%) indicated being very satisfied with their jobs. Those who indicated being not satisfied and not satisfied at all were very insignificant (6.5% and 3.7% respectively). Cumulatively, the findings indicate that those who showed satisfaction with their jobs were two times greater than those who were dissatisfied with their jobs. With regards to whether there was a significant difference in their job satisfaction relative to selected demographics, the findings indicate that gender yielded no significant difference in job satisfaction of the employees (p = .487). However, a slightly significant difference in job satisfaction was found in employees' duration of job (p = .045) and a very strong statistical significant difference was found in job satisfaction of non-academic staff and academic staff categories (p = .000).

Research Question 3: What is the relationship between perceived organisational support and job satisfaction among employees in federal universities in the Southeast zone of Nigeria? Questionnaire item 14 – 21 were used to answer this research question. The findings are presented in table 17, 18, 19, 20 and figure 8 & 9.

Table 17: Respondents' Perceptions of Aspects of Organisational Support

	Options	Non Academic Staff	Academic Staff	Total
Perception of Supervisors' support to employees' work activities	Yes	423 (69.0%)	118 (49.4%)	541 (63.5%)
	No	81 (13.2%)	66 (27.6%)	147 (17.3%)
	No Opinion	109 (17.8%)	55 (23.0%)	164 (19.2%)
	Total	613 (100.0%)	239 (100.0%)	852 (100.0%)
	Options	**Non Academic Staff**	**Academic Staff**	**Total**
Perception of University Management care about employees' welfare	Yes	150 (24.4%)	54 (22.1%)	204 (23.7%)
	No	208 (33.8%)	72 (29.5%)	280 (32.6%)
	I can't say for sure	257 (41.8%)	118 (48.4%)	375 (43.7%)
	Total	615 (100.0%)	244 (100.0%)	859 (100.0%)
Perception of Work Department's care about employee's values before decisions are made	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Definitely	227 (36.7%)	65 (26.6%)	292 (33.8%)
	Not Really	329 (53.2%)	156 (63.9%)	485 (56.2%)
	Not at all	63 (10.2%)	23 (9.4%)	86 (10.0%)
	Total	619 (100.0%)	244 (100.0%)	863 (100.0%)
	Options	**Non Academic Staff**	**Academic Staff**	**Total**
Perception about the provision of technical support to employees	Certainly	81 (13.0%)	20 (8.1%)	101 (11.6%)
	Not at all the time	453 (72.7%)	190 (77.2%)	643 (74.0%)
	Not at all	89 (14.3%)	36 (14.6%)	125 (14.4%)
	Total	623 (100.0%)	246 (100.0%)	869 (100.0%)

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

Table 17 contains the responses on perceived organisational support to the employees. The table shows that a majority of the respondents 541(63.5%) perceived that there was good level of supervisors' support to the employees' work activities. Surprisingly, a majority of the respondents 375(43.7%) could not say for sure whether the University management cares about their welfare. 280 (32.6%) were also of the perception that the university management does not care about their welfare. This is against only 292(23.7%) of them who agreed that the management of the university cares about their welfare. Still on table 17, a majority of the respondents, 485 (56.2%) were of the perception that their work departments do not really care about their values before decisions are reached. Only 292(33.8%) of them had the perception that their work departments care about employee's values before decisions are made; while 86(10.0%) of the them said that their work departments do not care at all about employees' values before decisions are reached. On the perception about provision of technical support to employees, a majority of the respondents, 643(74.0%) perceived that they are not provided at all the times. 125(14.4%) of them were of the perception that there is

no provision of technical support to employees, while only 101(11.6%) of them had the perception that technical support was certainly provided to employees. These results are also reflective of the analysis of the non-academic and academic staff categories as contained in the non-academic staff and academic staff columns in table 17.

Among the four categories of data on perceived organisational support as contained in the table, only one (perception of supervisors' support to employees) received positive rating from the respondents. Other categories were negatively rated; implying that cumulatively, organisational support within the two selected was rated poor. This is supported by the qualitative data obtained through IDI, as an interviewee noted,

> …once somebody (an employee) can go ahead to use his money to buy a realm of paper just to see that work continues, you will know that all is not well. There is no support. …look it from the angle of rights and privileges of an employee; like we in this university, no non-teaching staff has gone for training…. it is only teaching staff that they sometimes send, and it is not all teaching staff but those they like (Male, 53 Years Old, Chairman Senior Staff Association of Nigerian Universities, UNN, Enugu State).

Table 18: Respondents' Perceptions on the motivation they get from management of their Universities to enhance growth for the organisation in comparison with other public universities.

Work Designation	Options	University		Total
		UNN	**FUTO**	
Non Academic Staff	Certainly Yes	103 (22.1%)	33 (20.5%)	136 (21.7%)
	Somewhat Yes	238 (51.1%)	90 (55.9%)	328 (52.3%)
	Not at all	125 (26.'8%)	38 (23.6%)	163 (26.0%)
	Total	**466 (100.0%)**	**161 (100.0%)**	**627 (100.0%)**
Academic Staff	Certainly Yes	22 (11.5%)	6 (11.1%)	28 (11.4%)
	Somewhat Yes	138 (72.3%)	35 (64.8%)	173 (70.6%)
	Not at all	31 (16.2%)	13 (24.1%)	44 (18.0%)
	Total	**191 (100.0%)**	**54 (100.0%)**	**245 (100.0%)**
Total	Certainly Yes	125 (19.0%)	39 (18.1%)	164 (18.8%)
	Somewhat Yes	376 (57.2%)	125 (58.1%)	501 (57.5%)
	Not at all	156 (23.7%)	51 (23.7%)	207 (23.7%)
	Total	**657 (100.0%)**	**215 (100.0%)**	**872 (100.0%)**

Field Survey, 2019.
Note: Missing values that occurred in each category were excluded by default in SPSS.

The data contained in table 18 was classified according to the perception of non-academic staff and academic staff in relation to their perceptions about the motivations they get from

the management of the two selected Universities used in this study. Taking a look at the total responses, the data shows that a majority 501(57.5%) of the respondents were somewhat in agreement that the management of their organisations motivate them to put in their best for growth of their Universities. This is followed by 207(23.7%) of them who felt that there was no motivation at all from the management of their organisations. Meanwhile, only 164(18.8%) of them were very certain that the management of their organisations provide them with motivations needed to enhance the growth of the organisation. Cumulatively, the findings show that the proportion of those who had favourable perception about the motivation from the management of their institutions was quite greater than those who have unfavourable perceptions about it. From the same table 18, it was found that there is no significant variation on the feeling of the non-academic and academic staff in the two selected universities on issue of the managements' motivations to the employees. Equally, there was no significant shift between the academic and non-academic staff on their feelings about motivations by the University management. Reacting in contrast with these findings, an IDI Interviewee was of the perception that:

> Other zones are better, especially those in the North and West. They are far better than what happens here. In fact, people prefer to go over there assuming it is something that is quite open... The only thing is that people will prefer to stay around their home because of the prevailing security situation in the country; otherwise many people would have loved to leave here, if it were easy to go to other zones (Male, 55 Years Old, Head of Department, FUTO, Imo State).

Another interviewee maintained that the situation is almost the same across all federal universities in Nigeria. According to the interviewee,

> …well, the situation is the same everywhere. We just returned from a meeting of all the federal universities in Nigeria. Everyone is groaning and crying. The only thing that is different is eh…, when you compare the old and new generation universities, you will see differences in structures that are coming up in the new generation universities; but the old generation universities are becoming structurally poor (Male, 58 Years Old, Chairman, Senior Staff Association of Nigerian Universities, FUTO, Imo State).
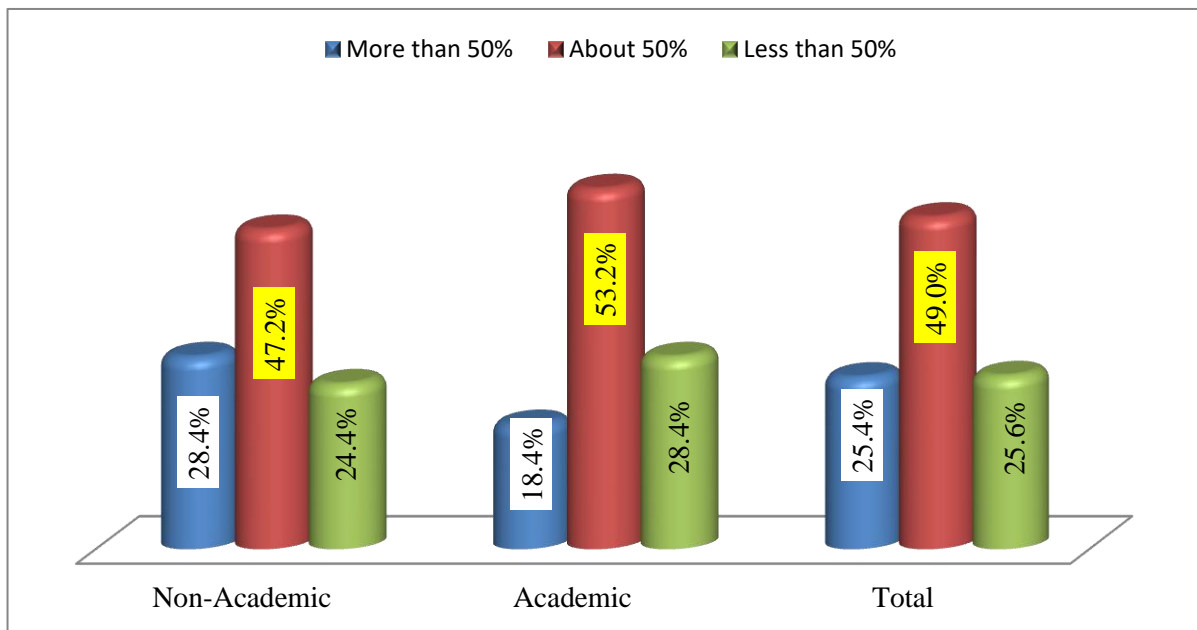
Fig. 9*:* Distribution of the Respondents on the Perceived Level of motivation employees get from the management in their Universities.

Figure 9 shows that majority 49.0% of the respondents rated the percentage of motivation they get from the top management of their organisation at about 50%. 25.6% of them rated it to be less than 50%; while only 25.4% of them rated the motivation above 50%. From specific charts, a majority of the respondents both the academic and non-academic staff had rated their motivation level at about 50%; which implies that there was no significant difference in the perception of the employees in the two job designations with respect to motivation from the top management of their organisations.

Table 19: Respondents' views on how committed the top management of the Universities are in addressing pressing issues that affect the work of the employees.

Options	Non Academic Staff	Academic Staff	Total
Yes	192 (31.3%)	54 (22.0%)	246 (28.6%)
No	205 (33.4%)	89 (36.3%)	294 (34.2%)
Not certain	217 (35.3%)	102 (41.6%)	319 (37.1%)
Total	**614 (100.0%)**	**245 (100.0%)**	**859 (100.0%)**

Field Survey, 2019.

From the table 19, it is clear that a majority 319(37.1%) of the respondents were not certain about how committed the top management of their Universities was in addressing any

pressing issues concerning the workability of the employees. However, 294(34.2%) of them were of the perception that the top management hesitate in addressing issues affecting the workability of the employees; while only 246(28.6%) of them agreed that the top management of the Universities do not hesitate in addressing any pressing issues affecting employees' workability.
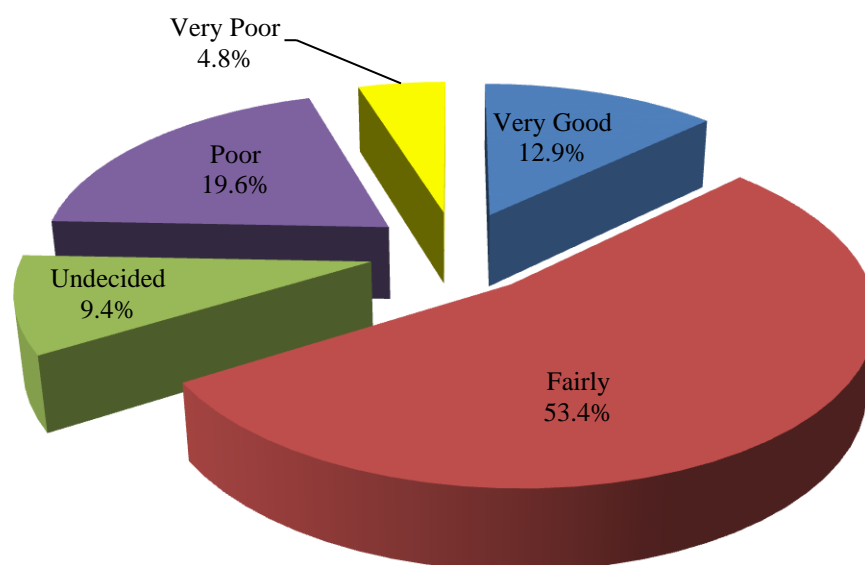
Fig. 10: Respondents' General Perception about Organisational Support

Table 20: Selected Socio-Demographic Variables in Relation with General Perception about Organisational Support.

