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EFFECT OF JOB SATISFACTION ON THE PERFORMANCE OF ACADEMIC STAFF OF THE UNIVERSITY OF MAIDUGURI, BORNO STATE

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Abstract: *This study examined the effect of job satisfaction on the performance of Academic Staff of University of Maiduguri. Specifically, the study was to assess the effect of job Empowerment on the performance of Academic Staff of University of Maiduguri, evaluate the effect of Compensation on the performance of Academic Staff of University of Maiduguri and assess the effect of Recognition on the performance of academic staff of University of Maiduguri. Survey research design was adopted for the study. Data was gathered through self-administered questionnaires from 363 academic staff members at the University of Maiduguri. The collected data were analyzed using descriptive statistics and multiple regression techniques. The results indicated that both compensation and recognition are statistically significant, with a coefficient value of 0.000. Consequently, the study concluded that compensation and recognition are key factors in enhancing academic staff performance at the university. To improve job satisfaction among academic staff, the study recommended ensuring they are well-paid, provided with a professional environment, and offered regular job arrangements to better achieve the university's goals and objectives.*

Keywords: *Job Satisfaction, Compensation, Recognition, Academic Staff Performance.*

Introduction

The performance of academic staff at the University is critical to national development due to their significant role in the nation's progress. However, industrial action taken by academic staff in Nigerian universities may negatively affect their performance and job satisfaction. Performance is defined as the quality and quantity of work produced by employees (Bello, Ogundipe & Eze, 2017). The success of the University of Maiduguri relies heavily on the performance of its academic staff (Mendis, 2017). Despite the significant role academic staff play in national development, job dissatisfaction persists at the University of Maiduguri. This dissatisfaction is evident as many academician transfer to other sectors such as politics, government administration, donor-funded projects, and international NGOs, leading to a reduction in teaching and research staff.

Meanwhile, job satisfaction, a key factor in the performance of academic staff, influences how they perform their duties and interact with the organization (Well, 2011; Reddy & Madhav, 2018). Job satisfaction can be categorized into intrinsic and extrinsic factors. Extrinsic factors include compensation, working conditions, policies, status, job security, supervision, and personal life. Intrinsic factors encompass recognition, autonomy, skill use, growth, responsibility, achievement, and promotion. In this paper, the job satisfaction components of compensation and recognition are

considered. When academic staff are given more responsibility and control over their job decisions, their confidence and self-reliance increase, leading to higher job satisfaction and improved performance.

Moreover, Academic staff's compensation is considered as one of most important rewards for the organization since if Academic Staffs are paid well, it will motivate them to perform better. Alternatively, if Academic Staffs believe that their compensation is not sufficient, it will create Academic Staffs job dissatisfaction; this over time will lead to Academic Staff leaving the organization, turnover, and strike. Furthermore, recognition will boost Academic Staff morale and motivate them to strive for improvement. This study will help determine the impact of job satisfaction on the performance of academic staff at the University of Maiduguri, Borno State.
Although, Lack of job satisfaction is one of the key difficulties experienced by universities academic Staffs (Bello, Ogundipe & Eze, 2017). According to this report, the recent wave of industrial action at the University of Maiduguri is an indicator of job displeasure. Despite the fact that Academic staffs of universities as a dimension of human resource play a very essential role in the growth of a nation throughout time, Academic staffs of the University of Maiduguri continue to have work dissatisfaction. As evidenced by academicians transitioning from their academic careers to other seemingly more promising economic sectors, such as politics, senior administrative government roles, donor-funded projects, and international non-governmental organizations, as a result, the teaching and research workforce has shrunk.

The issue at hand is the frequent strike actions by Nigerian universities, driven by disagreements between the Academic Staff Union of Universities (ASUU) and the federal government, rooted in job dissatisfaction (Anashie & Aniah, 2018). ASUU has initiated several strikes over the years: one month in 1999, three months in 2001, two weeks in 2002, one week in 2006, three months in 2007, one week in 2008, four months in 2009, five months and one week in 2010, three months in 2011, and five months and twenty days in 2013 (Famurewa, 2014). On March 23, 2020, ASUU declared a total, comprehensive, and indefinite strike in response to the nonpayment of thirteen months' wages to 1000 members and the most recent 8 months strikes in 2022 (The Guardian, 2022).

