JOB SATISFACTION, DISSATISFACTION AND AFFECTIVE COMMITMENT AMONG WORKERS IN KADUNA METROPOLIS: Implications for Counselling

BY

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DECLARATION

I hereby declare that this thesis is a record of my own research effort. It has not been written and presented partially or wholly in any previous application for a higher degree to the best of my knowledge. All quotations have been clearly indicated by quotation marks or indentations and sources of information are duly acknowledged by means of references.



25th/12/2000

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DIGITIZED

CERTIFICATION

This thesis titled "JOB SATISFACTION, DISSATISFACTION AND AFFECTIVE COMMITMENT AMONG WORKERS IN KADUNA METROPOLIS: Implications for Counselling" by Mohammed, Halilu Bakori has been read and approved as having met the requirements for the award of the degree of Master of Education (M.ED) in Guidance and Counselling in the Faculty of Education, Ahmadu Bello University, Zaria.

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DEDICATION

This thesis dedicated to my parents, Alhaji Mohammed Almajir and Malama Zainab Mohammed, my beloved Maryam Halilu and Hajara Halilu and our children Sani, Mardhiya, Ibrahim and Hauwa'u. May Allah bless them all.

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ABSTRACT

Preliminary studies have shown that the job satisfaction of workers is not only a factor to be considered by any employer for the optimal productivity of his workers, but must also be improved in the general interest of his organisation. This study was carried out to examine the relationship between job satisfaction, dissatisfaction and affective commitment of workers to their jobs in Kaduna Metropolis . The target population of the study comprised all workers in Kaduna Metropolis . The approximate total population was 25,226 made up of Public and Private Sector Workers of Senior and Junior Occupational Status. A total of 411 workers were used as representative sample. Descriptive survey method was used in the study.

The instrument used in the study was developed by the researcher and pilot tested in similar offices in Zaria. Six null hypotheses were formulated and tested at 0.05 significance level. Statistical tools used include percentages, averages, t-test, correlation and chi-square. Hypotheses 4(a), 4(b), 5(a), 5(b), **and** 6(b) were retained, while hypothesis 1,2,3(a), 3(b) and 6(a) were rejected. The major findings of the study showed that:

1. There was a statistically significant difference between the satisfied and dissatisfied workers. Workers in Kaduna metropolis have shown more satisfaction than dissatisfaction.

2. Frequencies of the three major causes of job satisfaction significantly differed from the frequencies of the three major causes of job dissatisfaction.
3. There was a direct relationship between the Job Satisfaction of workers and their affective commitment, while an inverse relationship existed between the job dissatisfaction of workers and their affective commitment.
4. There was no statistically significant difference between the Job Satisfaction and Dissatisfaction of Junior and Senior Workers in Kaduna metropolis.
5. There was no significant difference between the Job Satisfaction and Dissatisfaction of workers with less than six years working experience and the workers with six years and above. Each of the two categories has shown its satisfaction with its work.
6. Job Satisfaction and Dissatisfaction did not significantly differ from public and private workers.

It was recommended in the study that:

1. Counselling centres be established by employers in Kaduna metropolis. From these centres, employers can gather information on how to improve their employees' satisfaction. The state government on the other hand should establish at least one centre with the Civil Service Commission or Establishment Department and allow other employers to make use of the centre.

2. Employers in Kaduna metropolies should be ready to make use of living salaries for payment of their employees.
3. The orientation of new staff should include a visit to counselling centres, at least to reduce the gap between the expectations of the new staff and realities of the job.
4. Seminars and workshops should be organized for workers annually.
5. Employers in Kaduna metropolis should encourage the formation of social groups within the workforce.

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Definition of Terms

The following are operational definitions of some of the terms used in the study for easy understanding. The meanings are, however, strictly for the purpose of this study.

Kaduna Metropolis

The geographical entity that has made up what is now called Kaduna. It includes the areas of Kaduna North and South local governments. It, however, excludes the suburbs of Kaduna.

Attitude

It is a mental or neural state of readiness, organised through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related. The attitude that was investigated in this study was specifically the workers' affective commitment to their jobs.

Physiological Needs

They are the basic needs of an individual for the continuity of his existence. These include food, shelter, clothing, medical care, etc.

Inner Satisfaction

It is the state of feeling of fulfilment to a certain situation. It is a state of feeling happy and actualization of certain needs.

Altruism

This is the kind of attitude of an individual or state of mind of individual's happiness for making people happy even at the expense of his own comfort.

Abbreviations

1. NEA - National Education Authority
2. N.T.T. - Non-Tenure-Track
3. NBTE - National Board for Technical Education

Chapter 1

INTRODUCTION

1.1 Background of the study

The history of public service workers in Nigeria dates back to the colonial era when the colonialists needed some helping hands in their colonial administration. Kaduna, which was the colonial headquarters in the then Northern Region, has played a very significant role in this respect. In those days and even in the post independent years, the dream of any person in school was to complete his studies and find a job in the public sector, which was quite automatic. Paragraph 31 of a publication of Government Printer, Kaduna (1960) simply supports this as it says "A number of appointments were made of Northerners to posts in the administrative and professional, Executive and Higher Technical grades who had been on government scholarship to the United Kingdom for courses of training. The successful completion of which qualified them for appointment to certain posts". The majority of employees then were very dedicated and up to the task they were employed to achieve.

However, the mass exodus of the government-employed workers within Kaduna metropolis to private enterprises in most cases as entrepreneurs rather than employees and the preferences of the new graduates to go on private businesses are manifestations of the degree of

dissatisfaction of government workers. But where the government workers cannot turn over to other private enterprises or businesses in search of satisfaction, maybe because of lack of opportunity or some other extraneous factors, the result is usually that such workers become unproductive and in turn affect the productivity of others (Murray and Murray 1996). In short, there are evidences of general lack of satisfaction by the workers, and when the government does not meet their demand towards satisfaction, industrial actions become inevitable. Bello (1997:4) writes

> The reason for most industrial actions in Nigeria could be attributed to poor management or in particular poor employer-employee relationship. The employers of labour and management of organisations see themselves as alpha and omega of the organisations, who can do and undo and whose decisions are final and non-challengeable. The employees on the other hand are seen as objects of exploitation, needed only to maximize profits.

This has indeed motivated the researcher to work on this topic with a view to establishing whether or not the workers in Kaduna metropolis are dissatisfied and find out the major causes of job satisfaction and dissatisfaction and their effects on the affective commitment to work of the workers. Vroom (1964 in Kahn 1966:575) further supports the reason for the mass exodus in the following hypothesis

> If we assume that the measure of job satisfaction reflects the valence of the job to its occupant, then it follows from our model that job satisfaction should be related to the strength of the force on the person to remain on his

> job. The more satisfied a worker, the stronger the force on him to remain on his job and the less probability of his leaving it voluntarily.

Furthermore, the sharp difference in compensation between public and private sector also accounts for this mass exodus from public to private bodies as well as the differences in job satisfaction within the two sectors. Sule (1997) further supports this point when he says "Situation where a graduate in public sector could not earn even one-quarter of what his counterpart in the private sector earns is not the best and does not encourage high input in their levels of performance". Perhaps it is with the aim of checking this sharp difference and in order to improve the level of performance that the Federal Government recently improved the salaries of civil servants.

1.2 Statement of the Problem

Records have shown that governments at the federal, states and local levels are the highest employers of labour in the country. Such governments have greatly helped in reducing unemployment by the jobs they offer to the people. Such jobs have more security as they are mostly permanent and pensionable. Furthermore, employees have equal opportunities of development as long as they perform their assigned duties creditably. These conditions are supposed to be, among others, ideal conditions that workers should expect, which are also expected to make them happy and satisfied.

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However, recent developments in our public offices are characterized by strikes resulting from initial complaints by the workers about not being adequately taken care of by the government. This is why government workers always look outside for greener pastures, in most cases in the banks, oil companies and other segments of the private sector. Those already in such private sectors are seen to be aiming at establishing private businesses.

The situation of leaving one's job because of dissatisfaction to go for better offers within or outside the country is not only within the Kaduna Metropolis . Workers on the payroll of Federal, State and Local governments as well as the private sectors within and without often leave their dissatisfying jobs for better offers. This is called brain drain. When asked about the negative effect of students' idleness during strikes, Fafunwa (in weekend VANGUARD, June 29, 1996) said:

> Of course I am worried about it. It should be a source of concern to everybody. But added to that is the fact that brain drain has reached an alarming proportion in our universities. I know of Universities where lecturers have not only looked for jobs but have got jobs and the pay is such that even when the problem is finally resolved, they may not want to go back to the University system.

The governments on the other hand always complain of the number of workers they have to settle at the end of every month, and in some cases

describe the workers as a small segment of the population consuming the highest amount in government expenditure. In its attempt to explain why it could not meet the demands of its workers unless it reduced the workforce, the Kaduna state government in May 1997, as reported by Sam made the following comments:

> The state government spends close to 79 Million Naira or 80% of its resources on workers' salaries alone who constituted less than 4% of the population, and if we have to divert huge resources to paying workers alone, the state government will have nothing to provide services to the people. (Sam May 30th 1997).