Variables	Very Good	Fairly	Undecided	Poor	Very Poor	Very Good	Statistics
Gender							
Male	46 (41.4%)	212 (46.0%)	36 (44.4%)	83 (49.1%)	16 (39.0%)	393 (45.5%)	χ^2 = 2.400, df =4, P = .663
Female	65 (58.6%)	249 (54.0%)	45 (55.6%)	86 (50.9%)	25 (61.0%)	470 (54.5%)	
Total	111 (100.0%)	461 (100.0%)	81 (100.0%)	169 (100.0%)	41 (100.0%)	863 (100.0%)	
Job Duration							
Less than 5 Years	56 (51.4%)	209 (45.9%)	40 (50.6%)	48 (28.6%)	9 (23.1%)	362 (42.6%)	χ^2 = 38.297, df = 16, P = .001
6 - 10 Years	15 (13.8%)	97 (21.3%)	20 (25.3%)	44 (26.2%)	12 (30.8%)	188 (22.1%)	
11 - 15 Years	18 (16.5%)	75 (16.5%)	11 (13.9%)	30 (17.9%)	10 (25.6%)	144 (16.9%)	
16 - 20 Years	8 (7.3%)	27 (5.9%)	4 (5.1%)	21 (12.5%)	2 (5.1%)	62 (7.3%)	
Above 20 Years	12 (11.0%)	47 (10.3%)	4 (5.1%)	25 (14.9%)	6 (15.4%)	94 (11.1%)	
Total	109 (100.0%)	455 (100.0%)	79 (100.0%)	168 (100.0%)	39 (100.0%)	850 (100.0%)	
Job Designation							
Non Academic Staff	87 (78.4%)	330 (71.6%)	57 (70.4%)	113 (66.9%)	32 (78.0%)	619 (71.7%)	χ^2 = 5.279, df = 4, P = .260
Academic Staff	24 (21.6%)	131 (28.4%)	24 (29.6%)	56 (33.1%)	9 (22.0%)	244 (28.3%)	
Total	111 (100.0%)	461 (100.0%)	81 (100.0%)	169 (100.0%)	41 (100.0%)	863 (100.0%)	
University							
UNN	85 (76.6%)	343 (74.4%)	62 (76.5%)	135 (79.9%)	28 (68.3%)	653 (75.7%)	χ^2 = 3.325, df = 4, P = .505
FUTO	26 (23.4%)	118 (25.6%)	19 (23.5%)	34 (20.1%)	13 (31.7%)	210 (24.3%)	
Total	111 (100.0%)	461 (100.0%)	81 (100.0%)	169 (100.0%)	41 (100.0%)	863 (100.0%)	

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

Figure 10 contains the data on the general perception of the employees on the nature of organisational support given to them by their organisations. While the majority 53.4% perceived the support they get as being fair, 19.6% perceived it as poor. 12.9% and 9.4% perceived the support to be very good and undecided respectively. The follow up table 20 shows the cross-tabulation of selected socio-demographic characteristics of the respondents and their general perception of organisational support. In comparison between male and female respondents, it shows that $p = .663$ which indicated there is no significant difference between male and female employees on their perception about organisational support. A statistically significant difference was found between job duration and respondents' perception about organisational support ($p = .001$). There was also no significant difference in the perception of organisational support between non-academic and academic staff ($p = .260$). Equally, there was no statistically significant difference in the perception of the respondents within the two Universities studied regarding organisational support. Findings of the qualitative data with regards to the perception of organisational support also vary significantly based on the relative opinions of the interviewees. For instance, an interviewee noted that:

> … the support depends on the type of organisation that they have. You see, the type of Bursar, the type of Vice Chancellor and the type of administrative heads, play a significant impact on how much support will be given to employees. For example, our VC loves learning and intelligence; once you are pro-academic, or you have intention to read further, he encourages and supports you (Male, 56 Years Old, NASU Chairman, FUTO, Imo State).

Research Question 4:

How do employees' working conditions influence their job satisfaction in federal Universities in the Southeast zone of Nigeria? Questionnaire items 22 – 30 were used to answer this research question. The findings are presented in tables 21 and 22.

Table 21: Respondents' Perception about Dimensions of Working Conditions

	Options	Non Academic Staff	Academic Staff	Total
Perception about the functionality of working tools.	Yes	229 (36.6%)	73 (29.8%)	302 (34.7%)
	No	288 (46.1%)	116 (47.3%)	404 (46.4%)
	I am not Certain	108 (17.3%)	56 (22.9%)	164 (18.9%)
	Total	625 (100.0%)	245 (100.0%)	870 (100.0%)
Perception of workplace environment in relation to work efficiency	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Very conducive	144 (23.3%)	36 (14.7%)	180 (20.9%)
	Fairly conducive	398 (64.5%)	165 (67.3%)	563 (65.3%)
	Unconducive	75 (12.2%)	44 (18.0%)	119 (13.8%)
	Total	617 (100.0%)	245 (100.0%)	862 (100.0%)
Employees' Perception of Work Expectations as reasonable	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Yes	362 (58.3%)	109 (45.4%)	471 (54.7%)
	No	140 (22.5%)	75 (31.3%)	215 (25.0%)
	No Opinion	119 (19.2%)	56 (23.3%)	175 (20.3%)
	Total	621 (100.0%)	240 (100.0%)	861 (100.0%)
Perception about time given to employees to complete specific tasks	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Very Reasonable	213 (34.4%)	47 (19.3%)	260 (30.1%)
	Fair Enough	364 (58.7%)	175 (71.7%)	539 (62.4%)
	Very Little	43 (6.9%)	22 (9.0%)	65 (7.5%)
	Total	620 (100.0%)	244 (100.0%)	864 (100.0%)
Perception of Squabble and antagonism between employees and the top management	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Certainly Yes	150 (24.4%)	38 (15.5%)	188 (21.9%)
	I can't say for sure	392 (63.7%)	168 (68.6%)	560 (65.1%)
	Not at all	73 (11.9%)	39 (15.9%)	112 (13.0%)
	Total	615 (100.0%)	245 (100.0%)	860 (100.0%)
Perception of physical work environment in comparison with other universities	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Very Nice	160 (25.7%)	30 (12.2%)	190 (21.9%)
	Fair Enough	321 (51.6%)	163 (66.5%)	484 (55.8%)
	Very Poor	141 (22.7%)	52 (21.2%)	193 (22.3%)
	Total	622 (100.0%)	245 (100.0%)	867 (100.0%)
Perception of safety at work unit	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Very safe	315 (50.9%)	82 (33.7%)	397 (46.1%)
	Not very safe	262 (42.3%)	147 (60.5%)	409 (47.4%)
	Not safe at all	42 (6.8%)	14 (5.8%)	56 (6.5%)
	Total	619 (100.0%)	243 (100.0%)	862 (100.0%)
Perception of work schedule interference with other personal and family life	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Absolutely Yes	94 (15.2%)	31 (12.8%)	125 (14.5%)
	Somehow	311 (50.3%)	155 (63.8%)	466 (54.1%)
	Not at all	213 (34.5%)	57 (23.5%)	270 (31.4%)
	Total	618 (100.0%)	243 (100.0%)	861 (100.0%)

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

Table 21 indicates that a majority 404(46.4%) of the respondents perceived their working

tools as non-functional. Only 302(34.7%) of them perceived the tools to be functional; while

164(18.9%) of them indicated that they were not certain about the functionality the tools. It

was perceived by a majority 563(65.3%) of the respondents that workplace environment was

fairly conducive to influence their work efficiency. Only 180(20.9%) of them perceived workplace to be very conducive to significantly influence the efficiency of their work; while 119(13.8%) of them had the perception that it is very noisy/unconducive to influence work efficiency. Furthermore, a considerable majority 471(54.7%) of the employees perceived the amount of work expected of them to be reasonable. This is against a lower proportion 215(25.0%) of them, who perceived it as unreasonable; while 175(20.3%) had no opinion on it. It was also the perception of a majority 539(62.4%) of the respondents, that time often given to them to deliver a task was fair enough. However, 260(30.1%) of them perceived it as being very reasonable; while 65(7.5%) of them perceived that very little time is often given to them to complete tasks. With regards to the perception about the existence of squabble and antagonism between the employees and top management, a majority of the respondents 560(65.1%) indicated that they cannot say for sure. Only a lower proportion 188(21.9%) of them were very certain that there were much squabble and antagonism between them; while a very lower proportion 112(13.0%) of them perceived that such squabble and antagonism do not exist at all. Going further, a majority 484(55.8%) of the respondents perceived their physical work environment as fair enough in comparison to other Universities. 193(22.3%) of them perceived it to be very poor compared to other Federal Universities; while only 190(21.9%) of them perceived it as very nice compared to other Universities. With respect to the perception about safety at work unit, a majority 409(47.4%) of the respondents felt somewhat unsafe at their work units. However, another sizeable and closer proportion 397(46.1%) of them felt very safe; while a very lower proportion 56(6.5%) of them felt not being safe at all. Finally, majority 466 (54.1%) of the respondents perceived their work schedules as somehow interfering with their personal and family lives, 270(31.4%) of them perceived their work schedules as not interfering seriously with their family or personal life; and another 270(31.4%) of them perceived their work schedules as 'not interfering at all'

with their family and personal lives. Meanwhile only 125(14.5%) of them were of the perception that their work schedules absolutely interfere with their family and personal lives. These data were also reflective of the responses according to employees' job designation.

To determine the general perceptions of the respondents about working conditions, the respondents were requested to rate their general perception about the working conditions in their respective work units. The analysis to this is presented in figure 10, with corresponding statistical test comparing selected socio-demographic characteristics with the general perception of working conditions as contained in table 22.

Table 22: General Perception about Working Conditions with Selected Socio-Demographic Characteristics of the respondents.

Variables	Very Good	Fairly	Undecided	Very Poor	Poor	Total	Statistics
Gender							
Male	64 (46.4%)	226 (44.8%)	46 (43.0%)	42 (53.8%)	18 (58.1%)	396 (46.1%)	$\chi^2 = 4.459$,
Female	74 (53.6%)	279 (55.2%)	61 (57.0%)	36 (46.2%)	13 (41.9%)	463 (53.9%)	df =4, P =
Total	138 (100.0%)	505 (100.0%)	107 (100.0%)	78 (100.0%)	31 (100.0%)	859 (100.0%)	.347
Job Duration							
Less than 5 Years	78 (57.8%)	211 (42.4%)	42 (40.0%)	24 (31.2%)	6 (19.4%)	361 (42.7%)	
6 - 10 Years	21 (15.6%)	103 (20.7%)	27 (25.7%)	23 (29.9%)	9 (29.0%)	183 (21.6%)	$\chi^2 = 30.519$,
11 - 15 Years	19 (14.1%)	85 (17.1%)	20 (19.0%)	12 (15.6%)	9 (29.0%)	145 (17.1%)	df = 16, P =
16 - 20 Years	6 (4.4%)	38 (7.6%)	9 (8.6%)	7 (9.1%)	3 (9.7%)	63 (7.4%)	.015
Above 20 Years	11 (8.1%)	61 (12.2%)	7 (6.7%)	11 (14.3%)	4 (12.9%)	94 (11.1%)	
Total	135 (100.0%)	498 (100.0%)	105 (100.0%)	77 (100.0%)	31 (100.0%)	846 (100.0%)	
University							
Non Academic Staff	110 (79.7%)	362 (71.7%)	74 (69.2%)	52 (66.7%)	17 (54.8%)	615 (71.6%)	$\chi^2 = 9.995$,
Academic Staff	28 (20.3%)	143 (28.3%)	33 (30.8%)	26 (33.3%)	14 (45.2%)	244 (28.4%)	df = 16, P =
Total	138 (100.0%)	505 (100.0%)	107 (100.0%)	78 (100.0%)	31 (100.0%)	859 (100.0%)	.041

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

Table 22 shows the general perception of employees on working conditions. The perceived working conditions was cross-tabulated with some selected socio-demographic characteristics of the respondents. Hence, gender was not associated with the respondents' perception about working conditions in the selected Universities ($p = .347$). In other words, there was no significant difference between male and female employees in their perception of working conditions. However, a statistically significant difference was found in employees' job duration and their perceptions about working conditions in the selected Universities ($p =$

.015). That is to say that the number of years spent in the job has a significant influence on how the employees perceive their working conditions. Again, the analysis shows a statistically significant difference in employees' perception of organisational support based on their job designation (p = .041). Findings also emerged from the qualitative data supporting the findings made quantitatively. Accordingly, an interviewee had this perception about working conditions in the selected universities,

> …it is very clear the working conditions are not palatable. We do not get the conducive atmosphere that would enable us work effectively. Many employees work under stringent conditions, yet pretend that all is well. It is just about suffering and smiling (Male, 53 Years Old, Chairman Senior Staff Association of Nigerian Universities, UNN, Enugu State).