Many studies on the impact of job satisfaction on academic staff performance at universities have been conducted, with Okolocha, Bonaventure, Akam, Uche, Uchehara, and Omelogo being among the most famous (2021), Kwizera, Mwuirumubi, and Badakizito, (2021) carried out a study among university lecturers in South East Nigeria, Peter, (2019) among university academic staff in Tanzania, and Yee, (2018) among academic staff in several private institutions in Malaysia. However, as factors of job satisfaction, this study will look at compensation and recognition. These two characteristics have not been measured as determinants of job satisfaction in many of these studies. Following that, the study discovered that there has been little or no research on the impact of job satisfaction on academic staff performance at the University of Maiduguri in Borno state. As a result, the study will look into the impact of work satisfaction on academic staff at the University of Maiduguri in Borno state with the following objectives:

i. Examine the effect of Compensation on the performance of academic staff of University of Maiduguri, Borno State and

ii.   Assess the effect of Recognition on the performance of academic staff of University of Maiduguri, Borno State

Literature Review

This section will review literature on areas such as performance, job satisfaction, compensation and recognition.

Academic Staff Performance

Various academics have defined performance in different ways. The outlook of those elements, such as human resource practices, that have a direct impact on the relationship between job satisfaction and job performance can be defined as performance (Khan,Yusoff, Hussain & Ismail, 2021). Academic Staff performance, according to Laosebikan, Odepidan, Adetunji, and Aderinto (2018), is defined as whether Academic Staffs performs well or poorly on the job. Similarly, performance can be viewed as an attempt put forth in order to accomplish a desired outcome (Alromaihi, Alshomaly and George, 2017), In a similar spirit, Darma and Supriyanto (2017) state that Academic Staff performance demonstrates how successfully an Academic Staff will fulfill the work requirements. Furthermore, performance can be defined as the quality and quantity of work accomplished by employees in carrying out their obligations in accordance with the responsibilities assigned to them (Bintoro & Daryanto, 2017).

Employee performance, on the other hand, is defined by Okechuku (2016) as the responsibility of an employee's competence, skills, and effort in a specific situation. Similarly, performance is an actual behavior displayed by each individual as a result of work generated by employees in accordance with their job functions (Aransi, 2019). Academic Staff performance, according to Christopher and Bulah (2016), is all about how employees fulfilling the organization's goals according to the expectations of the standard set by the business. Academic Staff performance, according to Armstrong and Taylor (2014), is a multi-dimensional notion that includes the Academic Staffs work process as well as the work's conclusion or result. As a result, performance in this study will be defined as the effort put forth to complete work to a predetermined standard.

Performance measurement is defined as a measurable expression of the volume, cost, and outcome of operations that show how much, how well, and at what level products or services are offered to clients over time. According to Inuwa (2016), employee performance will be evaluated from the perspectives of the organization, the employee, and the job itself. Personnel performance is measured using corporate objectives, employee objectives, performance development, and employee satisfaction. Academic staff performance has been evaluated based on timely completion of work assignments, work quality, behavioural qualities, level of originality and innovation, publications, Academic Staff attendance, and result submission (Birma, 2018).

Job Satisfaction

Various scholars have defined job satisfaction as the process of meeting the needs of employees so that they are satisfied at work. Workplace attitudes play a part in meeting the demands of

employees and the job situation (David &Venatus, 2019). Job satisfaction, according to Reddy and Madhav (2018), is a condition in which employees act positively or negatively toward their jobs and the company as a whole. Furthermore, Asan and Wirb (2017) define job satisfaction as the level of satisfaction that employees have with their work.Job satisfaction, according to Donni (2016), is a set of feelings that employees have about their work, regardless of whether they enjoy or detest it. As a result, the internal and outward feelings of employees regarding their jobs are examined in this study.

Compensation

Compensation can be described as a monetary compensation given to employees by their employers or organizations in exchange for services rendered to the organization (Rana & Malik, 2017). Furthermore, according to the American Compensation Association, compensation is the monetary and non-monetary currency paid by an organization to its employees in exchange for services rendered to the organization. In a related development, Sinambela (2016) stated that compensation is divided into two types: financial and non-financial compensation. Base pay, merit pay, incentive pay, bonuses, commissions, profit sharing, and share distribution are all forms of financial remuneration. Promotion, responsibilities, a cheerful working environment, and a comfortable working environment are all examples of non-monetary compensation. Furthermore, Swanepoel et al (2014) defined compensation as "the monetary and non-monetary rewards offered by an employer to employees for the time, talents, and activities done in meeting job criteria in order to achieve organizational objectives." Compensation, according to this study, is the reward given to an employee by an employer in exchange for the employee's service to the organization.