The situation is not different with the private sector. Most employers of the private sectors are profit-oriented. The higher they pay their workers the less profit they are likely to get at least on the superficial level. This is why they do not like salary increase and, when they are forced by government to certain minimum wage, they tend to reduce their staff strength.

These kinds of conflicting cries from both employers and employees are definitely unhealthy to the achievement of a common goal. The focus of this study is on the workers' satisfaction and dissatisfaction and the way they affect the affective commitment to work of such workers in order to suggest ways of improving the employer-employee relationship for better

achievement of a common goal. This is expected to contribute to the overall development of a virile and functional workforce.

1.3 Objectives of the Study

The study will be carried out with the following objectives:

1. To establish evidences that the workers in Kaduna Metropolis are satisfied or dissatisfied with their work;
2. To find out the major causes of job satisfaction;
3. To find out the major causes of job dissatisfaction;
4. To find out whether such satisfaction and dissatisfaction cut across public and private sectors;
5. To establish evidences that job satisfaction and dissatisfaction among workers in Kaduna Metropolis cut across occupational status;
6. To find out whether such satisfaction and dissatisfaction affect affective commitment to work of workers within Kaduna Metropolis;
7. To proffer suggestions for counsellors so as to help minimise job dissatisfaction among workers in Kaduna metropolis.

1.4 Research Questions

1. What is the difference between the number of workers who are satisfied and those dissatisfied with their jobs in Kaduna Metropolis ?
2. What is the difference between the frequencies of the major causes of job satisfaction and the frequencies of the major causes of job dissatisfaction among workers in Kaduna Metropolis ?

3.(a) What is the relationship between the job satisfaction of workers in Kaduna Metropolis and their affective commitment to work?

(b) What is the relationship between the job dissatisfaction of workers in Kaduna Metropolis and their affective commitment to work?

4.(a) What is the difference between the job satisfaction of workers in Kaduna Metropolis and their occupational status?

(b) What is the difference between the job dissatisfaction of workers in Kaduna Metropolis and their occupational status?

5.(a) What is the difference between the job satisfaction of workers in Kaduna Metropolis and their working experience?

(b) What is the difference between the job dissatisfaction of workers in Kaduna Metropolis and their working experience?

6.(a) What is the difference between the job satisfaction of workers in Kaduna Metropolis and their type of employers?

(b) What is the difference between the job dissatisfaction of workers in Kaduna Metropolis and their type of employers?

1.5 Research Hypotheses

1. There is no significant difference between the number of satisfied and dissatisfied workers in Kaduna Metropolis .

2. There is no significant difference between the frequencies of the major causes of job satisfaction and the major causes of dissatisfaction among workers in Kaduna Metropolis .

3.(a) There is no significant relationship between the job satisfaction of workers in Kaduna Metropolis and their affective commitment to work.

(b) There is no significant relationship between the job dissatisfaction of workers in Kaduna Metropolis and their affective commitment to work.

4.(a) There is no significant difference between the senior and the junior workers job satisfaction in Kaduna Metropolis .

(b) There is no significant difference between the senior and the junior workers job dissatisfaction in Kaduna Metropolis .

5.(a) There is no significant difference between the job satisfaction of workers with less than six years of experience and those with experience above six years in Kaduna Metropolis

(b) There is no significant difference between the job dissatisfaction of workers with less than six years of experience and those with experience above six years in Kaduna Metropolis

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6.(a) There is no significant difference between the job satisfaction of public workers and those of private sector in Kaduna Metropolis ?

(a) There is no significant difference between the job dissatisfaction of public workers and those of private sector in Kaduna Metropolis ?

1.6 Assumptions of the Study

This study will be based on the following basic assumptions:

1. That satisfied workers are more likely to exhibit affective commitment to work
2. Most workers in Kaduna Metropolis are dissatisfied with their work.
3. The dissatisfaction cuts across private and public sectors as well as occupational status.
4. The age of employees and their years of experience in service affect their job satisfaction.
5. Job dissatisfaction adversely affects the affective commitment of workers to the job and hinders the achievement of the major goals in the workforce.

1.7 Significance of the Study

The most sensitive task of every employer is to see to the maximum productivity of his workers which is partly determined by the positive attitude to work of the employee, so as to justify the agreed pay that has to be made at the end of the specified period. This means that this work would help Kaduna state government and other employers of public servants and private sector workers in Kaduna Metropolis to improve the attitude to work of their workers. The findings of this research may be extended to all other public and private sector employers, be it federal, state or local government and other employers in the private sector in other states of the federation.

The findings of the work would help the public and private sectors on how to improve their workers' attitude to work. Kaduna is not completely distinct from the other urban areas that accommodate the working force in the country. The findings of this work may therefore be extended to other towns in the country. Equally important is the fact that the findings of this work would widen the scope of knowledge in general and particularly in the follow-up aspect of the guidance services after placement. This would also help the counsellor to know the actual realities in the public sector which would improve his competence in career guidance.

Finally, the research findings would go a long way in stimulating further researches closely related to the work not only in guidance and

counselling but also in other fields such as social psychology, industrial psychology, public management and public administration.

1.8 Delimitation of the Study

The study of job satisfaction and dissatisfaction is a very extensive one. This study is, however, concerned with the investigation of the major causes of job satisfaction and dissatisfaction after establishing the fact that they exist within the workforce in Kaduna Metropolis . It is basically concerned with the nature of the job satisfaction and dissatisfaction as well as their extent . It also has its focus on the study of the attitude of such workers to their jobs with particular reference to how the job satisfaction and dissatisfaction affect their affective commitment to the jobs.

The study is also delimited to the workers within the Kaduna Metropolis . The federal and local governments, private sector and the organisations that are jointly owned by government and individuals are all within the scope of this study. The study is limited to only the workers in Kaduna Metropolis , even though some of their employers also have branches or offices outside. The causes of job dissatisfaction are also going to be investigated as well as the causes of job satisfaction. These limitations are necessitated by the area of coverage of the research topic as well as the accessibility of the respondents.

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1.9 Summary

In this chapter, the retrogressive wave of the satisfaction of workers on their jobs has been discussed in the background of the study. This continuous decrease of satisfaction is seen as the main cause of the dissatisfaction and indeed warranted the need of the study. The origin and establishment of public service in Kaduna has also been discussed.

It was observed in the statement of the problem that if nothing is done to curtail the dissatisfaction by improving the satisfaction of workers in Kaduna Metropolis , the common goal of establishing a strong, virile and productive workforce may not be achieved. Research questions, objectives, hypotheses and assumptions of the study have all revolved around job satisfaction, dissatisfaction and workers' affective commitment to work as well as the relationship between the variables.

The study has been delimited to employees in the Kaduna Metropolis for obvious reasons of accessibility as well as time limitations.

Chapter 2

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter is focused on some of the work carried out on job satisfaction and dissatisfaction on the one hand and the attitude of workers to their work on the other hand, with a view to finding out how the former affects the latter. A lot has been done, especially on the meanings and dimensions of job satisfaction and attitude to work. However, job dissatisfaction has been seriously neglected. There is also not much work on the effects of job dissatisfaction on attitude to work with particular reference to the public or even the private sector. For convenience, this chapter has been organised into different sub-headings.

The meanings of the concepts of job, satisfaction and dissatisfaction were first discussed, to give light on the framework of the study. Some causes of job satisfaction and dissatisfaction were also discussed which covered the individual and work characteristics.

The meaning, change, and theories of attitude were also discussed as they relate to workers commitments. Some previous studies were then reviewed and their differences or relatedness to this study were also discussed.

2.2 Meaning of Job Dissatisfaction

The New Webster Twentieth Century Dictionary of English describes job as a definite piece of work such as in one's trade which is done by agreement on pay. The Oxford Advanced Learner's Dictionary on the other hand simply describes job as a regularly paid position or post. Satisfaction on the other hand is the state of fulfilment on ones expectations. Owuamanam in Ikeotuonye et al (1990) says that people achieve satisfaction in their vocation when their vocational needs and values are fulfilled and that job satisfaction results from the interaction between the worker and his work satisfaction. Job satisfaction is alternatively referred to as vocational satisfaction and work satisfaction. Gigin (1985:23) reviews different ways people view work. The following is a summary of the different views.

1. As vulgar and drudgery because they affiliate their perceptions on a Biblical injunction in Genesis 3 verses 17-19;
2. As an activity and a system of obtaining a variety of rewards to fulfil the essential needs;
3. A determinant of a person's social status, income, style of life, choice of friends, mental and physical health.

The meaning of job satisfaction directly suggests that job dissatisfaction is the state of non-fulfilment of one's expectations in his job. In the same vein as job satisfaction results from the interaction between the

worker and his work satisfaction, so also is job dissatisfaction a result of such interaction. The researcher is of the view that job dissatisfaction is a situation where the expectations of a worker in his work are far from being met. Before one enters into any job, he must have certain expectations with regard to the job, his relationship with others or what he expects as his wages. Once such expectations are not met then such a worker may not be satisfied with the job, depending on the wideness of gap between his expectations and the reality.