Another interviewee also expressed the opinion that working conditions in the selected Universities are not favourable by saying:

> Yes, I have worked in other organisations and I know the time I go to work and I often do not know the time I close, because I feel comfortable working in such places. But here, I often mark time; knowing that I am uncomfortable. … yes I mark time, and once it is 4'oclock I go; but if there's anything that could make me to stay, I will stay, not because I want to stay or that am very happy, just that I wouldn't want to face any query (Male, 56 Years Old, Head of Department, UNN, Enugu State).

Another interviewee also shared similar opinion about working conditions when he said:

> …although the government is working very hard to address some of the challenges, but for now, the environment is not very conducive. …in fact if you move towards bush side, you will notice that people are defecating or urinating over there because toilet or urinary facilities has no water; but ideally such things should be consistent light and water supply (Male, 55 Years Old, ASUU Chairman, FUTO, Imo State).

Research Question 5:

How does perceived access to job resources influence employees' job satisfaction in the federal Universities in the Southeast zone of Nigeria? Questionnaire items 31-36 were used to answer this research question. The findings are presented in table 23, 24 and figure 11.

Table 23: Respondents Perception about Access to Aspects of Job Resources

	Options	Non Academic Staff	Academic Staff	Total
Perception about how much positive feedback superiors/supervisors give to the employees	Very Much	144 (24.6%)	35 (14.7%)	179 (21.7%)
	Fair Enough	369 (63.1%)	162 (68.1%)	531 (64.5%)
	Not much at all	72 (12.3%)	41 (17.2%)	113 (13.7%)
	Total	585 (100.0%)	238 (100.0%)	823 (100.0%)
	Options	**Non Academic Staff**	**Academic Staff**	**Total**
Perception of whether or not employees are provided with adequate on-the-job training	Yes	127 (20.7%)	59 (24.5%)	186 (21.8%)
	No	296 (48.3%)	102 (42.3%)	398 (46.6%)
	I am not certain	190 (31.0%)	80 (33.2%)	270 (31.6%)
	Total	613 (100.0%)	241 (100.0%)	854 (100.0%)
	Options	**Non Academic Staff**	**Academic Staff**	**Total**
Employees' Perception about effective communication with regards to changes in their job roles	Absolutely Yes	114 (18.6%)	49 (20.2%)	163 (19.1%)
	Sometimes	326 (53.2%)	161 (66.5%)	487 (57.0%)
	No	115 (18.8%)	21 (8.7%)	136 (15.9%)
	Not Certain	58 (9.5%)	11 (4.5%)	69 (8.1%)
	Total	613 (100.0%)	242 (100.0%)	855 (100.0%)
	Options	**Non Academic Staff**	**Academic Staff**	**Total**
Employees' Perception about Access to Research/Professional Development loans.	Very Much	89 (14.8%)	27 (11.2%)	116 (13.7%)
	Not Much	325 (53.9%)	182 (75.2%)	507 (60.0%)
	No Opinion	189 (31.3%)	33 (13.6%)	222 (26.3%)
	Total	603 (100.0%)	242 (100.0%)	845 (100.0%)
Perception of ease in accessing other resources such as health insurance, low-cost housing, work-leave)	**Options**	**Non Academic Staff**	**Academic Staff**	**Total**
	Certainly Yes	151 (24.9%)	50 (20.9%)	201 (23.8%)
	Not at all	240 (39.6%)	102 (42.7%)	342 (40.5%)
	I can't say much on that	215 (35.5%)	87 (36.4%)	302 (35.7%)
	Total	606 (100.0%)	239 (100.0%)	845 (100.0%)

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

From table 23, a majority 531(64.5%) of the respondents perceived positive feedback given to them by their supervisors/superiors as being fair enough, followed by 179(21.8%) of them who perceived it to be very much positive, while 113(13.7%) perceived it as not much at all. This implies that a majority of them had positive perception about feedback given to them by their supervisors/superiors. The result also indicated that a majority 398(46.6%) of the respondents felt that they were not provided with adequate on-the-job training in the selected Universities. 270(31.6%) of them were not certain about the provision of on-the-job training; while a lower proportion 186(21.8%) of them indicated that they were provided with adequate on-job-training in their university. It was also found that a majority 487(57.0%) of the employees indicated that they are sometimes communication about changes in their job roles. Only 163(19.1%) of them were absolutely certain that they are effectively

communicated about changes in their job roles. 136(15.9%) of them disagreed with the view that they were effectively communicated about changes in their job roles; while a lower proportion 69(8.1%) of them were uncertain about it. Furthermore, a majority 507(60.0%) of the respondents indicated that their access to research/professional development loans was not much in the selected Universities. 222(26.3%) of them had no opinion on this; while only a lower proportion 116(13.7%) of them indicated that they had very much access to research/professional development loans in their organisations. Finally, it was found that a majority 342(40.6%) of respondents indicated that it is not easy at all to have access to other job resources like health insurance, low cost housing etc., this is followed by 302(35.7%) of them who indicated that they have nothing much to say on that; while a lower proportion 201(23.7%) of them believed it was easy accessing such resources.

An interviewee in an IDI session had this perception about access to job resources:

> …access to job resources helps, but how often did the people get it? These things exist in law but in practice, to what extent are they implemented. let us take, National Health Insurance Scheme (NHIS) as a case study, sometimes that is part of the things that give employees satisfaction because, sometimes, you may get sick or even your ward may get sick in one of the months when you have no Kobo; because of the scheme you are likely to spend minimally on that, but another issue is how effective? The doctors because the money doesn't come directly to them, it takes a lot of time for them to reconcile; they will use low quality drugs in treating you and they will recommend others for you to go and buy… The policies are okay, government had the staff in mind, but now, at level of its implementation, those that are supposed to be part of the implementation are now abusing that particular idea. Cost of housing, yes, the amount of money given to you monthly for housing, yes in some cases what is given is not even enough to pay your rent but at least it helps you in off-setting part of it. Talking about structures, stadium and under trees serve as some departments' classroom; some staff do not have office, I can go on. Well, I can't make a categorical statement because I have not been in all the universities but using my own university I will say that many lack access to job resources (Male, 52years old, ASUU Chairman UNN, Enugu State).

Another interviewee also stated that;

> ...it is a very big factor here, which affects our job satisfaction. There are many facilities we are told that abound, but are they accessible? … accessing them is quite difficult. Am trying to say that we have things needed here, but each time you go they tell you how they have this much in their vote. Expecting to get one thing out of it, you cannot. ..they will tell you, we have money in the fund, we have so much money, this and that, do your proposal, do this, but when you do all those things no person will still access it (Male, 56 years old participant, Academic staff, UNN, Enugu State).

However, another interviewee had different opinion when he stated that:

> …yes there are…. some innovations have been introduced into the university system to help. For example TET-FUND, i.e. funding you can get from the University if you want to study abroad for Masters or PhD. TET-FUND can sponsor you, once your qualification is acceptable. So we have TET-FUND sponsorship. We also have Nigerian National Development Company (NNDC) that helps to build hostels for students and offices. So with that, so many federal government assisted projects came into the Universities in term of sponsorship, facilities and structures (Male, 56 years old, NASU Chairman, FUTO, Imo State).

Another interviewee opined that:

> …access to job resources like car loan, training, facilities; ...we used to have what is called salary advance, but it is no more now. In terms of loans, we use to have loans, but it is no more; the people that give loans are the bank at high-rate, so those things are no more accessible. If you ask, they will tell you they have limited fund. In terms of car loan or other loans to members of staff to aid on the job, all those things are abandoned and the staff is at the mercy of the bank. They obtain the loans at high interest even when you so there. So those things are no more there… so it's demoralizing the staff the more (Male, 58years, SSANU Chairman, FUTO, Imo State)

From the qualitative data so far, it could be concluded that job resources are not adequately provided in the Universities studied, owing to the fact that majority of the interviewees opined that those facilities needed for the job were not in place except one of them who had contrary opinion on that, although he also noted that the access to the resources were not quite flexible.

To have a grip about the respondents' general perception about access to job resources, a question was asked to the respondents about their general perception about access to job resources in their respective Universities of employment. Findings to this are presented in figure 11.
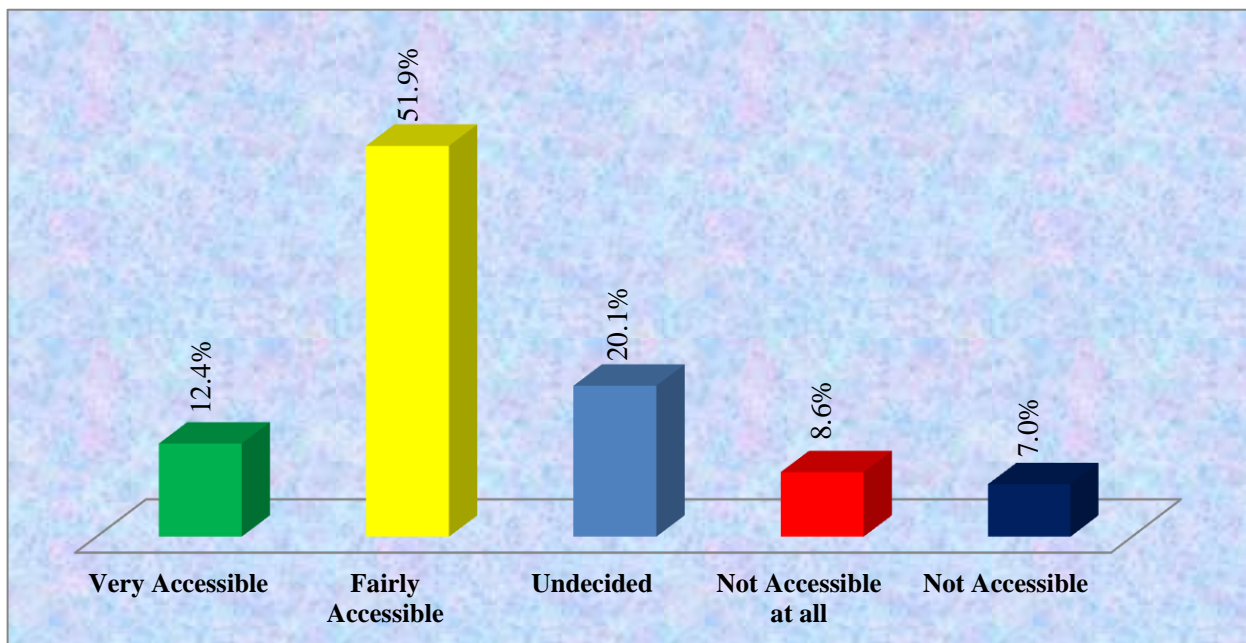
Fig. 11: Respondents' General Perception about Access to Job Resources

Figure 11 shows that a majority (51.9%) of the respondents perceived the job resources in the selected Universities as being fairly accessible. This is followed by 20.1% of them who were neutral about it. Meanwhile, only a lower proportion (12.4%) of them perceived job resources as very accessible; but very lower proportions (8.6% and 7.0%) of them perceived job resources in the selected Universities as 'not accessible at all' and 'not accessible' respectively. Going by the majority, it could be deduced that employees in the Southeast federal Universities have a fair access to job resources. This data was also used to make a statistical comparison about perception of access to job resources with some selected socio-demographic characteristics of the respondents. Finding to this are presented in table 24.

Table 24: Statistical Comparison of Respondents' Perception about Access to Job Resources with Selected Socio-Demographic Characteristics of the Respondents.