Recognition

Recognition in the words of Masvaure et al. (2014) is a vital method of motivating employees, so that when they see their work is valued by their company, they will be driven to put forth more effort. In a similar vein, Harrison (2012) describes employee recognition as either a formal or informal acknowledgment of an employee's actions or efforts that aid the company in achieving its objectives. Moreover, according to Nyakundi, Karanja, Charles, and Bisobori (2012), the aim of employee recognition is to make sure employees are aware that their work is appreciated and respected by their employer, which serves to motivate and inspire them to improve their performance. Caligiuri Lepak and Bona (2010) noted that, recognition is positive achievement and individual or team performance by praise, gratitude, or approval. Employee recognition, according to this study, is when an employer expresses gratitude to an employee for a job well done

Empirical Review

Numerous studies have explored how job satisfaction affects the performance of university academics in Nigeria. One notable study by Okolocha, Chizoba, Akam, Uche, Uchehara, and Omelogo (2020) focused on job satisfaction and performance among university lecturers in South-East Nigeria. This research used a survey design, with a sample of 1,780 academic staff drawn from a total of 9,269 in public universities across Nigeria's South-East States. The sample size was determined using the Borg and Gall (1973) formula. Data were gathered through questionnaires distributed to academic staff at these universities and analyzed using a five-point Likert scale. The study employed SPSS version 20.0 for regression analysis and Pearson correlation coefficient to

evaluate the hypotheses. The analysis revealed several key findings: responsibility, career progression, and work performance have a positive and significant impact on job performance among academic staff at public universities in South-East Nigeria. The study concluded that to improve job satisfaction, academic personnel should be assigned relevant tasks that include job enlargement, job enrichment, and increased authority. Such measures are expected to enhance job satisfaction by making staff feel more accountable and in control of their work and that of others. As a result, academic staff are projected to perform better due to a heightened sense of empowerment and accountability.

Additionally, Kwizera, Muirumubi, and Badakizito (2021) examined job satisfaction and its effect on academic staff performance in Burundi's chartered private universities. This study employed a quantitative research method, incorporating both correlational and descriptive research designs. The sample consisted of 96 lecturers from the University of Ngozi, the University of Martin Luther King, and the University of Lake Tanganyika, determined using Slovin's formula with a 95% confidence level and a 5% margin of error. Of the 96 targeted lecturers, 87 responded, resulting in a response rate of 90.6%. This research utilized both primary and secondary data sources. Data were collected through surveys and interviews, using a self-administered questionnaire and an interview guide as instruments. The study's validity was confirmed as all content validity indices for experts and Alpha coefficients were above 0.7, indicating that the selected items/questions were relevant to the study variables. This demonstrated that the research tools were both valid and reliable. Data from the field were edited, coded, tabulated, and analyzed using SPSS version 25.0. The analysis was conducted initially at the descriptive level, followed by bivariate and multivariate levels. Pearson correlation and regression analysis were employed to examine the relationships and effects of the study variables. The findings revealed a positive correlation between job satisfaction and academic staff performance ($r = 0.622$, p-value = 0.000), suggesting that higher job satisfaction among lecturers is associated with better performance.

Similarly, Peter (2019) explored the connection between job satisfaction and job performance among academic staff at Tanzanian universities. The research used a descriptive survey approach, targeting 577 full-time academic employees from three public universities in the Coast region. Stratified random sampling was applied, with 30% of each stratum selected to achieve a sample size of 173. Data were collected using a five-point Likert scale questionnaire. Pearson's Product Moment Correlation Coefficient was used to evaluate the relationship between career development methods and staff performance. The study discovered that the universities did not have sufficient performance appraisal systems to evaluate goal achievement.

Additionally, Yee (2018) explored the relationship between job satisfaction and work performance among academic staff at Malaysian private universities. The study aimed to determine if a link exists between job satisfaction and job performance, with job performance as the dependent variable and job satisfaction factors as the independent variables. Data were collected using a 5-point Likert scale questionnaire, and Pearson's Correlation Coefficient and Multiple Regression were employed to analyze the relationship between these variables. The data were analyzed using SPSS version 23. Convenience sampling was used to select respondents, and the findings indicated that, out of six job satisfaction components, only compensation did not correlate with academic staff job performance. Recognition was found to have the most significant impact on job performance among academic personnel.