2.3 Some causes of Job Satisfaction and Dissatisfaction

For one to have job dissatisfaction, one must have got some elements he expects, the realisation of which results in his satisfaction. When such expectations are not met, then the result is dissatisfaction. This suggests that for one to discuss dissatisfaction one cannot help discussing satisfaction. Onwuamanam (in Ikeotuonye 1990) views the totality of factors that affect job satisfaction in the following categories:

i) Individual characteristics

ii) Work characteristics

   a) Intrinsic factors

   b) Extrinsic factors

   c) Concomitant factors

Since the above categories directly affect job satisfaction, the researcher is of the view that just as they affect satisfaction so also they affect dissatisfaction, depending on the way they are viewed.

i) **individual characteristics**

Personal characteristics of workers directly affect their job satisfaction. Although there are theories that postulate general human need (such as developmental theories by super, Ginzberg, Psychoanalytic theories by Bordin and Galinsky), it is an undeniable fact that what might satisfy a particular level of human needs of one person will be different from the others. What person 'A' will require to satisfy his physiological needs will definitely differ from others. Other individual characteristics include age, sex, occupational level and even taste. In other words, individual characteristics may render him dissatisfied with his job while others with different characteristics may be satisfied with it.

ii) **work characteristics**

People differ in their need and expectations. When need and values of workers are met by the kind of job they do, they achieve satisfaction. But when their need and values are opposed to the job they are doing they become dissatisfied. This dissatisfaction could be

related with the nature of the job as a whole, or with the specific aspects of the job the worker is directly involved in. It is in the characteristics of the job that intrinsic, concomitant and extrinsic factors are found.

a) Intrinsic factors - They influence the kind of inner satisfaction an individual derives from the work he does. This kind of satisfaction is based on individual personal evaluation.

   The fact that the work an individual does gives him pleasure may give satisfaction to him. When he is not happy with what he does, he gets dissatisfied no matter what he gains in the job. For some workers, the mere fact that they produce goods or services for some other people to use gives them satisfaction. Other aspects of some jobs that make workers satisfied are autonomy, creativity, altruism, achievements etc. The absence of some or all of these aspects makes such workers dissatisfied with their jobs.

b) Extrinsic factors - This is associated with the economic and material aspects of the work, how one progresses in the job, the authority and influence he gets from the job, recognition, and so many other related aspects that the job provides to the worker.

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These factors are likely to play an important role in the level of satisfaction of an average Nigerian worker. This is even manifested in the kind of occupational choice people make even when they are desperately looking for jobs. This presupposes that it is the lack of adequate economic and material gains in public offices that makes public servants and workers in private sectors dissatisfied with their jobs as they continue to demand salaries and wages review.

c) Concomitant satisfaction - This satisfaction is associated with the physical and psychological environment of the working place. Here, the satisfaction is not directly connected to the job itself or what the job offers materially or otherwise. Some people may be satisfied with their work simply because of the tidy nature of the environment, because of the comfortable office, may be air-conditioned and furnished even if their take-home pay is not sufficient for their basic needs. This aspect greatly contributes to the dissatisfaction of people in the teaching profession to the extent that they leave the teaching profession even when what they are offered in the new appointment is not better than their pay in the classroom. These are some of the factors that affect job satisfaction. When they

are obtained in one's job one is satisfied, but their absence makes a worker dissatisfied with his job. It may however be misleading to say that job satisfaction can be judged by looking at one of the factors stated above. In most cases, job satisfaction results from a combination of the factors outlined, while job dissatisfaction results from the absence of a combination of the factors. Sell and Shipley (1979:11) are of the opinion that before we talk of the job satisfaction of an individual, we must think of the totality of that person's life such as his personality, age, marital status, home, family background and many other factors in relation to the job he is doing.

2.4.0 Meaning of Attitude

A layman's understanding of attitude may be slightly different from the social scientist's view. Stuart (1977:7) gave an example when he said it is common and acceptable to say 'He sat slumped in an attitude of dejection'. This idea of attitude is more of a person's bodily position or posture. However, social scientists view attitude as the posture of the mind rather than the body. Even within the social science perspective, there is no definite definition of attitude as it has been used in different applications. We shall take a few of such definitions especially relevant to our study.

Stuart outlined some definitions but concluded that the following which was given by Allport (1935) was more comprehensive. "An attitude is a mental or neural state of readiness, organised through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related". Stuart further explained this meaning under the following points.

Readiness for response - This means an attitude is not a behaviour, not something that a person does but it is rather a preparation for a behaviour, a predisposition to respond in a certain way.

Attitude object - This is what exactly the said attitude is meant to respond to. It includes things, people, places, ideas or situations.

Motivating force - This shows that attitudes are not just passive results of past experience but rather impel behaviour and guide its form and manner.

Relatively enduring - This shows that once an attitude has been formed, it is difficult to get rid of. Researches have shown that even when the actual cause of the attitude formation changes, it takes time before the attitude is also changed.

Evaluation - Attitude is now generally seen as a disposition to respond in a favourable or unfavourable manner to a given object or situation.

With reference to these aspects, stuart then gave his own simple definition of attitude as 'a learned predisposition to respond to a consistently favourable or unfavourable manner with respect to a given object.

Percy (1966:87) describes attitude as the disposition of man to view things in certain ways and to act accordingly. This view is also shared by Nunnally (1964:116) as he describes attitudes as predispositions to react positively or negatively in some degree toward a class of objects, ideas, institutions or people. Johnson and Matros (1975:106) also describe attitude as a 'combination of feelings and beliefs which result in a predisposition to respond favourably or unfavourably toward particular persons, groups, ideas, events or objects.

Burns (1982:237) views attitude with a generalistic approach as he says that most definitions of attitude contain three essential ingredients as follows:

i) A belief which may or may not be valid;

ii) An emotional or evaluative connotation around that belief;

iii) A consequent likelihood of responding (or behaving) in a particular way.

2.4.1 Attitude change

The development of attitude is an integral part of socialization. It is inherent in the process by which a biological being (baby) matures into an

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acceptable member of the society. The home, neighbourhood, culture, and the mass media play very important roles in this process. That is why when attitudes are formed they are not very easily changed. It is however important to note that despite the fact that attitude formation takes time and attitude is not easily changed, the process of attitude change is very complex. Johnson and Matros (1975:152) summarise it in the following:

> Attempts in changing our attitudes happen many times a day...your friend may try to influence your attitude toward drugs and counselors try to influence a client's attitude toward himself. Each of us tries to change another's attitude and each of us is influenced by another who is trying to change our attitude.

The quotation above specifically shows how people's attitudes are being influenced by people around. This study is however more specific to the influence of the environment. It is actually concerned with the way and manner the unsatisfactory condition of workers in Kaduna Metropolis actually affects and changes their attitude toward their job, with particular reference to affective commitment.

Stuart (1977:50) stressed that it takes different forces and pressures to change attitudes since attitudes themselves serve different functions. He outlined the following categories of attitude changes which go hand-in-hand with the functions such attitudes serve.

1. Understanding-oriented attitude - Attitudes are most likely to change in situations which have become ambiguous for the attitude holder because of new information or a changed environment. For example, a student who holds a very negative attitude toward mathematics may have to change his attitude when he is told of the importance of the subject to the general life of an individual. This is because the latter information has changed his understanding of the subject.

2. Need-oriented attitudes - These attitudes are most likely to change only if the holder's goal or needs have changed or if the person's needs are no longer being satisfied by the attitude in question. An example here is, if the student's negative attitude toward mathematics was because he intended to be a historian and suddenly changed his goal to becoming an accountant; where he was told mathematics was compulsory, he might have to change his attitude toward the subject. Hoppock (in Gigins 1985:32) supported the point when he said

> ...If the needs of the individuals change, even if the organisation still offers what they use to get satisfied with, they may change. For example individuals may find jobs that demand extensive journeys satisfying if they are bachelors. When they get married and establish homes, extensive journeys may not be satisfying to them.

3. Ego Defence-oriented attitudes - If one's attitude makes one vulnerable or unsecure there is the tendency that one might change in the interest of one's security. Still on the subject of mathematics, if the student's negative attitude toward the subject makes his close friends downgrade or isolate him from them, he might have to change his behaviour to develop positive attitude to the subject in order to go along with his friends.

4. Value-Oriented attitudes - The negative attitude of a student may have to change if he does not like the subject but he so much values the current scientific and technological breakthrough which would not have been possible without mathematics. For him to sustain that value, he has to have a positive attitude toward the subject.

2.4.2 Some Theories of Attitude Change

Attitude takes time before it is formed. Once it is formed, it also takes time and in fact is more difficult to be changed. Since our study is on workers attitude to their jobs, as caused by their dissatisfaction to the jobs, it suggests that the dissatisfaction must have affected their attitude by changing it. It may also be deduced that the attitude change is likely to be negative.