Variables	Very Good	Fairly	Undecided	Very Poor	Poor	Total	Statistics
GENDER							
Male	46 (11.9%)	205 (52.8%)	77 (19.8%)	30 (7.7%)	30 (7.7%)	388(100.0%)	χ^2 = 1.403,
Female	60 (12.9%)	237 (51.1%)	94 (20.3%)	43 (9.3%)	30 (6.5%)	464(100.0%)	df =4, P =
Total	106 (12.4%)	442 (51.9%)	171 (20.1%)	73 (8.6%)	60 (7.0%)	852(100.0%)	.844
JOB DURATION							
Less than 5 Years	48 (13.3%)	174 (48.3%)	80 (22.2%)	32 (8.9%)	26 (7.2%)	360 (100.0%)	
6 - 10 Years	19 (10.4%)	97 (53.0%)	35 (19.1%)	19 (10.4%)	13 (7.1%)	183 (100.0%)	χ^2 = 9.238,
11 - 15 Years	18 (12.5%)	79 (54.9%)	28 (19.4%)	10 (6.9%)	9 (6.3%)	144 (100.0%)	df = 16, P =
16 - 20 Years	5 (8.1%)	34 (54.8%)	13 (21.0%)	4 (6.5%)	6 (9.7%)	62 (100.0%)	.903
Above 20 Years	14 (15.6%)	51 (56.7%)	14 (15.6%)	7 (7.8%)	4 (4.4%)	90 (100.0%)	
Total	104 (12.4%)	435 (51.8%)	170 (20.3%)	72 (8.6%)	58 (6.9%)	839 (100.0%)	

Table 24 (Continued)

JOB DESIGNATION							
Non Academic Staff	80 (13.1%)	301 (49.3%)	125 (20.5%)	61 (10.0%)	43 (7.0%)	610 (100.0%)	χ^2 = 8.770,
Academic Staff	26 (10.7%)	141 (58.3%)	46 (19.0%)	12 (5.0%)	17 (7.0%)	242 (100.0%)	df =4, P =
Total	106 (12.4%)	442 (51.9%)	171 (20.1%)	73 (8.6%)	60 (7.0%)	852 (100.0%)	.067
UNIVERSITY							
UNN	92 (14.2%)	333 (51.5%)	124 (19.2%)	52 (8.0%)	45 (7.0%)	646 (100.0%)	χ^2 = 8.896,
FUTO	14 (6.8%)	109 (52.9%)	47 (22.8%)	21 (10.2%)	15 (7.3%)	206 (100.0%)	df =4, P =
Total	106 (12.4%)	442 (51.9%)	171 (20.1%)	73 (8.6%)	60 (7.0%)	852 (100.0%)	.064

Field Survey, 2019.
Note: Missing values that occurred in each item were excluded by default in SPSS.

Table 24 shows comparison of selected socio-demographic characteristics of the respondents with perceived access to job resources. As contained in the table, there was no statistically significant difference between male and female respondents in their perception about access to job resources (p =.884). Also, no statistically significant difference was found in employees' perception of access to job resources based on their job duration (p = .903). Again there was no significant difference in employees' perception of access to job resources based on their job designation (p = .067). Finally, there was also no statistically significant difference between the respondents in UNN and FUTO with regards to their perception about access to job resources (p = .064). These findings imply that the respondents had uniform perception about access to job resources in the selected Universities.

Research Question 6:

In what ways can employees' QWL be improved in order to enhance their job satisfactions in federal universities in the Southeast zone of Nigeria? Questionnaire item 37 (i-ix) was used to answer this research question. The findings are presented in table 25.

Table 25: Respondents' Views on the ways to Improve QWL and Job Satisfaction.

Items	Unlikely/ Most Unlikely	Most Likely/ Likely	Undecided	Total	Decision
University management conducting regular or periodic meetings with the employees to discuss issues affecting their job performance	178 21.1%	600 71.2%	65 7.7%	843 100.0%	Positive
University management maintaining open communication so as to allow the employees to be informed about work processes and express their concerns about the organisation.	162 19.4%	565 67.8%	106 12.7%	833 100.0%	Positive

Table 25 (Continued)

Supervisors asking about the challenges of the employees	175 21.0%	549 65.9%	109 13.1%	833 100.0%	Positive
Management being open in sharing information about anything affecting the productivity of the employees and the organization	183 22.1%	524 63.2%	122 14.7%	829 100.0%	Positive
University management and supervisors inspiring the employees to share the vision of the organization	198 23.9%	515 62.1%	116 14.0%	829 100.0%	Positive
Proper communication with the employees through appropriate channels about new policies of the organisation	185 22.4%	532 64.4%	109 13.2%	826 100.0%	Positive
Organising recreational programmes for employees and their families	350 43.0%	309 38.0%	155 19.0%	814 100.0%	Negative
Provision of lunch packages for every employee	431 53.1%	237 29.2%	143 17.6%	811 100.0%	Negative
Periodic meeting with all the employees to discuss challenges and prospects of their works	249 34.4%	385 53.3%	89 12.3%	723 100.0%	Positive

Field Survey, 2019.

Note: Missing values that occurred in each item were excluded by default in SPSS.

The respondents were asked to rate each of the items in table 25 to indicate their opinions on the likelihood or unlikelihood of the items to improve the QWL and job satisfaction. The data were originally collected through a 5-point Likert-type scale; however, using the 'recode into different variable' function in the SPSS software, the scales were re-coded into three categorical data levels to reflect positive, negative and neutral response categories. Accordingly, the data shows that seven among the nine items given in the table were positively rated by a majority of the respondents, which is an indication that the respondents were positive that the seven factors combined are likely to improve the QWL and job satisfaction of employees in the federal Universities within the Southeast Nigeria. Meanwhile, two factors received negative response by a majority of the respondents; implying that the two items were not perceived by a majority of the respondents as having the likelihood of improve the QWL and job satisfaction of the employees in the selected institutions.

To complement the quantitative result with regards to policies for improving QWL and job satisfaction of the employees, an IDI interviewee was of the opinion that:

> …they have to take staff welfare seriously, and equally students welfare; and then set out definite way of attaining best academic output programmes of the university and follow it judiciously so that peace and tranquility will reign and the academic calendar will go on unchallenged. …if they tackle these three (3) problem, I think the whole university will be okay. Again, those training and conferences we have not been embracing, let us continue to go there. I have not gone one conference since I started this worker by University sponsoring me. But, I have being going on conferences self-sponsored. So that is it; at least payment of salaries as at when due, conduction of appraisal exercise as at when due so that no worker will miss any of his or her Kobo. Then they should give bonuses when necessary (Male, 53 years old participant, SSANU Chairman UNN Enugu State).

Another IDI interviewee was more concerned about the value of the Naira when he said:

> … the key is making sure that when the workers earn their salary, they will be able to use it to buy things from the market; you understand what I am saying? When the money has value, the workers will not find it difficult buying things from the market; they will be able to meet with their daily demands (Male, 58 years old, Academics and one of the principal officer, UNN Enugu State).

Another IDI interviewee on measures to improve employees' satisfaction based on access to job thus responded:

> …the information we got is that the university wants to build staff quarters, using what we call PPP (Public-Private Partnership). I think if that is done, it will alleviate accommodation problem and enhance mutual interaction among employees. Also, the university accreditation exercise should be made an annual event to improve on these structures. There is another policy in the university that was recently introduced, they call it (research policy) to encourage staff to apply for research grants so that such money… you know before you can waste your resources do everything and when money comes, it comes to an institution in fact you don't even have access to it, you open account with the University name (Male, 55 years old, ASUU Chairman, FUTO, Imo State).

From the responses of the interviewees, it was deduced that there are already measures in place to improve QWL in the selected Universities but the challenge is about effective implementations. Based on this, the management was strongly advised to ensure implementation of polices and to judiciously use the available resources to ensure the welfare of their employees and the improvement in the University infrastructures.

4.2   Test of Hypotheses

The following hypotheses were tested at 0.05 significant levels

Hypothesis 1

H_I: Employees of federal universities in the Southeastern Nigeria differ significantly in their assessment of QWL across the selected Universities.

H_0: Employees of federal universities in the Southeastern Nigeria do not differ significantly in their assessment of QWL across the selected Universities.

Table 26:   Summary of t-test showing the difference in Perception of QWL Between Respondents in UNN and FUTO.

University Type	N	Mean	Std. Deviation	Df	T	Sig.
UNN	607	13.1960	2.46884	790	.920	.338
FUTO	185	12.8108	2.23166			

Levene's t-test statistics was run to determine if a statistical significant difference exist in the perception of employees in the two selected federal universities. Consequently, the result of the test shows that the respondents in UNN did not show any statistically significant difference in their perception of QWL ($M = 13.20$, $SD = 2.47$), than the employees in FUTO ($M = 12.81$, $SD = 2.23$), $t(790) = .920$, p > 0.05. This is therefore a statistically significant evidence to reject the stated hypothesis. This also implies that the perception about QWL in the federal universities in the Southeast Nigeria is general among the employees and not relative to type of university.

Hypothesis 2

H_I: Non-academic staff/employees are more likely to accept being satisfied with their jobs than their academic staff counterparts in the selected federal universities in Southeast Nigeria.

H_0: Non-academic staff/employees are not more likely to accept being satisfied with their jobs than their academic staff counterparts in the selected federal universities in Southeast Nigeria.

Table 27: Summary of Mann-Whitney U test showing the difference in job satisfaction between the non-academic employees and academic employees of the selected Universities.

Work Designation	N	Mean Rank	Mann-Whitney U	Sig.
Non Academic Staff	613	413.29	65153.500	.003
Academic Staff	239	460.39		
Total	852			

Mann-Whitney U statistical tool was run to determine if statistically significant difference exist in the job satisfaction of non-academic staff and academic staff. The result of the test shows that job satisfaction was statistically lower for the non-academic staff ($M = 413.29$), than for the academic staff ($M = 460.39$), $U = 65,153.500$, $p = .003$. The p-value in this context gives the view that there is a statistical difference in job satisfaction among the two groups. However, based on the mean differences, it is concluded that there is statistically significant evidence to reject the stated hypothesis; implying that the academic staffs in the selected universities were more likely to be satisfied with their jobs than the non-academic staff.

Hypothesis 3

H$_I$: There is a significant influence of perceived organisational support on respondents' job satisfaction in the selected federal universities in Southeast Nigeria.

H$_0$: There is no significant influence of perceived organisational support on respondents' job satisfaction in the selected federal universities in Southeast Nigeria.

Table 28: Summary of Multinominal Logistic Regression Showing the Predictive Effects of POS on Job Satisfaction.

Effect	Model Fitting Criteria	Likelihood Ratio Tests			Nagelkerke
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.	
Intercept	43.569[a]	.000	0	.	
Perceived Organisational Support	110.982	67.413	8	.000	.097

The multinominal logistic regression was run to predict the dependent variable (job satisfaction) from the independent variable (perceived organisational support). The overall

effectiveness of the model was assessed using the Chi-square statistics, which indicate a value of 67.413 and its respective p-value of .000, which is less than our criterion value of .05. This indicates a good model of positive relationship between the two variables. In other words, it is more likely that employees are satisfied than being dissatisfied if they strongly agree that there is a favourable organisational support in their institutions. Using the Nagelkerke statistics to test the predictive strength of the independent variable on the dependent variable, it shows however, .097 or 9.7% predictive strength over the dependent variable, which also indicates a weak strength. Based on this test, the alternate hypothesis is accepted.

Hypothesis 4:

H_I: The perception of the respondents towards their working conditions has a significant influence on their job satisfaction in the selected federal universities in Southeast Nigeria.

H_0: The perception of the respondents towards their working conditions has no significant influence on their job satisfaction in the selected federal universities in Southeast Nigeria.

Table 29: Summary of Multinominal Logistic Regression Showing the Influence of Perceived Working Conditions on Job Satisfaction.

Effect	Model Fitting Criteria	Likelihood Ratio Tests			Nagelkerke
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.	
Intercept	42.897[a]	.000	0	.	
Perceived Working Conditions	106.466	63.568	8	.000	.093

The multinominal logistic regression was also run to test if the independent variable (perceived working conditions) could predict the dependent variable (job satisfaction). The result of the test indicates that the overall model using the Chi-square statistics accounted for a statistically significant variability in the outcome variable, $\chi^2(8) = 63.568$, $p = .000$. This

equally indicates that it is more likely that employees are satisfied with their jobs since they strongly agreed that there is a favourable working condition in their institutions. The model however yielded approximately 9.3% of the variance in the outcome variable, Nagelkerke's Pseudo – R^2 = .093. Based on this test, the stated hypothesis is accepted but the conclusion reached here is that there was only a slight influence of perceived working conditions on employees' job satisfaction.

Hypothesis 5

H$_I$: Respondents' perception about access to job resources has a significant influence on their job satisfaction in the selected federal universities in the Southeast Nigeria.

H$_0$: Respondents' perception about access to job resources has no significant influence on their job satisfaction in the selected federal universities in the Southeast Nigeria.

Table 30: Summary of Multinominal Logistic Regression Showing the Influence of Perceived Access to Job Resources on Job Satisfaction.