Compensation and Job Performance

Jean, Ngui, and Robert (2017) explored the impact of compensation strategies on employee performance using Mombasa Cement Limited as a case study. The research found that employee performance was positively influenced by fair wages, incentives, allowances, and recognition, whether through certification or verbal acknowledgment. Respondents were selected using a stratified sampling method, and data were collected through questionnaires. Descriptive statistics were employed to analyze, present, and interpret the quantitative data, which was processed using SPSS version 20 to produce descriptive statistics such as means, standard deviations, frequencies, and percentages. For more advanced analysis, the study used Pearson correlation to examine the linear relationship between two continuous variables.

Abdulhameed (2014) examined the impact of compensation on employee performance, with data collected from 45 banks. The study found that compensation positively affects employee performance. Data were gathered from primary sources, and random sampling was used to determine the sample size. The data were analyzed using both descriptive and analytical methods, with the analysis performed using SPSS version 17.0 for Windows. Descriptive statistics included mean and standard deviation, while correlation and regression analyses were used to assess the influence and relationship between the variables.

Calvin (2017) investigated the impact of remuneration on employee performance, using Abdul Gusau Polytechnic, Talata Mafara, and State College of Education Maru in Zamfara State as case studies. The research found a strong and positive relationship between remuneration and employee performance, noting that salary/wages and bonuses/incentives serve as effective motivators for employees. Data analysis was conducted using SPSS 22.0 and E-Views 9.0, employing Pearson correlation and multiple regression models.

Recognition and Job Performance

In Kenyatta University, Ndungu (2017) investigates the impact of reward and recognition on employee job performance. Employees at Kenyatta University are less motivated by financial and recognition rewards, according to the study's findings, and these variables only play a little role in boosting their job performance. This indicates that if Kenyatta University management places a greater emphasis on reward and recognition, it may have a favorable impact on university workers, resulting in higher levels of job performance. The study's data was collected using a descriptive research design with stratified random sampling as the sampling technique. Secondary data was also employed as a data source. Kenyatta University conducted a cross-sectional survey using a quantitative method. A standard structured questionnaire form was used in the investigation. A Pearson correlation was used in determining the correlations between the variables, the Product Moment Correlation Coefficient was calculated, and Multiple Regressions were performed to see which of the six independent variables was the most relevant. The Statistical Package for Social Sciences (SPSS) version 20.0 was used to gather, code, and analyze the data. The coded data was then analyzed using descriptive statistical methods. Central tendency, frequency distribution tables, and percentages were among the measurements used.

Ngwa, Adeleke, Agbaeze, Ghasi, and Imhanrreniatena, (2019) among others investigated the influence of a compensation system on employee performance in a few manufacturing enterprises in Cameroon's Littoral Region Douala. And the results of this study show that there is widespread agreement on the link between reward schemes and employee performance. Employers can use

the incentive system as a motivating factor to fine-tune employee behavior toward efficiency and effectiveness as a result of this link. The study's data came from a primary source, and the sample was chosen using Cochran's formula for a finite population sample with a 95 percent confidence level. The information gathered from the questionnaire was analyzed using a frequency distribution and a percentage table. The test-retest method was utilized to assess the instrument's reliability, while the Spearman Rank Correlation Coefficient was employed to determine the instrument's reliability coefficient.

Bradler, Dur, Neckerman, and Non (2013) also look into the causal effect of public recognition on employee performance. Workers in a random sample of work groups were given unexpected acknowledgment after two hours of work, and it was discovered that recognition improves ongoing performance significantly, especially when recognition is given exclusively to the best performers. Surprisingly, it is those who were not given recognition who are primarily responsible for this improvement in performance. The study also discovered that providing public praise to employees promotes a statistically and economically significant increase in performance in a controlled workplace setting

Methodology

The study is a survey research with a population of 1,448 Academic Staff in the University of Maiduguri. The sample size for the study was determined using the Krejcie and Morgan table. The study's sample size is three hundred and two (302) academic staff. Also, a stratified sampling technique was employed. The academic staff was strata into their Ranks and randomly picked from each rank to deliver the questionnaire using stratified sampling techniques

The data for this study was collected from primary sources using a questionnaire designed on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The initial sample size was 302 respondents. To account for potential non-responses and ensure the minimum sample size was met, an additional 20% was added, resulting in a total of 363 respondents, as recommended by Aroh (2002) for small populations. Of the 363 questionnaires distributed, 328 were completed and returned, yielding a 90% response rate. The data was analyzed using multiple regression.