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Many theories have been postulated on attitude. They are mainly aimed at defining the conditions under which attitudes will change and the way in which the change will occur. No single theory can provide answers to such conditions and ways the changes take place. However, the nature of this study will only allow for discussions on a few of such theories. The following are the three main categories of the theories as categorised by Stuart (1977:193). One theory will be discussed under each category.

1. Consistency theories
2. Dissonance theories
3. Perceptible approaches

Consistency theories

A lot of theories have been postulated under this category, first by Heiders Fritz. Improvements on the theory continued. These theories are concerned with the people's beliefs and ideas. They are concerned with the principle that people try to maintain consistency among their beliefs, attitudes and behaviour. These theories state that attitude change results when individuals receive new information which is inconsistent with their previous viewpoints, or when existing inconsistencies in their beliefs and attitudes are pointed out to them.

Affective-cognitive consistency theories are types of consistency theories that were proposed by Rosenberg and Abelson as explained

by Stuart (1977:195). This approach is an emphasis on consistency in relation to cognitive and affective elements. The authors of the theory suggested that attitudes are influenced not only by the tendency toward balance between affective and cognitive elements (beliefs and attitudes) as postulated by the originator of the theory, but that attitudes are also influenced by hedonic tendency to maximize one's gains and minimize one's cost. In line with this hedonic tendency they postulated that whenever any imbalance between cognitive and affective components of attitude arises, the easiest way of restoring the balance will be tried first and used most frequently. They also said that whenever the two elements are not consistent, a homeostatic process will operate to bring them back into equilibrium. They made several experiments which showed that a change in either of the components could produce a change in the other.

Dissonance theories

This is also called cognitive dissonance theory. It is also a type of consistency theory but it is given a separate class because it has some unique aspects. The theory deals with the relationship between 'cognitive elements'. These elements are the knowledge, information, attitude or belief a person holds about himself or his surroundings. It

postulates that two elements can either be consonant with each other (consistent) or dissonant (irrelevant).

A dissonant relationship is that the opposite of one element would follow from the other element. That is x and y are dissonant, if non-y follows from x. What 'follows from' a cognitive element is determined by the person's expectations. Dissonance can therefore be a result of logical inconsistency of a person's past experience concerning what things go together.

The basic principles of dissonant theory according to Stuart (1977:201) are:

1. Dissonance, being psychologically uncomfortable, will motivate the person to try to reduce the dissonance and achieve consonance (and) to avoid situations and information which would likely increase the dissonance.
2. The magnitude of the dissonance (or consonance) increases as the importance or value of the element increases.
3. The strength of the pressure to reduce dissonance is a function of the magnitude of the dissonance.

   As exemplified by Stuart, 'I believe I smoke' is consonant with the belief that 'I know I enjoy smoking', but dissonant with 'I believe smoking is bad for my health'. If the elements are all

important to him he may reduce the dissonance by either of the following:

a. Changing the belief about his behaviour by giving up smoking or by reducing the rate he smokes.

b. He may change his belief about the environment by deciding that 'smoking is not harmful' or that 'only too much smoking is harmful'.

c. He may also add some belief to the other elements such as 'I am not the only one that smokes; most of my friends do', 'evidences linking smoking to cancer are not conclusive' and 'the risk in smoking is not more than that in driving a car'.

d. He might also decide to reduce the importance of one of the elements by convincing himself for example that 'it does not matter whether smoking is dangerous to health as long as I enjoy it. After all, I prefer dying young to when I am old.

Perceptible approaches

Perceptible approaches to attitude change view the process of attitude change as a change in the perception of the attitude object, rather than a change in beliefs or opinions about it. Sheriff and Hovland (in Stuart 1977:209) presented the concept of three attitude latitudes which are acceptance, rejection and non-commitment. They presented

their aspect of attitude change within the principle of assimilation and contrast.

The principle of assimilation states that social stimuli, such as persuasive messages, which are within a person's latitude of acceptance will be assimilated. This means they will be seen as closer to the person's attitude than they actually are; they will be unfavourably evaluated and will produce some change in the person's attitudes on the direction advocated by the message. The principle of contrast states that when social stimuli are within a person's latitude of rejection, contrast will result. This means they will be seen as farther from the person's own attitude than they actually are; they will be favourably evaluated and will produce either no attitude change or in some cases attitude change opposite to the direction advocated.

Travers in Gigins (1985) gave some points that can help attitude change. They are summarized as follows

i) people must consider the source from which the change in the attitude is coming.

ii) the credibility of the source of change is equally important, the competence of the source and the truthworthiness of the source is important in the determining whether the message will or will not change the attitude.

iii) attractiveness of the change: If the source of the change is similar to the receiver of the message attitude may change.

iv) the more powerful the source of the change in attitude, the more likely the change in attitude.

They are primarily on the need and condition of the person making the choice. When these needs are met over the period of time, or conditions agree with what obtains in the work, the worker becomes satisfied.

2.5 Some Theories of Job Satisfaction

Certain theories have attempted to provide explanations for the concept of vocational satisfaction. Though these theories have met with several criticisms there is no doubt that they have made outstanding contributions in explaining satisfaction or dissatisfaction which people derive from their vocation (Owuamanam in Ikeotuonye et al (ed) 1990). For convenience, these theories will be discussed under psychological and non-psychological categories. They are also called theories of career development. The choice of discussing them under this section is because the needs of the individual mostly influence his choice of career and when the individual is on the career, the fulfilment of such needs makes him satisfied with the job while non-fulfilment renders him dissatisfied. There is no need to discuss all of the theories, but the following are some of them.

PSYCHOLOGICAL THEORIES

Psychological theories are mainly concerned with state of mind of an individual, rather than the environment in which the individual exists. Many theories have been postulated under this category.

1) Developmental Theories

The developmental theory views vocational development as part of the normal development of an individual but can be specifically observed. The rate of vocational development according to the theory is partly determined by an individual's psychological development as well as environmental conditions.

Super (in Tolbert 1980) used the term approach rather than theory. The approach focused on four major elements: vocational life stages, vocational maturity, translating the self-concept into vocational self-concept and career patterns. Among the findings of his approach, Super found that

> Work satisfaction and life satisfaction depend upon the extent to which the individual finds adequate outlets for his abilities, interests, personality traits, and values; they depend upon his establishment in a type of work, a work situation, and a way of life in which he can play the kind of role which his growth and exploratory experiences have led him to consider congenial and appropriate. (Tolbert 1980:42)

According to Ginzberg's theory of vocational development, the individual moves through a series of related stages. It is assumed in the theory that vocational decision making can be portrayed in the fantasy period, tentative as well as realistic periods. In the fantasy period, needs and impulses of the child are translated into occupational choices. The child feels that he can do what he wants to do. The tentative period is between the ages of eleven and seventeen. Interests, abilities and values are used in making choices. The stage is tentative because reality factors are not adequately considered. The realistic period is from the age of seventeen to young adulthood. Choices are made during this period with compromises between reality factors, job requirements or educational opportunities and personal factors. Ginzberg (1970 in Tolbert 1980) found among others that value orientation is given more weight and is considered to play a major role in the individual's search for satisfaction. One's lifestyle also has an impact on vocational decision as an effort is made to achieve a balance between work and other activities. It is clear that in the three stages mentioned, the needs or interests of the individual are very paramount. The satisfaction of such needs or achievements to his interests makes the worker become satisfied, while their non-fulfilment renders him dissatisfied.

Trait-Factor Theory

This theory is otherwise called Actuarial theory. It shows that the traits of an individual have underlined vocational relevance which somehow matched with the requirements of the occupation in which he works. In the development of an individual, he becomes increasingly aware of his aptitudes, interests, values and needs and at the same time learns about the demands of occupations. When these individual and occupational factors are properly and efficiently matched and career choice is finally made, it is most likely that the individual would be satisfied with his work. But when the factors are not properly matched, the individual is most likely going to be dissatisfied with his job. Williamson (1950 in Tolbert 1980) has drawn up six developmental steps to explain the process of matching the factors.

1. Analysis - collection of data about the individual.
2. Synthesis - the organisation of the information to identify strengths, weaknesses, needs and problems.
3. Diagnosis - problem and its causes are brought out.
4. Prognosis - probable success of each option is critically examined.

5. Counselling - counsellor helps counsellee to understand, accept and put to use information about self and occupation.

6. Follow-up - check is made of the suitability of decisions and the need for additional help.

3) **Need Theories**

These are the theories that make psychological needs of individuals very central and paramount in whatever occupational choice they make as well as their satisfaction or dissatisfaction on the occupation. Proponents of these theories include Anne Roe, John L. Holland and Robert Hoppock.

According to Anne Roe, the early home climate has significance for career choice. She developed a theory based on the following propositions.

1. Genetic inheritance sets limits to the potential development of all characteristics, but the specificity of the genetic control and the extent and nature of the limitations are different for different characteristics.