Effect	Model Fitting Criteria	Likelihood Ratio Tests			Nagelkerke
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.	
Intercept	78.942	.000	0	.	.053
Access to Job Resources	43.603	35.339	8	.000	

The multinominal logistic regression was equally run to test if the independent variable (perceived access to job resources) could predict job satisfaction (dependent variable) among employees in the selected Universities. The result of the test shows that the overall fit of the model is good - accounting for a statistically significant variation in the outcome variable, $\chi^2(8)$ = 43.603, p = .000. The model also yielded approximately 5.3% of the variance in the outcome variable, Nagelkerke's Pseudo – R^2 = .053. Based on this test, the stated hypothesis is also accepted but it concluded that there was only a slight influence of perceived access to job resources on employees' job satisfaction.

4.3   Discussion of Findings

In this study, six specific objectives were raised and the analysis of data followed sequentially in line with these specific objectives. Consequently, the discussion of the major findings in this section also follows in the same sequence. In line with first specific objective which examined the perceived QWL in the selected Universities, it was found that there was a sharp contrast between the findings of the quantitative data and the qualitative data. However, judging from the findings of the quantitative data, only one item among the five items measuring perception of QWL was negatively rated, while the remaining four items were positively rated. This implies that the respondents had a positive perception about the QWL in the selected Universities, apart from the perception that work rules and policies were somewhat stringent.

However, data gathered qualitatively suggest that the QWL in the selected Universities was not favourable at all. It was gathered from the opinion of the interviewees, that there are much pretence among the employees about the actual QWL, which may be a reason why the quantitative data turned out very positively in favour of the Universities. This is quite at variance with existing research findings about QWL in many Universities in Africa. In other words, there is the possibility that the respondents were trying to protect the actual situation of their institutions from going public. The test of hypothesis with regards to the perception of QWL also showed that there was no statistically significant difference in the perception of respondents in UNN and those in FUTO, $t(790) = .920$, $p > 0.05$. This suggests that their perceptions were general and not relative to type of University.

The quantitative findings made in this regards are in congruence with previous researches on this regard. For instance, Mamedu and Ahiakwo (2016) found a satisfactory level of QWL for the academic staff in their study. Also, Nekouei et al. (2014) also found that a majority of the respondents in their study indicated a moderate level of QWL in their study. This was also

not different from Alzalabani (2017) who conducted a study in Saudi Arabia and found that the respondents in their study indicated a high QWL. However, the above findings fall quite at variance with other previous studies, which suggest that the QWL in most developing nations like Nigeria are unfavourable (Fapohunda, 2013); thereby supporting the findings made qualitatively in this present study.

The second specific objective of this study examined the level of job satisfaction among employees in the selected Universities. Surprisingly, the study found that a majority of the employees indicated being satisfied with their jobs. The data show that 64.1% of the respondents indicated being satisfied with their jobs. However, the respondents' level of satisfaction varied according to the dimensions of job examined. Consequently, the respondents were very satisfied only with hours of work and co-workers' relationship; whereas, they were fairly satisfied with other dimensions including: medical benefits, available work facilities, reward system, work load, overall working conditions, physical environment, employee-management relationships and decision-making pattern. This shows that despite being satisfied with their jobs, the level of job satisfaction at the cumulative level was only at a minimal level. The study also found that among those who felt dissatisfied with their jobs, the major factors that triggered job dissatisfaction among them included reward system, overall working conditions and workload. The general satisfaction level of the employees were also crosstab with some selected socio-demographic characteristics of the respondents to check if any of the variables was associated with job satisfaction. Findings to that indicated that job designation was statistically significantly associated with job satisfaction ($p = .000$); duration of job showed a slightly significant relationship with job satisfaction ($p = .045$); whereas, gender was not statistically significantly associated with job satisfaction among the respondents ($p= .487$). The result of hypothesis test with regards to job satisfaction showed that the academic staff of the selected universities were more likely to

show job satisfaction than the non-academic staff ($U = 65,153.500$, $p = .003$). It is also worth noting that the findings obtained qualitatively were at variance with these quantitative findings. The qualitative data suggests that the employees were not satisfied with their jobs. This contradiction is however not surprising due to the possibility that employees may become protective of their institutions against public knowledge regarding the ills of their institutions. Hence, there is the tendency that the qualitative data contained much information devoid of much pretence. Previous studies on job satisfaction also vary significantly. For instance, studies like India et al. (2018) found in their study that employees were not quite satisfied with their jobs for reasons associated with insufficient pay.

The third specific objective of this study was to explore employees' perception about perceived organisational support in the selected Universities. Findings that emerged with respect to this objective also indicated that there was a mixed perception about organisational support. From the quantitative analysis, a majority of the respondents rated their organisations as being supportive in three dimensions of their work including supervisors' support to employees, motivation of the employees and employees' values before decisions are reached. However, other aspects including: employees' welfare, provision of technical support to employees and addressing pressing issues that affect the workability of the employees were negatively rated by a majority of the respondents; which implies that they perceived their organisations as being unsupportive in these dimensions. In the general assessment of POS, the data showed that a majority of the respondents rated their organisations as being fairly supportive about their jobs. Further analysis indicates that gender was not associated with the respondents' perception about organisational support ($p = .663$). Also, job designation and type of University were not significantly associated with employees' perception about organisational support ($p = .260$; $.505$ respectively). However, job duration was significantly associated the respondents' perception about organisational

support (p = .001). The test of hypothesis on POS statistically influenced job satisfaction of the employees (p = .000). These findings are supported by previous studies conducted on the relationship between POS and job satisfaction of employees. For instance, Colakoglu et al. (2010); Guan et al. (2014); Pan et al. (2015) respectively found a strong association between perceived organisational support and job satisfaction among University teachers.

With respect to the fourth specific objective of this study, which examined employees' perception of working conditions in the selected Universities, the result of the descriptive analysis shows that the respondents showed a somewhat negative perception about the working conditions in the selected Universities. In all the items that measured perception of working conditions, only work expectations and physical environment in comparison with other universities received positive perception. Other dimensions including: functionality of working tools, workplace environment, time given to employees to complete specific tasks, squabble and antagonism between employees and the top management, safety at work unit and work schedule interference with other personal and family life, received negative perception by a majority of the respondents. These findings imply that the respondents perceived most aspects of working conditions in the selected Universities as unfavourable. However, this was further examined using the data on respondents' general perception about working conditions, which indicated that in general, a majority of the respondents expressed a fair level of perception about the working conditions. This perception was also subjected to statistical test using the chi-square statistics, to test if the perception was associated with some selected demographic characteristics of the respondents. Consequently, gender was not associated with the respondents perception about working conditions (p = .347). However, job duration and type of University showed a statistically significant association with employees' perception about working conditions (p = .015; .041) respectively. The result of hypothesis testing with regards to the relationship between perceived working conditions and

job satisfaction of employees indicates that employees' perception of working conditions has a statistically significant influence on the respondents' job satisfaction level ($p = .000$).

Findings from the qualitative data also vary, with some findings supporting the quantitative data and some other findings falling at variance with the quantitative findings. Meanwhile, the findings obtained quantitatively in this study are in line with previous studies especially those conducted in other international Universities. For instance, Thulta and Oiye (2018) found a favourable working condition that was also associated with job satisfaction among the employees in their study area. Bakotic and Babic (2013) also found a significant relationship between working conditions and employees job satisfaction in Croatian Shipbuilding Company. However, the findings fall at variance with other previous studies which documented that the working conditions within the University system in Nigeria are not favourable. For instance, Osaat and Ekechukwu (2017) found in their study that working conditions were not favourable, with workloads showing the most dissatisfying features. Igbe et al. (2017) also found unfavourable working conditions in their study and also found that the unfavourable working conditions were said to have had a significant relationship with deviant behaviours among employees in their studied institution.

On the fifth specific objective of this study which examined employees' perception of access to job resources in the selected Universities, it was found that in all dimensions of access to job resources investigated, the respondents were fairly positive in ratings about how much positive feedback superiors/supervisors give them. They were also somewhat positive that 'sometimes' employees get effective communication with regards to changes in their job roles. However, they were negatively perceptive that employees are provided with adequate on-the-job training, access to research/professional developmental loans and ease in accessing other resources such as health insurance, low-cost housing and work leave). This

implies that they had the perception that accesses to job resources in these dimensions were not quite flexible. Despite the fact that a majority of the respondents had a negative perception about access to job resources in the selected Universities, their general view about access to job resources was fair. In other words, when their general perceptions about access to job resources were examined, it turned out that a majority of the respondents' perceived access to job resources in the selected Universities as being fairly accessible. Further analysis of their general perception in comparison with selected socio-demographic characteristics of the respondents indicated that all the variables included were not associated with respondents' perception about access to job resources viz-a-viz: gender ($p = .844$); job duration ($p = .903$); job designation ($p = .067$); type of University ($p = .064$). Major findings of the qualitative data however fell contrary to the result of the quantitative analysis on the general perceptions of the respondents on access to job resources; as the qualitative data indicated that access to job resources are schemes that only exist theoretically but do not often come to practically within the workforce. Previous studies on access to job resources also support the view that job resources were not quite accessible to many employees (Egomo et al, 2012). Other studies also support the data that access to job resources was statistically associated with job satisfaction among employees (Bakker & Bal, 2010; Bruinhof, 2016). Alzyoud et al. (2015) also found a statistically significant relationship between access to job resources and employees' job satisfaction – with job satisfaction increasing when employees are provided with autonomy, social support and performance feedback.

Finally, the sixth specific objective of this study examined the measures to improve the QWL and job satisfaction among employees in the University system especially within the context of Southeastern Federal Universities. The result of the analysis indicates that the likely measures to improve the QWL and employees' job satisfaction include: i) regular or periodic meetings with the employees to discuss issues affecting their job performance; ii)

Maintaining open communication so as to allow the employees to be informed about work processes and express their concerns about the organisation; iii) supervisors' constant checking and showing concerns about the challenges of the employees; iv) University management being open in sharing information about anything affecting the productivity of the employees and the organisation at large; v) University management and supervisors inspiring the employees to share the vision of the organisation; Proper communication with the employees through appropriate channels about new policies of the organisation; and vi) periodic meeting with all the employees to discuss challenges and prospects of their works. These measures were found as critical in improving communication gaps between the employees and the management and help to instill sense of belonging and ownership on the employees; which are key variables that would enhance employees' satisfaction and enhanced job input. However, two factors viz: organising recreational programmes for the employees and their families; and provision of lunch packages for every employees, were found as unlikely to improve the QWL and employees job satisfaction in the selected Universities.

In general, the three dimensions of QWL (perceived organizational support, perceived working conditions and perceived access to job resources) examined in this study showed statistically significant influence on the outcome variable (job satisfaction). These findings also fall in line with the theoretical framework (social exchange theory) used in this study, which suggests that the work environment operates within the principle of social exchange. In other words, the more the employees feel that the organization provides them the conducive environment that could enhance their workability, then the employees would become satisfied and in exchange put more effort to influence organizational productivity. Thus, having made these findings, the assumptions of this theoretical model are validated within the context of this study.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1   Summary of Findings

At this juncture, it is pertinent to present the summary of the major findings in this study in relation to the specific objectives of this study. This study examined employees' perception of the influence of QWL on job satisfaction in federal universities within the Southeast geopolitical zone of Nigeria; with focus on two selected Universities viz: UNN and FUTO. Six specific objectives were stated; with three dimensions of QWL including perceived organisational support, perceived working conditions and perceived access to job resources were critically examined in this study. It was found that the employees within the selected Universities perceived the dimensions of QWL measured in this study as either positive (including taking time off from work, general working conditions, work procedures and rules, letting employees use their personal skill and employees-management relations), or negative (including only type of work rules and policies). In general, there was mixed perception about QWL, judging from the quantitative data and the qualitative data. While the quantitative data suggested that the QWL in the federal Universities in the Southeast Nigeria is fair, the qualitative data suggests that QWL in the institutions is very poor.

Employees in the selected Universities showed a minimal level of job satisfaction. However, findings from the qualitative data suggest that this result may be a 'false positive' result due to pretence on the part of the respondents about their job satisfaction. Thus, the qualitative data suggest that most employees are dissatisfied with their jobs but prefer to remain protective of their respective institutions due to the prevailing unemployment and lack of effective job security system within the Nigerian context.

Furthermore, the study also found that cumulatively from the quantitative data, the respondents had the perception that their organisations were fairly supportive about their

jobs. It was also gathered that employees' perception of organisational support statistically significantly influenced their job satisfaction. However, findings from the qualitative data also countered this finding by suggesting that there is a clear demarcation between the management and employees. Those who get support from the management are those who are very close to the top management officials. But that in general, many employees do not get the desired support from their organisations.

The study also showed that the respondents expressed a somewhat positive perception about the working conditions in the selected Universities. This implies that cumulatively within the Federal Universities in the Southeast zone, the working conditions are fair. Statistically, job duration and type of university was associated with perception about working conditions in the selected Universities. Meanwhile evidence of statistical relationship was found between employees' perceptions about working conditions and job satisfaction. However, findings of the qualitative data contradict the quantitative findings. It was found qualitatively that working conditions in the selected institutions are rather very stringent.