RESULTS

Preliminary analysis was carried out before the main data analysis. Preliminary data analysis is essential to be achieved to accomplish the requirement for the main analysis, it is "inspection, scrutiny and analysis conducted on data of research before the main analysis to detect, manage and correct/treat errors therein" (Pulka, 2022). The data was screened for outliers. The result indicates no presence of both univariate and multivariate outliers. Skewness and Kurtosis was also employed to check the normality of the data. The collinearity of the independents variables was also check using tolerance value and variance inflated factor,

Hypotheses Testing

Multiple regression analysis was used to test the hypotheses of study. It was intended to examine the effect between the predicting variables and the dependent variable. The hypotheses are:

Ho1 Compensation has no significant effect on the performance of academic staff of University of Maiduguri

Ho2 Recognition has no significant effect on the performance of academic staff of University of Maiduguri.

Table 1

Hypotheses Testing

Variables	Beta	t- Value	Sig. Level	Decision
Compensation	0.157	4.160	0.000	Rejected
Recognition	0.427	8.168	0.000	Rejected

a. Dependent Variable: Academic Staff Performance

Table 1 present the results of the hypotheses testing. Hypothesis one stated that Compensation has no significant effect on the performance of academic staff of University of Maiduguri. This assertion was statically tested and found out that $\beta = 0.157$, t-value = 4.160 and significant level =0.000. Therefore, it implies that Compensation has significant effect on the performance of academic staff of University of Maiduguri. Hence hypothesis one is rejected which stated that Compensation has no significant effect on the performance of academic staff of University of Maiduguri.

On the other hand, Hypothesis two stated that Recognition has no significant effect on the performance of academic staff of University of Maiduguri. This assertion was statically tested and found out that $\beta = 0.427$, t-value = 8.168 and significant level =0.000. Therefore, it implies that Recognition has significant effect on the performance of academic staff of University of Maiduguri. Hence hypothesis two is also rejected which stated that Recognition has no significant effect on the performance of academic staff of University of Maiduguri.

Table 2

Model Summary

				Std. Error		Change Statistics			
Model	R	R Square	Adjusted R Square	of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.769ᵃ	0.591	0.586	2.33076	0.591	116.720	4	323	0.000

a. Predictors: (Constant), COM, RCG
b. Dependent Variable: ASP

Table 2 present the model summary of the research work. The values of R = 0.769, R square= 0.591, and adjusted R square = 0.586. This implies that the independent variables in the study are responsible for 59% change in the dependent variable. Similarly, the value F change = 116.720 (p<0.000) this designates that the independent variable significantly predicts dependent variable.

Discussion of Findings

This study examined Job Satisfaction and performance of Academic Staff of University of Maiduguri, Borno State Nigeria. Components of job satisfaction adopted for this study include Compensation and Recognition which was used to formulate hypotheses and tested.

Hypothesis one tested shows that Compensation has a significant positive effect on the performance of academic staff of University of Maiduguri. This result is in line with the study of Khan, Bhatti, Hussain, Ahmad, and Iqbal, (2021) who found that pay and rewards positively influence the teachers' job satisfaction. Similarly, Calvin, (2017) also found that there is a strong and positive link between remuneration and employee performance, and that salary/wage, as well as bonuses/incentives, act as a kind of motivation for employees.

Finally, hypothesis two tested indicated that recognition has significant positive effect on the performance of academic staff of University of Maiduguri with a β = 0.427, t-value = 8.168 and significant level of 0.000.The result was corroborated with that of Ndungu (2017) who assessed the impact of reward and recognition on employee job performance and found that that if Kenyatta University management places a greater emphasis on reward and recognition, it will have a favorable impact on university workers, resulting in higher levels of job performance. Similarly, Bradler, Dur, Neckerman, and Non (2013) found that recognition improves ongoing performance significantly, especially when recognition is given exclusively to the best performers.The study also discovered that providing public praise to employees promotes a statistically and economically significant increase in performance in a controlled workplace setting.

Conclusion and Recommendation

Based on the findings of the study, it can be concluded that compensation and recognition are important factors that contribute to job satisfaction. This implies that compensation is a critical aspect in hiring and retaining top-notch personnel. Offering a competitive wage and benefits package is often considered a key strategy for retaining staff. Furthermore, effective recognition of performance not only boosts employee morale but also results in increased employee performance. Recognizing and rewarding employees for their achievements fosters a positive work environment and encourages continued excellence.

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