2. The degrees and avenues of development of inherited characteristics are affected not only by experiences unique to the individual but also by all aspects of the general cultural background and the socio-economic position of the family.

3. The pattern of development of interests, attitudes and other personality variables with relatively little or non-specific genetic control is primarily determined by individual experiences through which involuntary attention becomes channelled in particular directions.
4. The eventual pattern of psychic energies, in terms of attention directness, is the major determinant of interest.
5. The intensity of these needs and of the satisfaction (perhaps particularly as they have remained unconscious) and their organisation are the major determinants of the degree of motivation that reaches expression in accomplishment.

In proposition three, the direction of development is determined in the first place by the pattern of early satisfactions and frustrations. This pattern is affected by relative strengths of various needs and the forms and relative degrees of satisfaction they receive. The modes and degrees of need satisfaction determine which needs will become the strongest motivators. The nature of the motivation may be quite unconscious.

According to Tolbert (1980:58) the theory also gave other possible variables as follows:

1. Needs satisfied routinely as they appear do not become unconscious motivators.

2. Needs for which even minimum satisfaction is rarely achieved will, if higher order (as used by Maslow 1954), become expunged or will, if lower order, prevent the appearance of higher order needs and become dominant and restrict motivators.

3. Needs, the satisfaction of which is delayed but eventually accomplished, will become (unconscious) motivators, depending largely on the degree of satisfaction felt. Behaviour that has received irregular reinforcement is notably difficult to extinguish. The degree of satisfaction felt will depend, among other things, on the strength of the basic need in the given individual, the length of time elapsing between arousal and satisfaction and the value ascribed to the satisfaction of the need in the immediate environment.

Holland's theory is also based on the individual needs. He classified personality types into realistic, investigative, artistic, social, enterprising and conventional. He then gave similar classification of environments. The individual's personal orientation and needs determine the environment he would work. If he meets his expectations, he gets satisfied but if he does not, he gets dissatisfied.

For Hoppock, the effects of a variety of personal and environmental factors should be recognised; personal need is central to his theory, but

environmental information is a critical factor in effective vocational choice development and decision making.

Maslow's theory is based on the implicit assumption that human beings are continually striving because there exist within them needs that must be satisfied. They are ordered in a hierarchy of importance as follows:

1. Physiological needs
2. Security/safety needs
3. Social needs
4. Esteem needs
5. Self actualization needs
6. Aesthetic needs

These needs are inherent in the personality of everyone but they are in their order of importance. Without the satisfaction of the physiological needs, one may not think of the security needs, let alone the self-actualization need. Once the physiological needs are satisfied, the security needs automatically come up. In other words until these needs are adequately taken care of by one's job, there may not be satisfaction in it.

The non-satisfaction of all or any of the levels of needs above also determines the level of dissatisfaction one may have in his own job. It is also this level of dissatisfaction that will determine the attitude of such a person towards his job.

Herzberg's Two-factor Theory of Job Satisfaction is more of a modification of Maslow's stance. It identifies specific factors that are important in vocational satisfaction. The theory classifies needs into two namely hygiene factors and motivators. Owuamanam (in Ikeotuanye 1990) explained these categories in the following:

> The hygiene factors are associated with negative attitudes on the part of the worker to the work. Their fulfilment can prevent dissatisfaction but cannot lead to satisfaction. The motivators on the other hand are associated with positive feelings. It is only when the motivator factors are fulfilled that positive satisfaction of workers can be achieved, but their non-fulfilment cannot cause dissatisfaction.

Here, the view of Herzberg is that satisfaction and dissatisfaction are not opposite but they are different factors, since motivators have to complement the hygiene factors to get satisfaction.

Though highly criticized, the theory identifies those factors which are under the control of the organization and those that are not in its efforts to satisfy its workers (Owuamanam in Ikeotuonye 1990). On this point, the researcher wants to agree with the theory that absence of satisfaction is not necessarily the presence of dissatisfaction but strongly disagree that dissatisfaction is not the opposite of satisfaction. His view must have been a result of over-simplication of his stage into simply the hygiene factors and

motivators. This can be supported by the fact that big is the opposite of small, but when someone or an object is not big does not necessarily mean that he is small or it is small, because there is something in between, which is medium.

NON-PSYCHOLOGICAL THEORIES

Unlike the Psychological theories that have the state of mind of the individual as central to their formulation, the non-psychological theories (otherwise called the sociological theories) have the environment and the people around as central to their formulations. The individual's choice of vocation is mostly determined by the environment he leaves in. In the same vain, his expectations over his work are also influenced by his environment. The effects of social institutions, such as the family, home and occupational structure are also very important in the development of the occupational interest, choice and satisfaction of an individual.

1. Decision-making Theories

Several well-known occupational choice and development theories demonstrate how decision-making process previously utilized in economics and to some extent in psychology can be used to explain career behaviour. Decision making is an element in all theories, but the uniqueness of this classification lies in its extensive incorporation of decision theory concepts and decision process (Tolbert 1980:77).

Gelatt's theory explains the process of decision making in vocational choice and development. It shows the effects of past experiences and the relationship of immediate intermediate and distant decisions. It also explains the weighing of value of alternative goals, using data to estimate the possibility of achieving each and assessing the value and utility of the goal. The purposes of decision also presuppose what is needed after the decision is made. Tolbert (1980:77) gave an example of an individual trying to decide whether to enrol in training programme in mechanical work, he or she needs information about his or her mechanical aptitudes, interests and abilities and descriptions of the programs at the vocational technical centre. If on the other hand making money is the individual's highest value, he or she would very likely choose the course of action that provides the largest income.

2. **Social Learning Theory**

According to this theory, the process of vocational choice or developments of some expectations or needs in the choice is a process of social learning. Although other theories (such as developmental theories) also discuss of the process of development and interaction between environment and the individual, this theory has been extensive as it draws concepts from economics, sociology, guidance and education.

The social learning theory is composed of the following four categories of factors that influence career decision making.

1. Genetic endowment and special abilities such as race, sex, intelligence;
2. Environmental conditions and events, such as job, and training opportunities and family experiences;
3. Learning experiences, such as instrumental and associative learning;
4. Task approach skills, such as learning skills like good work habits.

These four types of influences also interact three kinds of consequences as follows:

1. Self-observation generalizations such as "I am good at Mathematics";
2. Task-approach skills such as setting an occupational goal and using information to choose a college;
3. Actions, for example, based on interactions of self-observation and task approach skills; the individual takes an action such as enrolling in drafting course.

Learning experiences are both affective and cognitive. Decisions and actions affect future behaviour. When, for example, a student is performing excellently in Biology, Mathematics and Physics, it is likely that he would make a decision of applying for medicine at the end of his secondary education. A history student can however not think of that decision.

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These are only some of the theories that have been postulated with the aim of explaining why and how people make their career choice and development. Their relevance in this work is to show that since there are some reasons behind making any career choice, it then means that there are expectations in the career so chosen. When the choice is carefully made, the expectations are met and the worker becomes satisfied. But when the choice is not carefully made what is expected in the chosen job would not be realised and the worker would become dissatisfied. The researcher is of the view that no single theory effectively explains how and why vocational choices are made. In most cases, a number of factors from different theories determine vocational choice. The writer is also of the view that although careful choice of vocation is very important, one could make a good choice but the condition of the work makes him dissatisfied. Take for example the student who chooses to be a doctor. On qualifying as a doctor, he might be frustrated by his boss in the hospital, lack of equipment for effective performance of his duties, sudden change in his responsibilities etc. In Kaduna Metropolis , inadequate salaries and high cost of living may make a worker dissatisfied.

6 Job Dissatisfaction and Workers Attitude to Work

The precondition for getting satisfied or dissatisfied with any situation is the existence of some needs or expectations under that situation. These

expectations have been explained in the theories in 2.5. Where the main attitudes of workers are considered to be either positive or negative. It means that the satisfaction of the workers' needs will result in positive attitudes to their work, while a dissatisfaction would result in a negative attitude toward the work. Hoppock (in Gigins 1985) supports this when he said "A job is satisfying if it meets the needs of the individuals today, or in the future or helps them to get the jobs they want".

However, since the expectations or needs can be ranked as in the Maslow's theory of hierarchy of needs as reviewed in this work, it implies that even the negative or positive attitude can also be ranked. Going by the hierarchy of needs, it can be concluded that any work that does not enable the worker to satisfy his physiological needs such as food and shelter, the worker can never be satisfied with his work. Once the worker is dissatisfied with his work for being unable to satisfy his physiological needs, the most negative attitude toward the work is the most obvious result. This is further supported by Onwuamanam as referred in our explanation of Herzberg's Two-factor theory of job satisfaction where the said hygiene factors are associated with negative attitudes on the part of the worker to the work. Their fulfilment can prevent dissatisfaction but cannot lead to satisfaction.