Additionally, result of the study also indicated that the respondents had a fairly positive perception about access to job resources in the selected institutions. No statistical relationship was found between gender, job duration, job designation and type of university; which implies that the perception was general in relation to these socio-demographic features. However, a statistically significant relationship was found between employees' perception of access to job resources and job satisfaction. The qualitative data however suggest a different view about employees' access to job resources; suggesting that job resource schemes merely exist in the paper but do not often play out practically to help employees with their jobs.

5.2   Conclusion

QWL is a key variable that influences optimal job satisfaction of employees within organisations. This study was conducted with the view to investigate the QWL within the Federal Universities in the Southeast geopolitical zone of Nigeria, and how such, influence employees' job satisfaction. This study was motivated due to the need to address the inconsistencies observable within the University system in Nigeria; pending the fact that previous studies conducted on QWL and employees' job satisfaction suggested that the QWL in the Nigerian tertiary institutions fall below the global standard. Based on the complexity of data used in this study, it is concluded that the opinion of the respondents varied significantly based on the mixed-approach to data collection. While the quantitative data suggest that employees have fair level of perception about QWL and job satisfaction, the qualitative data however suggest strongly that there is a lot of pretence among the employees regarding their actual situation; hence, the QWL and employees' job satisfaction in the federal Universities within the Southeast Nigeria may not actually reflect the findings of the quantitative data.

Based on the two contradicting findings, this study also concludes that there are observable improvements in the QWL within the Federal Universities in the Southeast, Nigeria, which have consequently improved the job satisfaction of employees beyond what previous studies documented. This may be due to the periodic strike actions by ASUU and the Nigeria Labour Congress (NLC) and series of negotiations that have occurred within the last few years between the Federal Government and these unions. However, lots of areas need significant improvements. Hence, all hands must be on deck to improve the employees' QWL which is a key factor towards their job satisfaction, which will eventually culminate into greater productivity within the Southeast Federal Universities in Nigeria.

5.3   Recommendations

Based on the findings and conclusion of this study, the following recommendations were made:

1. One of the key dimensions of QWL that was rated poorly in this study is that of access to job resources. Therefore, there is the need for the management of federal Universities within the Southeast Nigeria to reconcile or resolve all issues affecting employees' access to the major resources that help them work effectively. The Universities management should liaise with financial institutions who can offer special loans with low interest rates and research grants to employees who wish to forward their educational careers and professional skills.

2. There is also the need for the National Universities Commission (NUC) to initiate annual conference for top management officers within different Universities in Nigeria, which will be focused on how to improve the QWL and especially the management-employees relations, which is critical to efficiency and productivity within formal organisations.

3. There is also the need for the management of the Universities to instill the spirit of democratic principles into the management of employees, so as to give the employees sense of opinion in decision-making process that could influence their commitment, enthusiasm, and sense of ownership, which are indicators of job satisfaction.

4. There is also the need for coordination, cooperation and mutual understanding between the University management and employees' unions in pursuing single objective, which is to improve the working conditions of the workers and the quality of work life within the University community.

5. There is equally the need for Universities to introduce compulsory monthly general meeting within different units with conditions that would give each employee the

opportunity to express their concerns, challenges, as well as their suggestions on areas for improvement within their respective units.

6. University accreditation is one of quality assurance measures that help to improve the working conditions of employees. As such, it is recommended that the NUC make Universities accreditation an annual event, so as to keep Universities' management conscious of the need to utilise available resources to improve the existing structures within their institutions.

7. Employees must also be made to understand their legal rights and entitlements and appropriate ways of pursing their rights. They must be able to form a strong union with specific objectives that every employee understands.

5.4   Contribution to Knowledge

First, this study has contributed immensely to the existing body of knowledge on the perception of QWL in relation to employees' job satisfaction by identifying specific issues pertaining to QWL that need to be adjusted within the context of Federal Universities in Nigeria. Secondly, majority of related studies reviewed in this present study were conducted in other nations; few others conducted in Nigeria were either conducted within the context of manufacturing sector or the financial sector. Hence, this study as far as I know, is the first that has holistically explored employees' perception about QWL in relation to job satisfaction within the federal Universities in Southeast Nigeria.

5.5   Suggestions for Further Studies

While this study sought to answer critical questions raised about QWL and job satisfaction of employees in the study area, there are critical issues that were left untreated in this study, which are basis for suggestions for further studies on this topic.

1. The quantitative data of this study indicated that QWL was favourable whereas, the qualitative data fell at variance with this finding. Thus, studies in the future should use

only qualitative data particularly using In-Depth Interview (IDI) to obtain more in-depth knowledge about feelings of the employees with regards to QWL and job satisfaction.

2. One aspect of QWL that generated interesting results in this study is perceived access to job resources, yet, there seemed to be scarce literature or studies conducted on that aspect. Therefore, future studies should also look towards the direction of investigating the relationship between perceived access to job resources and job performance of employees, probably under comparative study of academic and non-academic employees.

3. Again, further studies should also compare the QWL and employees' job satisfaction in the state-owned Universities, private Universities with that of federal Universities within the Southeast zone of Nigeria.

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Appendix I: Consent Letter

Sociology/Anthropology Department,
Nnamdi Azikiwe University, Awka,
Anambra State.
23rd January, 2019.

Dear Respondent,

You are kindly requested to participate in this survey research being conducted by Ekebosi, Nzubechukwu, a Doctoral (Ph.D.) student in the area of Industrial Relations, in the above Department and University. The aim of this research is to investigate "Employees' Perception of the Influence of QWL on Job Satisfaction among Staff of Federal Universities in the Southeast Zone of Nigeria". The questionnaire consists of a number of questions that should take approximately 15 minutes to complete.

You are expected to provide honest answers to the questions contained in this questionnaire. Please tick all the options that you consider appropriate to meet your opinion on the discourse. This study is purely based on academic interest and not for any business or political interest. Hence, be assured that any information you provide will be treated with utmost confidentiality. Thanks for anticipated assistance.

Yours faithfully,

Ekebosi, Nzubechukwu Christian.

Appendix II: Questionnaire Schedule

Instruction: Please tick (√) or circle (Ο) in the appropriate box(es) to indicate the best option(s) that apply to you.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS.

1. What is your sex?	a) Male ( ) b) Female ( )
2. What is your age at your last birthday?	[ ]
3. What is your marital status?	a) Single ( ) b) Married ( ) c) Divorced ( ) d) Separated ( ) e) Widowed ( )
4. How long have you worked as an employee in this university?	a) Less than 5 years ( ) b) 6 – 10 years ( ) c) 11 – 15 years ( ) d) 16 – 20 years ( ) a) e) Above 20 years ( )

5. What is your work designation in this university?	**Non Academic Staff**	**Academic Staff**
	a) Junior Employee ( ) b) Intermediate Employee ( ) c) Senior Employee ( )	a) Junior Lecturer (Ass. Lecturer & Graduate Asst.) { } b) Intermediate (Lecturer II & I) { } c) Senior Lecturer { } d) Professor/Asso.Professor { }

6. Please indicate the university you are employed.	a) UNN ( ) b) FUTO ( )

SECTION B: THEMATIC ISSUES

I: Quality of Work Life (QWL)

7. The questions in this sub-section are designed to assess your views on the QWL in federal universities in the Southeast Nigeria. Please choose the best option(s) that satisfy your opinion in each of the items.

i	How would you describe the type of work rules and policies in this university?	a) Very Stringent ( ) b) Somewhat Stringent ( ) c) Somewhat Flexible ( ) d) Very Flexible ( )
ii	How hard is it to take time off from work to take care of personal or family matters?	a) Not Hard at all ( ) b) No too hard ( ) c) Somewhat hard ( ) d) Very hard ( )
iii	The general working conditions in this university are flexible enough for the employees:	a) Strongly Agree ( ) b) Agree ( ) c) Undecided ( ) d) Disagree ( ) e) Strongly Disagree ( )
iv	The work procedures and rules in this organisation do not let any employee use his or her personal skills to make a difference in the work:	a) Strongly Agree ( ) b) Agree ( ) c) Undecided ( ) d) Disagree ( ) e) Strongly Disagree ( )
v	How do you feel about the quality of relationships between the employees and the university management?	a) Very Cordial ( ) b) Somewhat Cordial ( ) c) Somewhat Antagonistic ( ) d) Very Antagonistic ( ) e) I am not certain ( )

II: Job Satisfaction

8. Are you satisfied with your current job characteristics (work schedule) in your organisation?

    a) Yes   {   }   b) No {   }   c) No Opinion   {   }   (**If 'No', skip to question 12**)

9. If 'Yes' in question 8, how would you describe your level of satisfaction on the following aspects of your job?

S/N	Items	Very Satisfied	Fairly Satisfied
i	Medical benefits	{ }	{ }
ii	Hours of work	{ }	{ }
iii	Available work facilities	{ }	{ }
iv	Reward systems	{ }	{ }
v	Work load	{ }	{ }
vi	Co-workers relationship	{ }	{ }
vii	Overall working conditions	{ }	{ }
viii	Physical work environment	{ }	{ }
ix	Employee-management relationship	{ }	{ }
x	Decision-making pattern	{ }	{ }

10. Would you say that the character of job in your organisation meets up with your desired job?
    a) Yes {   }   b) No {   }   c) No opinion {   }

11. If yes, would you be ever willing to contribute more towards your organisational growth?
    a) Yes {   }   b) No {   }   c) No quite sure {   }

12. If you answered 'No' in question (8), which of the following job characteristics in your organisation do you feel much dissatisfaction? (**Please tick only one**)

    i.   Medical benefits   {   }
    ii.   Hours of work   {   }
    iii. Available work facilities   {   }
    iv.   Reward systems   {   }
    v.   Work load   {   }
    vi.   Co-workers relationship   {   }
    vii. Overall working conditions   {   }
    viii. Physical work environment   {   }
    ix.   Employee management relationship   {   }
    x.   Decision-making pattern   {   }
    xi.   Others please indicate...

13. In general, what is your level of job satisfaction in your work institution?

    a) Very Satisfied {   }   b) Fairly Satisfied {   } c) Undecided {   }

    d) Not satisfied at all {   }   e) Not Satisfied {   }

III: Perceived Organisational Support

14. Do you feel that your supervisors strongly support your work activities?
    a) Yes {   }   b) No {   }   c) No Opinion {   }

15. Would you say that the university management cares so much about the welfare of the employees?
    a) Yes {   }   b) No {   }   c) I can't say for sure {   }

16. Do you feel that your work department really cares about your values before decisions are taken with regards to your job roles?
    a) Definitely {   }   b) Not Really {   }   c) Not at all {   }

17. Do you feel that every technical support that you need are provided when you need them?
    a) Certainly {   }   b) Not all the time {   }   c) Not at all {   }

18. Compared to other public universities, do you feel that the management of your organisation motivates the employees to put in their best for the growth of the organisation?
    a) Certainly Yes {   }   b) Somewhat Yes {   } c) Not at all {   }

19. If yes, to what percentage of motivation do you feel that the top management of your organisation gives to the employees?
    a) More than 50% {   }   b) About 50% {   }   c) Less than 50% {   }

20. Would you agree with the view that the top management of your university does not hesitate in addressing any pressing issue that affects the workability of the employees?
    a) Yes {   }   b) No {   }   c) Not Certain {   }

21. In general, how do you perceive the nature of organisational support to employees in your organisation?
    a) Very Good {   }b) Fairly {   }   c) Undecided {   }   d) Poor {   }   e) Very Poor {   }

IV: Perceived Working Conditions

22. In your view, are the working tools (computers, tables, record books, fans, AC etc.) in your work unit very functional?
    a) Yes {   }   b) No {   }   c) I am not certain {   }

23. How do you perceive your workplace environment in relation to your work efficiency?
    a) Very Conducive {   }   b) Fairly Conducive {   }   c) Very Noisy/unconducive {   }

24. Do you consider the amount of work expected of you and other employees as fairly reasonable?
    a) Yes {   }   b) No {   }   c) No Opinion {   }

25. How do you feel about the time given to you and other employees to complete specific tasks in your work unit?
    a) Very Reasonable {   }   b) Fair Enough {   }   b) Very Little {   }

26. Do you feel that there is much squabble and antagonism between the employees and the top management in this university?
a) Certainly Yes {   }　　　　b) I can't say for sure {   }　　　　c) Not at all {   }

27. How do you perceive the physical work environment (office space, lighting, ventilation etc) in comparison to other universities?
a) Very Nice {   }　　　　b) Fair Enough {   }　　　　c) Very Poor {   }

28. How safe do you feel at your work unit?
a) Very Safe {   }　　　b) Not Very Safe {   }　　　c) Not Safe at All {   }

29. Do you feel that your work schedules interfere very much with your other personal and family life compared to other employees?
a) Absolutely Yes {   }　　　　b) Somehow {   }　　　　c) Not at All {   }

30. Please in general, how would you describe the employees' working condition in your work university?
a) Very Good {   }   b) Fairly {   }   c) Undecided {   }   d) Very Poor {   }   c) Poor {   }

V: Perceived Access to Job Resources

31. How much positive feedback do you feel that your superiors/supervisors often give you with regards to your job performance?
a) Very Much {   }　　　　b) Fair Enough {   }　　　　c) Not Much at All {   }

32. Do you feel that employees are provided with adequate on-the-job training in this university?
a) Yes {   }　　　　b) No {   }　　　　c) I am not certain {   }

33. Do you feel that employees are communicated effectively by the top-management of this university about changes in their job roles?
a) Absolutely Yes {   }　　　b) Sometimes {   }   c) No {   }   d) Not Certain {   }

34. How much do you feel that you and other employees have access to research/professional development loans whenever they apply for it?
a) Very much {   }　　　　b) Not much {   }　　　　c) No Opinion {   }

35. Do you feel that other resources (such as health insurance, low-cost housing, work-leave etc) are easily accessible to you and other employees in this university?
a) Certainly Yes {   }　　　b) Not at All {   }　　　c) I can't say much on that {   }

36. In general, what is your feeling on the employees' access to job resources in this university compared to other universities?

a) Very accessible {   }

b) Fairly accessible {   }

c) Undecided {   }

d) Not accessible at all {   }

e) Not accessible {   }

VI: **Measures to Improve Quality of Work Life and Employees' Job Satisfaction**

37. Please circle ◯) in each of the following items, the option you consider likely or not likely as a measure of improving the quality of work life and job satisfaction of employees in the public Universities.

S/N	Items	Most Likely	Likely	Undecided	Not Likely	Most Not Likely
i	University management conducting regular or periodic meetings with the employees to discuss issues affecting their job performance.	5	4	3	2	1
ii	University management maintaining open communication so as to allow the employees to be informed about work processes and express their concerns about the organisation.	5	4	3	2	1
iii	Supervisors asking questions about the challenges of the employees.	5	4	3	2	1
iv	Management being open in sharing information about anything affecting the productivity of the employees and the organisation.	5	4	3	2	1
v	University management and supervisors inspiring the employees to share the vision of the organisation	5	4	3	2	1
vi	Proper communication with the employees through appropriate channels about new policies of the organisation.	5	4	3	2	1
vii	Organising recreational programmes for employees and their families.	5	4	3	2	1
viii	Provision of lunch packages for every employee	5	4	3	2	1
ix	Periodic meeting with all the employees to discuss challenges and prospects of their works.	5	4	3	2	1

Appendix III: In-Depth Interview (IDI) Guide

Respondents' Age: ……………………………..

Gender: ……………………………………………

Occupation/Position: …………………………..

Duration of Interview: …………………………

Section A: Preliminaries

  a) **Introduction:**

   The researcher will introduce himself and the research team to the interviewee. Extend courtesies and help the interviewee to relax.

  b) **Purpose/Modus Operandi**

The participant will be informed about the purpose and theme of the interview, i.e. 'employees' perception of the influence of QWL on job satisfaction among staff of federal universities in the Southeast zone of Nigeria'. The interviewee will be informed that all ideas, comments and suggestions – both positive and negative – on the theme of the interview are welcome. The researcher will also seek the consent of the interviewee to record his/her responses and inform him/her the reason for such (which is to ensure that no comments are lost at any given point). The researcher will assure the interviewee about the confidentiality of his/her comments and that all information he or she provides will be used purely for academic research purpose. Last but not least, the researcher will seek the informed consent of the interviewee to begin the interview.

Section B: Research Questions

1. As a stakeholder in university community, please describe your observations or perceptions about the QWL in the Southeastern Federal Universities in Nigeria?

   Probes:

     i.   How would you describe the employees' feelings about the QWL they get in the Southeast Federal Universities?

     ii. How would you rate the QWL of employees in the federal universities in the Southeast Nigeria in comparison with other political zones in Nigeria and other developed nations?

2. Judging from the strike actions that have been embarked on by the university employees over the past few years on the account of poor working conditions, how would you assess the job satisfaction of employees in the Southeast Federal Universities in Nigeria?

   Probes:

     i.   What do you have to say about the job satisfaction of the university employees in different ranks and positions? Would you say that there is a significant difference in the feeling of job satisfaction among them?

    ii.   If yes, which category of employees do you think are mostly satisfied with their jobs? And what are your reasons for saying so?

3. As you may have known already, QWL is multi-faceted; but I am only interested in three dimensions namely: organisational support, working conditions and access to job resources. In this view, what is your opinion on the support that the employees receive from the university as an organisation?

Probes:

    i.   What is your view on the perception of the employees with regards to organisational support?

    ii.   Would you say that perceived organisational support is one factor that influences job satisfaction of employees in the university community? If yes, how so is that?

4. Please can you tell us about your observations regarding the working conditions of the employees in both federal and state universities in the Southeast Nigeria?

Probes:

    i.   What are your opinions on the view that a majority of the university employees are dissatisfied with their working conditions?

    ii.   How would you react on the issue of working conditions as a major factor associated with job satisfaction of the university employees?

5. What is your opinion about university employees' access to job resources as a factor influencing job satisfaction?

Probes:

    i.   Do you agree or disagree with the assumption or claim that many university employees lack access to job resources (such as research loans, low cost housing, car loan, health insurance?

    ii.   In any position you take in (i), what reasons do you have to justify your position on the issue?

6. Many of policies have been made over the years to improve the QWL of the employees and their job satisfaction, yet, it is believed that many university employees are dissatisfied with their job. Could you identify some of the measures put in place within the Southeast Federal Universities in Nigeria to improve the QWL?

Probes:

    i.   To what extent do you feel that such measures are workable to improve the QWL in the universities in question?

    ii.   What actually do you think are the lapses in such existing measures?

    iii.   Considering the challenges so far, what measures would you suggest that would likely make a difference from the policies that already exist?

Appendix IV: SPSS Data Analysis Output for Test of Hypotheses

Hypothesis One SPSS Data Output

Group Statistics

	University	N	Mean	Std. Deviation	Std. Error Mean
QWL.SUM	UNN	607	13.1960	2.46884	.10021
	FUTO	185	12.8108	2.23166	.16408

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
QWL.SUM	Equal variances assumed	.920	.338	1.899	790	.058	.38524	.20287	-.01300	.78347
	Equal variances not assumed			2.004	332.806	.046	.38524	.19226	.00705	.76342

Hypothesis Two SPSS Data Output

Ranks

	work.designation	N	Mean Rank	Sum of Ranks
Q8	Non Academic Staff	613	413.29	253344.50
	Academic Staff	239	460.39	110033.50
	Total	852		

Test Statistics[a]

	Q8
Mann-Whitney U	65153.500
Wilcoxon W	253344.500
Z	-2.976
Asymp. Sig. (2-tailed)	.003

a. Grouping Variable: work.designation

Hypothesis Three SPSS Data Output

Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	110.982			
Final	43.569	67.413	8	.000

Pseudo R-Square

Cox and Snell	.079
Nagelkerke	.097
McFadden	.050

Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.
Intercept	43.569[a]	.000	0	.
Q21	110.982	67.413	8	.000

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Hypothesis Four SPSS Data Output

Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	106.466			
Final	42.897	63.568	8	.000

Pseudo R-Square

Cox and Snell	.075
Nagelkerke	.093
McFadden	.047

Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.
Intercept	42.897[a]	.000	0	.
Q30	106.466	63.568	8	.000

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Hypothesis Five SPSS Data Output

Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	78.942			
Final	43.603	35.339	8	.000

Pseudo R-Square

Cox and Snell	.042
Nagelkerke	.053
McFadden	.026

Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.
Intercept	43.603[a]	.000	0	.
Q36	78.942	35.339	8	.000

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Appendix V: Research Request Letters

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

P.M.B. 5025
AWKA
ANAMBRA STATE

OUR REF: NAU/SOC/

DATE: 30ᵗʰ August 2018

The Vice Chancellor,
University of Nigeria, Nsukka
Enugu State.

LETTER OF INTRODUCTION
RE: EKEBOSI NZUBECHUKWU .C.

The above named student "Ekebosi Nzubechukwu Christian" with the Registration Number "2012157002P" is a Postgraduate (Ph.D) student of Sociology/Anthropology Department (Industrial Relations Option). He is carrying out a research on "The Employees' Perception of Quality of Work life on Job Satisfaction in selected Universities in the South Eastern Nigeria and your University has been selected as one of the Universities to be studied.

The Department (Sociology/Anthropology Department) is hereby introducing him to your institution to continue his study.

Please, assist him to get all the necessary information needed for this research especially on the staff strength and cadre/categories.

Thanks for your anticipated co-operation.

Dr. Bentina Mathias
Head of Department

Original copy collected by me:
Assigwe Michael
Date
6/9/2018

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

P.M.B. 5025
AWKA
ANAMBRA STATE

OUR REF: NAU/SOC/

DATE: 18th February, 2019

The Vice Chancellor,
Alex Ekwueme Federal University,
Ndufu-Alike.

LETTER OF INTRODUCTION
RE: EKEBOSI NZUBECHUKWU CHRISTIAN

The above named student, Ekebosi Nzubechukwu Christian with the Registration Number 2012157002P is a Postgraduate (Ph.D.) student of Sociology/Anthropology Department, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka. His area of Specialization is Industrial Relations. He is carrying out a research on "Employees' Perception of the influence of Quality of Work life on Job Satisfaction. A Study of Public Universities in South East, Nigeria. Your University has been selected as one of the Universities to be studied.

The Department of Sociology/Anthropology is hereby introducing him to your institution to continue his study.
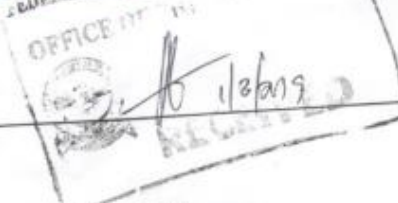
Please, assist him with necessary information on your Institution's Staff Strength **(Academic and Non-Academic Staff)**

Thanks for your anticipated assistance and co-operation.

DR. NNEKA OLI
Head of Department

Received 04/03/19

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

OFFICE OF THE

1/3/19

P.M.B. 5025
AWKA
ANAMBRA STATE

DATE: 18th February, 2019

OUR REF: NAU/SOC/

The Registrar,
Federal University of Science and Technology,
Owerri.

LETTER OF INTRODUCTION
RE: EKEBOSI NZUBECHUKWU CHRISTIAN

The above named student, Ekebosi Nzubechukwu Christian with the Registration Number 2012157002P is a Postgraduate (Ph.D.) student of Sociology/Anthropology Department, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka. His area of Specialization is Industrial Relations. He is carrying out a research on "Employees' Perception of the influence of Quality of Work life on Job Satisfaction. A Study of Public Universities in South East, Nigeria. Your University has been selected as one of the Universities to be studied.

The Department of Sociology/Anthropology is hereby introducing him to your institution to continue his study.

Please, assist him with necessary information on your Institution's Staff Strength in the following categories:
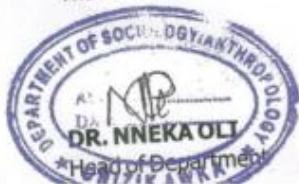
Academic Staff

I). Professors
ii). Associate Professors
iii). Senior Lecturer
iv). Lecturer I
v). Lecturer II
vi). Assist Lecturer
vii). Graduate Assistant.

Non Academic Staff (Senior and Junior)

i). Administration
ii). Finance
iii). Information Technology
iv). Library
v). Personnel Unit
vi). Planning and Resource Allocation
vii). Records
viii). Security
ix). Students' Affairs
x). Works

Thanks for your anticipated assistance and co-operation.

DR. NNEKA OLI
Head of Department

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

P.M.B. 5025
AWKA
ANAMBRA STATE

OUR REF:

DATE: 18th February, 2019

The Vice Chancellor,
Michael Okpaa University of Agriculture
Umudike.

LETTER OF INTRODUCTION
RE: EKEBOSI NZUBECHUKWU CHRISTIAN

The above named student, Ekebosi Nzubechukwu Christian with the Registration Number 2012157002P is a Postgraduate (Ph.D.) student of Sociology/Anthropology Department, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka. His area of Specialization is Industrial Relations. He is carrying out a research on "Employees' Perception of the influence of Quality of Work life on Job Satisfaction. A Study of Public Universities in South East, Nigeria. Your University has been selected as one of the Universities to be studied.