Looking at the theories of attitude, especially the consistency theories, it is also clear that when the beliefs and ideas of a person before employment

become inconsistent or in disagreement with what realities exist in the job, the attitude of such a person will definitely change and when the inconsistency is not to the positive side, the attitude will also not change positively.

It may be concluded that the relationship between job dissatisfaction and attitude is that of cause and effect, not minding the type of the attitude before employment. It is the nature of the satisfaction or dissatisfaction in a job that greatly determines the nature of the attitude of the worker towards his job.

2.7 Workers Attitude and Organisational Commitment

A very important aspect of attitude that can be observed with a worker is the way and manner the worker is committed to his work. This is called organizational commitment. McGee and Satcher (1995:6) describe organisational commitment as the dedication that employees feel toward the organisation for which they work. They also related organisational commitment to the energy that employees expend on behalf of the organisation for which they work. In their work, three types of commitments were described, namely: Affective, Normative and Continuance commitments to work.

Affective Commitment: This is the kind of commitment to job where a worker is emotionally attached to his job and the organisation in which he works. In this kind of situation, the worker goes beyond the official feelings to the personal

feelings that he can go to any possible length in ensuring the success of the organisation.

Normative Commitment: In this case, the worker is attached to his work and the organisation because of values relating to loyalty. He feels that as an employee, he is supposed to be very loyal to the organisation, perhaps by working hard.

Continuance Commitment: This is the kind of commitment where an individual is attached to his work and the organisation where he works because he does not have better alternative or because the cost of leaving the work will be too much for him to bear.

From this analysis, it is suggested that workers who are satisfied with their jobs are more likely to be affectively committed to their job, while those that are dissatisfied are likely to have either normative or continuance commitment. Affective commitment is therefore healthier and in fact more ideal commitment expected of workers in any good organisation. This is because with affective commitment, a worker would put in his physical and mental effort for the success and achievement of the organisational goals

2.8 Review of Some Previous Studies

The researcher is of the view that job satisfaction and job dissatisfaction are closely related. One cannot talk about one and completely neglect the

other. The following are some of the studies carried out and related to job satisfaction, dissatisfaction and attitude to work.

Ezenne (1979) carried out a study on job satisfaction and performance of teachers in Plateau State. He found out that justice in the distribution of rewards was the principal ingredient in job satisfaction, although he saw job satisfaction as viewed differently by different people. He concluded that what might satisfy one person may not satisfy another person. The central focus of the study is related to the topic of this work, although in a different setting. His study was also restricted to a profession while this work cuts across different profession.

Bamro (1979) studied the attitudes of workers in Universal Textiles Limited, Kano, and found that seventy per cent (70%) of workers were dissatisfied with their work because of poor salary. The study was in a particular organisation in a different setting with this work. It is however on job dissatisfaction which is related to this area.

Arene (1983), writing on managers' motivation of workers, saw Nigerian workers as primarily motivated by material gains, self-enrichment at all costs and acquisition of power. It is the combination of these factors that makes the average Nigerian worker satisfied. This was not a research study. It was just a write-up which is related to the topic of this work.

Gigin (1985) studied the meaning of work to A.B.U. Staff, their attitudes and satisfaction with their jobs. He found that 47% of the staff liked their jobs very much, 48% simply liked their job, which means that 95% of the staff were satisfied. He also found that only 5% of the staff were not satisfied. He however suggested that even though only a small proportion of the respondents were not satisfied with their jobs, there was the need for the university to identify the causes of such dissatisfaction so as to seek solutions that might improve their satisfaction. Gigin's work was on a different setting, although related to the study in it's framework. He was also specific on an institution.

Crudden (1984) studied satisfaction of 502 workers with blindness employed with industries affiliated with National Industries of the blind (USA). It was found that 61% were satisfied. The satisfaction was also found to be lower for those with higher levels of education and those employed more than five years ago. The finding is a further support of an earlier claim by Goode, (1977:446) where he says "Indeed the curve of job satisfaction corresponds rather well to the prestige ranking of occupations. Job satisfaction is therefore least in lower-level manual or assembly line occupations; it is highest in the professional and managerial occupations". With this difference in satisfaction, it means that expectations amongst the different classes in the population also differed, which also means that what might make them dissatisfied also differed. These studies are related to this work as they were

job satisfaction and dissatisfaction, but different with this study as they were done outside the country. They were also on particular categories of workers.

Gardener and Lambert (1992) also conducted a longitudinal study of college graduates of Michigan State University (USA), which generally revealed their dissatisfaction in their job. The investigation also revealed that the major cause of dissatisfaction amongst the graduates was the sharp difference that existed between the expectations before employment and the actual realities they found on the job. The realities of employment seemed to be at odds with the comfortable, nurturing atmosphere of academic institutions and with the adolescent self-image of many of the graduates. Their study also differed from this work as it was conducted in another country, and the work extended to the period before employment of the workers. It was however related as it was also on the satisfaction of workers.

Gonzalez (1995) also conducted a study on the factors that influenced teachers attrition. Although many factors were found to be responsible for the teachers attrition, the greatest factor was found to be a general dissatisfaction with their jobs. Philbin (1995) on the other hand found that some technical communicators were satisfied with their compensation, but were dissatisfied with the job itself, their supervisors and co-workers. Since they were only happy with their benefits, it is most likely that these other factors might result in negative attitude toward their jobs. This study was restricted to the investigation

of the factors that influenced teachers attrition, where one of the factors was found to be their job dissatisfaction. While it has same relation with this work, it was restricted to a particular profession. Philbin's study was also to a particular profession and conducted in different setting.

Baldwin and Chronister (1996) studied the satisfaction of Non-Tenure-Track Faculty in North West Washington. They found that most NTT faculty were reasonably satisfied with their immediate jobs, although salaries, job security and opportunities for advancement were sources of job-related dissatisfaction. These factors were therefore the causes of their dissatisfaction. Also, despite the fact that they were happy with their jobs, the mentioned factors have influenced their attitudes toward their jobs to the extent that they were ready to quit the job in two years' time. Their study had some similarities with this work especially in the satisfaction and dissatisfaction of workers and their causes, as well as the attitude to the work. They are only different as their study was in a different setting.

Also, Murray and Murray (1996) studied job dissatisfaction and turnover among college department chairpersons. They found some causes of job dissatisfaction and that the job dissatisfaction greatly influenced the turnover of workers at managerial level to another job. They further discovered that where the workers were dissatisfied and did not turn over to another job, such workers eventually become unproductive and further reduce the productivity of

other co-workers. Their study was quiet similar with this work. They only differ in their setting and the fact that while their study was on workers turn over in relation to their job dissatisfaction, this study compared affective commitment against both job satisfaction and dissatisfaction.

Marini (1996) discovered distinct differences and a few similarities between men and women concerning values and expectations associated with employment. Women attached greater importance to intrinsic, altruistic and social rewards. This investigation presupposes that the causes of dissatisfaction between men and women also differed, since expectations also differed between the two sexes. His study is also similar to this work, but it is specifically comparing the expectations of men and women and their obvious causes of job dissatisfaction.

2.9 Summary

This chapter attempts to discuss an overview of job dissatisfaction and workers attitude to work. The two terms were discussed. Factors that affect job satisfaction have also been discussed. Maslow's theory of hierarchy of human needs and Hezberg's Two-factor theory of job dissatisfaction have also been discussed. Towards the end of the chapter, the relationship between job dissatisfaction and workers attitude to work has been discussed and at the end some related studies were reviewed.

This general review of related literature clearly shows that the findings of this study are going to touch an aspect that has not been directly touched

before, especially on workers in Kaduna Metropolis . This will be a great contribution to the field of knowledge in general and to the vocational guidance programme initiated by counsellors in particular.

Chapter 3

METHODOLOGY AND PROCEDURE

3.1 Introduction

This chapter is aimed at explaining the types of design and methodology that were used in the research. Afolabi (1993) described methodology as the operational blueprint which the researcher plans to employ in accomplishing the objectives of his study. On the other hand, Borg and Gall (1971 in Afolabi 1993) believe that research design is the type of situation in which the researcher would investigate issues or things such as experiment, survey etc. The population, sampling and sampling procedures, instruments to be used as well as the statistical methods to be employed in data analysis will be discussed in this chapter.

3.2 Research Design

The research design to be adopted for this study was descriptive survey method. Afolabi (1993) described this method as involving gathering of data about a target population from a sample and generalizing the findings obtained from an analysis of the sample to the entire population.

This design was preferred other types of design because the whole study was aimed at surveying the satisfaction and dissatisfaction of workers and their affective commitment to their work. A descriptive analysis will then be

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employed to explain whatever outcome the research comes up with. This means a sample was randomly selected from the target population of study and the findings obtained after analysis of the sampled data were generalized with regard to the rest of the population.

3.3 Population

The term population in research studies refers to the aggregate of persons, elements, events, things that have common characteristics. The target population of this study is all the workers in Kaduna Metropolis whether senior, intermediate or junior staff, male or female, in the ministries, parastatals, other department or private sectors. It also includes those on the payroll of Federal Government.

According to government reports (New Nigerian Newspaper July 10th 1997:1) Kaduna State had about 34,000 workers. This population was however cut down with the mass retrenchment carried out by the government at the end of the year. "No fewer than 10,000 civil servants of various cadres lost their jobs last year in the rationalization of the civil service which government said was necessitated by the need to trim the workforce" (New Nigerian Newspaper 1st September 1998:1) This brought the population down to 24,000 workers.

Preliminary studies showed that five out of the fifty-seven establishments that constituted the workforce were situated outside the Kaduna metropolis (excluded from appendix 1). The studies also showed that some of the

remaining establishments also have some of their staff posted outside the metropolis. These also constitute about 23% of the remaining population. The five establishments also have an estimate population of 9% of the 24,000 which is 2160. The 23% of the remaining establishments (21840) is also 5023. If we add 2160 and 5023 and subtract the total (7183) from 24,000, the population of Kaduna State public servants in Kaduna would be 16817. It is difficult to know the actual population of federal civil servants in Kaduna Metropolis . The researcher is convinced from preliminary studies that fifty per cent of the sample population of Kaduna state civil servants would adequately represent the population of the Federal Civil Service as well as the private sector.

3.4.0 Sample Size and Sampling Techniques

Two sampling techniques were used in getting the sample size required for this study. First the table of one thousand random numbers as suggested by Afolabi (1993:107) was used. This was the technique that determined the ministries, departments and parastatals to get the sample population from. Secondly, the sampling technique suggested by Krejcie and Morgan (1970) was also used. This is the technique that determined the actual population size that was sampled from the aggregate population.

Demographic Data

Two categories of information were found and analysed in the elicited data. They were the personal information and process of job placement.

Three hundred and thirty-two of the respondents were government workers (80.8%), while seventy-five of them were private workers (18.2%). Three hundred and ten were senior workers (75.4%), while ninety seven (23.6%) were junior workers. Two hundred and ninety-five (71.8%) were males, while one hundred and fifteen (28.0%) were females.

Seventy-nine (19.2%) of the respondents were single, while three hundred and twenty-nine of them (80.0%) were married. Workers below the age forty were two hundred and seventy (67.3%) while those whose were forty years and above were one hundred and thirty three (32.4%). The number of workers with less than six years of experience was ninety-six (23.4%), while those with six years and above were three hundred and fourteen (76.4%). One hundred and seventy-eight of the respondents (43.3%) were graduates, while two hundred and twenty-eight (55.5%) were not graduates.

In the process of job placements, three hundred and ninety seven (96.6%) had jobs related to what they were trained for, while ten workers (2.4%) were on jobs not related to what they were trained for. Two hundred and seventy one of the workers (65.9%) planned and chose the job they were doing, while one hundred and thirty seven of them (33.4%) took their jobs either after being persuaded or just as last option.

Although the representative sample size was predetermined, numbers in the above were determined by the situation on the ground. The number

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randomly selected from ministries and parastatals was also determined by the situation on the ground.

3.5 Population Sampling Procedure

The number of ministries, parastatals, department and other public bodies outlined in the population as well as the total number of the population that amounted to 16,817 on Kaduna state employment added with 50% federal and privately employed presupposes the impossibility of the researcher to elicit data from the whole population. The researcher therefore sampled the population using the following steps:

In the first step, after allocating numbers to the ministries, parastatals, departments and other public bodies, the researcher then used one thousand random numbers suggested by Afolabi (1993:107) in selecting the following:

Table 3.1 List of Randomly Selected State Ministries.

S/NO	MINISTRIES	NO OF RESPONDENTS
1.	Kaduna State Civil Service Commission	15
2.	Kaduna State Ministry of Commerce and Tourism	23
3.	Kaduna State Ministry of Education	9
4.	Kaduna State Ministry of Justice	3
5.	Kaduna State Ministry of Agriculture	13
6.	Kaduna State Ministry of Information	19

Table 3.2 List of Randomly Selected State Parastatals

S/NO	PARASTATALS	NO OF RESPONDENTS
1.	Kaduna State Water Board	23
2.	Kaduna State Urban and Property Dev. Board	23
3.	Kaduna State Agricultural Dev. Authority	15
4.	Kaduna State Media Corporation	18
5.	Government Girls Sec. School T/ Balewa Way	7
6.	Government College Kaduna	37
7.	Kaduna Capital School	16
8.	Government Girls Secondary School T/Wada	18

Table 3.3 List of Randomly Selected State Departments

S/NO	DEPARTMENTS	NO OF RESPONDENTS
1.	Kaduna State Government Printing Department	15
2.	Kaduna State Teaching Service Board	10

The corresponding figures were the number of respondents used in each category. They were randomly selected. The numbers were not equally shared for reasons beyond the control of the researcher. In some places, permission to administer the questionnaire was given only with the maximum number of workers allowed to respond. In fact some offices even prevented their workers from responding to the questionnaire. The following

were the offices in the Federal and Private Sectors that responded to the questionnaire.

Table 3.4 List of randomly Selected Federal Parastatals

S/NO	PARASTATALS	NO OF RESPONDENTS
1.	National Board for Technical Education	10
2.	Federal Radio Corporation of Nigeria	12
3.	Nigerian Television Authority	1
4.	Federal Government College	14
5.	A.B.U. Teaching Hospital	13
6.	National Council for Nomadic Education	14
7.	Joint Admissions and Matriculation Board	13

Table 3.5 List of Randomly Selected Private Officies

S/NO	PRIVATE	NO OF RESPONDENTS
1.	Sheikh Abubakar Gumi College	26
2.	Lenards Nigeria PLC	3
3.	Peugeot Authomobile Nigeria PLC	20
4.	Aunty Nimatu Nursery and Primary School	11
5.	Unidentified	10

The ratio of males to females, senior to junior staff was considered during the random selection. It was determined by the situation on the ground at various offices.

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The ratios of each male to female staff, senior to junior staff will now be calculated to determine the number in each of the stratum. Respondents will then be sampled by simple random sampling technique.

3.6.0. Instrumentation

The researcher used one instrument to elicit data from the respondents. It was the questionnaire developed by him

3.6.1 Questionnaire

It is described as consisting of a series of written questions similar to those which an interviewer might ask, but more carefully formulated (Tyrns 1964 in Maragatham 1986:94). Statements prepared for this questionnaire were presented to colleagues and my supervisor to critically analyse the face and content validity of the instrument. Amendments were made where necessary.

Copies of the questionnaire were given to experts along with the purpose of the study, research questions and research hypothesis for validation. By this, both face validity and content validity were taken care of. Space was also left for other comments by the respondents. Some useful information was gotten that helped in the final draft of the questionnaire.

The questionnaire was made up of four sections itemised A, B, C and D. Section 'A' was aimed at eliciting the personal information of the respondents.

Each question was followed by options requiring the respondent to tick the applicable. Section 'B' was aimed at finding out the process of gaining employment as well as related questions on job satisfaction. Options were also given for the respondent to tick.

Sections C and D were also aimed at finding out the satisfaction dissatisfaction and the workers affective commitment to their jobs respectively. The former was organised according to Likerts method of summated ratings (Stuart 1977:29), while the latter contained items that the respondents were to agree, very much agree, disagree or very much disagree. Respondents were requested to tick the applicable. In all, the questionnaire was made up of fourty-seven items

3.6.2 Pilot Testing

For further validation of the instrument, a pilot study was conducted at Zaria. Fifty Kaduna-State employed public servants responded to the questionnaire. They were drawn from the following:

1. Kaduna State Ministry of Education, Zonal Office, Zaria.
2. Barewa College, Zaria.
3. Kaduna State Polytechnic, Zaria.
4. Gaskiya Cooperation, Zaria.
5. Kaduna State Media Corporation, Zaria Radio Station.

The reason for selecting these respondents was that they were similar to the target population in Kaduna, although they were outside the target population which was those within Kaduna metropolis. Four copies of the questionnaire were rejected for incomplete response of the respondents. Results were computed, where some items were found to have been rated very low. Amendments made on the instrument after the pilot testing were mainly on the demographic data of the respondents. The data elicited was then analysed in order to ascertain the workability of the instrument. The data was analysed, using Kuder Richardson Co-efficient of reliability. KR=21 = 0.56 at Alpha = 0.05 and df = 45. The result showed that the instrument was satisfactory.

3.7 Procedure for Data Collection

The researcher personally visited the ministries and the parastatals. The head of administration or personnel of each ministry/parastatal or department was first visited in order to have access to the respondents. The assistance of some staff in the ministries was also sought. These respondents were then made to understand that their responses were voluntary, but of great importance to the study. They were also categorically told of the confidentiality of the information they were to give and that no name or any indicator of the respondent was to be used. This really encouraged them to respond by providing honest and valid information.

3.8 Data Analysis Procedure

When the instrument was administered, it was then collected for analysis. This was where statistical methods were used. The statistical methods used include percentages correlation, t-test and chi-square.