The Department of Sociology/Anthropology is hereby introducing him to your institution to continue his study.

Please, assist him with necessary information on your **Institution's Staff Strength (Academic & Non-Academic Staff)**.

Thanks for your anticipated assistance and co-operation.

DR. NNEKA OLI
Head of Department

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

P.M.B. 5025
AWKA
ANAMBRA STATE

OUR REF: NAU/SOC/

DATE: 18th February, 2019

The Vice Chancellor,
University of Nigeria,
Nsukka.

LETTER OF INTRODUCTION
RE: EKEBOSI NZUBECHUKWU CHRISTIAN

The above named student, Ekebosi Nzubechukwu Christian with the Registration Number 2012157002P is a Postgraduate (Ph.D.) student of Sociology/Anthropology Department, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka. His area of Specialization is Industrial Relations. He is carrying out a research on "Employees' Perception of the influence of Quality of Work life on Job Satisfaction. A Study of Public Universities in South East, Nigeria. Your University has been selected as one of the Universities to be studied.

The Department of Sociology/Anthropology is hereby introducing him to your institution to continue his study.

Please, assist him with necessary information on your Institution's Staff Strength in the following categories:
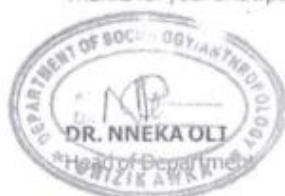
Academic Staff

I).   Professors
ii). Associate Professors
iii). Senior Lecturer
iv). Lecturer I
v).   Lecturer II
vi). Assist Lecturer
vii). Graduate Assistant.

Non Academic Staff (Senior and Junior)

i).   Administration
ii).   Finance
iii). Information Technology
iv).   Library
v).   Personnel Unit
vi).   Planning and Resource Allocation
vii). Records
viii). Security
ix).   Students' Affairs
x).   Works

Thanks for your anticipated assistance and co-operation.

DR. NNEKA OLI
Head of Department

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

P.M.B. 5025
AWKA
ANAMBRA STATE

DATE: 18th February, 2019

OUR REF:

The Vice Chancellor,
Nnamdi Azikiwe University,
Awka.

LETTER OF INTRODUCTION
RE: EKEBOSI NZUBECHUKWU CHRISTIAN

The above named student, Ekebosi Nzubechukwu Christian with the Registration Number 2012157002P is a Postgraduate (Ph.D.) student of Sociology/Anthropology Department, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka. His area of Specialization is Industrial Relations. He is carrying out a research on "Employees' Perception of the influence of Quality of Work life on Job Satisfaction. A Study of Public Universities in South East, Nigeria. Your University has been selected as one of the Universities to be studied.

The Department of Sociology/Anthropology is hereby introducing him to your institution to continue his study.

Please, assist him with necessary information on your *Institution's Staff Strength* (Academic & Non-Academic Staff).

Thanks for your anticipated assistance and co-operation.

DR. NNEKA OLI
Head of Department

Appendix V: Research Approval Letters

UNIVERSITY OF NIGERIA
OFFICE OF THE REGISTRAR

Registrar: Dr. Christopher Chukwudi Igbokwe, *DBA, MNIM, FCAI, FCPA*   **Phone:** (+234) 08033182107/08059010019

UNP/RTD/G.47   February 5, 2019

Ekebosi Nzubechukwu C.
Department of Sociology/Anthropology
Nnamdi Azikiwe University
Awka

INFORMATION ON STAFF STRENGTH AND CADRE/CATEGORIES

This refers to the letter by the Head of Department of Sociology/Anthropology dated August 10, 2018 on the above subject.

Available records in this office in respect of staff strength and Cadre/Categories are as listed below:

Teaching staff-   2827
Non Teaching -   5227
Total Staff Strength- 8054

With best wishes
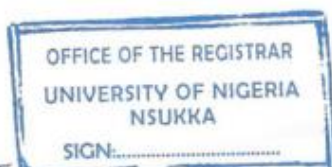
F.C. ACHIUWA (MRS)
Principal Assistant Registrar, Personnel Services
for: Registrar

UNIVERSITY OF NIGERIA, NSUKKA
OFFICE OF THE REGISTRAR
(PERSONNEL SERVICES UNIT)

18th March, 2019

EKEBOSI NZUBECHUKWU CHRISTIAN
DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY
FACULTY OF SOCIAL SCIENCES
NNAMDI AZIKIWE UNIVERSITY, AWKA.

STAFF STRENGTH OF UNIVERSITY OF NIGERIA, NSUKKA IN THE FOLLOWING CATEGORIES:
RE: EKEBOSI NZUBECHUKWU CHRISTIAN

ACADEMIC STAFF		NON-ACADEMIC STAFF (Senior and Junior)	
1, Professors	=339	1, Administration	=3,022
2, Senior Lecturer	=497	2, Finance	=11
3, Lecturer i	=473	3, Information Technology	=28
4, Lecturer ii	=568	4, Library	=227
5, Assistant Lecturer	=585	5, Personnel Unit	=102
6, Graduate Assistant	=365	6, Planning & Resource	=19
		7, Records	=31
		8, Security	=799
		9, Students Affairs	=395
		10, Works	=593

ACADEMIC STAFF: TOTAL= 2,827   NON-ACADEMIC STAFF: TOTAL=5,227

With warm regards

F.C Achiuwa (Mrs.)
Principal Assistant Registrar (Personnel Services)
For: Registrar

NNAMDI AZIKIWE UNIVERSITY
P.M.B. 5025,
AWKA

OFFICE OF THE REGISTRAR	Internal Memorandum
To: Head of Department Sociology/Anthropology Unizik, Awka	**From:** Ag. Registrar
Ref. No.: NAU/R/95ᴮ	**Date:** 1ˢᵗ March, 2019

ATTENTION: DR. NNEKA OLI

RE: LETTER OF INTRODUCTION –EKEBOSI NZUBECHUKWU C.

Please, refer to your communication to the Vice-Chancellor on the above subject dated 18ᵗʰ February, 2019.

This is to convey the Vice-Chancellor's approval for you to administer your questionnaire to the staff of this University as part of your research study on "Public Universities in the South-East, Nigeria."

Note that the information obtained from our University must be treated with strict confidentiality.

Okonkwo O.N (Mrs)
Ag. Registrar

NNAMDIAZIKIWEUNIVERSITY, AWKA
PMB 5025, AWKA
OFFICE OF THE REGISTRAR

STAFF STRENGTH AS AT DECEMBER, 2018

NUMBER OF TEACHING STAFF	1,131
NUMBER OF NON-TEACHING STAFF	2,294

JOSEPH, LYNDA
HEAD STATISTICS

Federal University of Technology, Owerri

PMB 1526 Owerri, Imo State, Nigeria.

Technology for Service

Our Ref:....FUTO/PU/0287...............Your Ref:..............................Date:........20th March, 2019........

The Head of Department,
Department of Sociology/Anthropology
Nnamdi Azikiwe University
Awka.

Attention: Mr. Nzubechukwu Christian Ekebosi

RE: INTRODUCTION LETTER AND REQUEST FOR STAFF STRENGTH (ACADEMIC AND NON-ACADEMIC)

This is the reply to your letter dated 18th February, 2019 requesting for Staff Strength of our Institution
Below is the detail of the information requested for your academic research:

ACADEMIC STAFF			NON ACADEMIC STAFF		
1).	Professors -	147	1).	Administration -	251
2).	Associate Professors-	74	2).	Finance -	48
3).	Senior Lecturer -	160	3).	Information Technology -	10
4).	Lecturer I -	214	4).	Library -	63
5).	Lecturer II -	151	5).	Personnel Unit -	35
6).	Assist Lecturer -	157	6).	Planning and Resource Allocation-	16
7).	Graduate Assistant -	71	7).	Records -	10
		974	8).	Security -	160
			9).	Students' Affairs -	29
			10).	Works -	138
					760

Total Staff Strength   =   **1734**

Accept our well wishes to your academic pursuit.

Nnabuife J.U.
REGISTRAR

NNAMDI AZIKIWE UNIVERSITY, AWKA
FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF SOCIOLOGY/ANTHROPOLOGY

P.M.B. 5025
AWKA
ANAMBRA STATE

OUR REF: NAU/SOC/

DATE: 17th June, 2019

TO WHOM IT MAY CONCERN

APPROVAL TO PROCEED ON FIELD STUDY

This is to inform you that Ekebosi, Nzubechukwu Christian, a Ph.D Student in the Department of Sociology/Anthropology; Nnamdi Azikiwe University Awka has successfully defended his proposal and can commence his field study in your institution. Please assist him with the necessary information to enable him complete his Ph.D Dissertation.

Dr. Nneka. P. Oli
HOD, Sociology/Anthropology
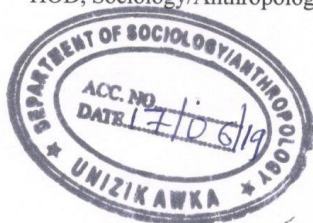
UNIVERSITY OF NIGERIA
OFFICE OF THE VICE-CHANCELLOR

Vice-Chancellor, Professor Benjamin Chukwuma Ozumba, MD, FRCOG, FACOG, FACS   Phone: (+234) -708 861 7000

Our Ref. VC/U/66   **2nd July, 2019**

Ekebosi Nzubechukwu Christian
Sociology/Anthropology Department
Nnamdi Azikiwe University, Awka
Anambra State

RE: A REQUEST TO CONTINUE MY DOCTORATE (Ph.D) RESEARCH

I have been directed to acknowledge the receipt of your letter dated 24th June, 2019 to the Vice Chancellor, University of Nigeria, Nsukka.

The Vice Chancellor noted the need for your research work and has approved it. He wishes you an excellent research output.

Please, accept the assurances of the Vice Chancellor's warm regards.

Maria Chinwe Nwufo (Mrs.)
Deputy Registrar

Cc: Vice Chancellor

GINA

UNIVERSITY OF NIGERIA

OFFICE OF THE VICE-CHANCELLOR

Vice-Chancellor, Professor Charles Arizechukwu Igwe, *B.Agric; M.Sc., Ph.D (Nig.) PGD (Norway)*   Phone: (+234) 708 861 7000

Our Ref: VC/S/4   **July 3, 2019**

Ekebosi, Nzubechukwu Christian
Department of Sociology/Anthropology
Nnamdi Azikiwe University, Awka
Anambra State
Tel: 08034048672

RE: A REQUEST FOR IN-DEPT INTERVIEW

The Vice Chancellor would have me acknowledge the receipt of your letter dated June 24, 2019 on the above subject.

I write to convey the Vice-Chancellor's approval of your request for audience for an In-Dept Interview. He noted the interview is for a research on the topic: **Employees' Perception of the Extent of Influence of QWL on Job Satisfaction among Staff of Federal Universities in the South-East Zone of Nigeria.** The meeting is scheduled for **Thursday, July 4, 2019 at 10.00 a.m. in the Vice Chancellor's Private Office.**

With warm regards.

Nwufo, Maria C. (Mrs.)
Deputy Registrar
Vice Chancellor's Office

Treated

Adv

FEDERAL UNIVERSITY OF TECHNOLOGY
OFFICE OF THE REGISTRAR

P.M.B. 1526
Owerri, Nigeria.
Telegrams: **FEDUNITECH**
E-mail: registrar@futo.edu.ng
nnabuchjohn1962@yahoo.com
Website: www.futo.edu.ng

VICE CHANCELLOR: **PROF. F.C. EZE**, KSJI, JP,
B.Sc,(Nig) M.Sc (Dundee), Ph.D (Nig) FSESN, FNIP

REGISTRAR: **JOHN U. NNABUIHE,** KSJI, JP,
B.A.(Nig.),M.A.(ABSU), MNIPR, MNIM, CIMIM, FCAI

REF: REF/EST/SPAC /GEN 33   July 16, 2019

Mr. Nzubechukwu Christian Ekebosi,
Department of Sociology/Anthropology,
Nnamdi Azikwe University, Awka,
Anambra State.

Dear Mr. Ekebosi,

RE: REQUEST TO CONTINUE MY DOCTORAL (Ph.D) RESEARCH

Please refer to your letter to the Registrar on the above subject dated June 24, 2019.

I write on behalf of the Registrar to convey approval of your request to conduct a research on the topic "Employees' Perception of the Extent of Influence of QWL on Job Satisfaction among Staff of Federal Universities in the South-east Zone of Nigeria", at the Federal University of Technology, Owerri.

We wish you success in your research activities in the University.

P.I. Aririatu (Mrs.)
DR/Coordinator, EST/SPAC
For: Registrar