The percentages were used in the computation of the responses of the information. Correlation co-efficient was used in testing hypothesis 3(a) and 3(b), chi-square was used in testing hypothesis 1 and 2, while t-test was used in testing hypothesis 4(a) & (b), 5(a) & (b) 6(a) & (b).

3.9 Summary

The target population of this study is the whole workers in Kaduna metropolis employed by the government or government agencies, state, federal or privately employed. Respondents were randomly selected, covering the ministries, parastatals and departments at state, federal and private employment levels. The sample size totaled 411, slightly above the 379 suggested by Kriejcie and Morgan (1970). The research design, instruments used, procedure for data collection as well as data analysis have been discussed in this chapter.

Chapter 4

RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter presents the results and analyses of data of the study, which is on job satisfaction, dissatisfaction and affective commitment among workers in Kaduna metropolis. In the analysis, a number of statistical methods were used. These include frequency distribution, percentages, correlation, T test as well as Chi-square test.

4.1 Results

Six research questions were presented in this study with corresponding six null hypotheses. The following are answers to the research questions as well as the results of the hypotheses tested.

4.1.1 Research Questions

Question 1: What is the difference between workers who were satisfied and those dissatisfied with their jobs in Kaduna metropolis? To answer this question the data collected was analysed and the result is presented in table 4.1

Question 1 was aimed at finding out whether the job satisfaction of workers in Kaduna metropolis was the same as their job dissatisfaction. The result summarised in table 4.1 simply answers the question. It could be seen that a greater number of the respondents were satisfied

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with their jobs. An average total of two hundred and eighty seven respondents (70%) out of the total number of four hundred and eleven have indicated their satisfaction with their jobs, while only one hundred and ten respondents (27%) indicated their dissatisfaction with their jobs. Only an average of thirteen respondents did not indicate their satisfaction or dissatisfaction.

Table 4.1 Analysis of the Satisfaction and Dissatisfaction of Workers in Kaduna Metropolis

NO	ITEM	SATISFIED		DISSATISFIED		NO RESPONSE		TOTAL	
		Freq.	Valid %	Freq.	Valid %	Freq.	Valid %	Freq.	Valid %
1	My job keeps me busy all the time	367	89.3	33	8	11	2.7	411	100
2	The chance to work independently	304	74	73	17.8	34	8.3	411	100
3	The opportunity to have different experiences in my job	343	83.5	59	14.3	9	2.2	411	100
4	The opportunity to be important in the community	327	79.6	73	17.7	11	2.7	411	100
5	The way my boss handles his work	351	85.4	52	12.8	8	1.9	411	100
6	The competence of my supervisor in making decisions	346	84.2	53	12.8	12	2.9	411	100
7	The opportunity to do things that do not go against my decisions	291	68.8	94	22.9	26	6.3	411	100
8	The security given by my present job	272	66.2	129	31.4	10	2.4	411	100
9	My job gives me the chance to work for others	263	64	132	32.1	16	3.9	411	100
10	The chance to tell people what to do	324	78.8	74	18	13	3.2	411	100
11	The way established policies are put into practice	250	60.8	152	37	9	2.2	411	100
12	The take home pay from my job	197	47.9	204	49.6	10	2.4	411	100
13	The promotion pattern in my job	208	50.6	194	47.2	9	2.2	411	100
14	The freedom to use my initiative	308	72.9	91	22.1	12	2.9	411	100
15	The non – salary benefits of my job are adequate	123	30	264	64.2	24	5.8	411	100
16	The cordial relationship with my co-workers	388	95.4	20	4.9	3	.7	411	100
17.	Rewards given when a good job is done	192	46.7	208	50.6	11	2.7	411	100
18.	Feeling of success in my present job	312	75.9	88	21.4	11	2.7	411	100
	Average total	287		111		13		411	
	Average Percentage		70		27		3		100

Question 2: What is the difference between the frequencies of the major courses of job satisfaction and the frequencies of the major causes of job dissatisfaction among workers in Kaduna Metropolis?

In answering the question, section 'C' of the questionnaire was used. The first three highest scored items under satisfaction were considered the major items that caused job satisfaction of the workers, while the first three highest scored items under job dissatisfaction were considered the major items that caused job dissatisfaction. Table 4.2(a) and 4.2(b) show the frequencies

Table 4.2(a) Frequencies of major causes of job satisfaction

S/N	Major Causes Of Job Satisfaction	Freq.	Valid %
1.	The cordial relationship with colleagues	388	95.4
2.	My job keeps me busy all the time.	367	89.3
3.	The way my boss handles his work	351	85.4

Table 4.2(b) Frequencies of major causes of job dissatisfaction

S/N	Major Causes Of Job Dissatisfaction	Freq.	Valid %
1.	The inadequate non-salary benefits	264	64.2
2.	The take home pay from my job	204	49.6
3.	Reward given when a good job is done	208	50.6

It was clear from the above tables that the corresponding frequencies and percentages between the causes of satisfaction and dissatisfaction greatly differed. It should be noted that workers' dissatisfaction, which was caused by mainly economic factors, might be due to the fact that the data was collected shortly before the implementation of 2000 minimum wage increment.

The use of spearman's rank order correlation statistics also answers the question since there is a statistically significant relationship. The correlation coefficience between job dissatisfaction and their affective commitment was 0.530. It is statistically significant at 0.05 significance level, since the critical value at 106 degree of freedom was 0.20.

Question 3 (a) What is the relationship between the job satisfaction of workers in Kaduna Metropolis and their affective commitment to work?

This question was aimed at finding and confirming the relationship that exists between job satisfaction and affective commitment to work. It was to find out whether satisfied workers exhibit affective commitment or not. This question was answered in table 4.3 on a general outlook, since the high number of workers that indicated their affective commitment correspond with the high number of satisfied workers as shown in table 4.1.

The use of spearman's rank order correlation statistic answered the question, since there was a statistically significant relationship between the satisfaction of workers and their affective commitment to work.

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Table 4.3 Analysis of the Affective Commitment of Workers to their Works

NO	ITEM	AGREE		DISAGREE		NO RESPONSE		TOTAL	
		Freq.	Valid %	Freq.	Valid %	Freq.	Valid %	Freq.	Valid %
1	I feel very happy to have been in this career.	360	87.6	47	11.4	4	1.0	411	100
2	I would be very happy to spend the rest of my career in my present job.	201	48.9	205	49.9	5	1.2	411	100
3	I feel proud to associate my name with my present employers.	358	87.1	46	11.2	7	1.7	411	100
4	I enjoy discussing my present job with people outside of it.	308	74.9	91	22.1	12	2.9	411	100
5	I hate to hear people criticizing my present place of work.	327	79.6	75	18.2	9	2.2	411	100
6	I really feel as if problems attached to my job are my personal problems.	265	64.5	140	34	6	1.5	411	100
7	I think I cannot be easily attached to another job as I am to my present job.	172	41.8	230	56	9	2.2	411	100
8	I feel like a member of a family with other colleagues in my present job.	362	88.1	40	9.7	9	2.2	411	100
9	I can vouch that there is no place I can work as happily as in my present place of work.	137	33.3	266	64.7	8	1.9	411	100
10	I feel emotionally attached to my present job.	315	76.7	81	19.7	15	3.6	411	100
11	My present job has a great deal of personal meaning to me.	337	82	58	14.1	16	3.9	411	100
12	I feel a very strong sense of belonging with my employers.	318	77.3	77	18.7	16	3.9	411	100
13	I feel personally protected in my present place of work.	266	64.7	132	32.1	13	3.2	411	100
14	I can go to any length in protecting the interest of my present place of work.	360	87.6	45	10.9	6	1.5	411	100
15	I consider my present job not different from my personal enterprise.	285	69.4	166	28.2	10	2.4	411	100
	Average total	291		110		10		411	
	Average Percentage		71		27		2		100

Question 3(b) What is the relationship between the job dissatisfaction of workers in Kaduna Metropolis and their affective commitment?

This question was also aimed at finding out whether there was a relationship between job dissatisfaction and affective commitment. It can also be clearly seen on tables 4.2 and 4.3 that the low rates of job dissatisfaction did not correspond with the high rate of affective commitment as indicated by the information. This suggests that there is no direct significant relationship between the two variables. Going on specifics, those that indicated their job dissatisfaction have greatly shown their non-affective commitment to work. Spearman's rank order was also used in confirming the non-existence of such commitment with them. The only observed relationship is an inverse one, which means the more workers are dissatisfied, the more they exhibited non-affective commitment.

Question 4 (a) – What is the difference between the job satisfaction of workers in Kaduna Metropolis and their occupational status?

The mean scores of junior staff satisfied did not actually differ significantly from the mean scores of the satisfied senior staff as shown in table 4.5. This is because the junior staff had 3.10 while the senior staff had a mean score of 3.20. This means both senior and junior staff in Kaduna metropolis are mostly satisfied. It therefore means that there is no significant difference in the level of job satisfaction among the workers in Kaduna metropolis when their occupational status is considered.

Question 4(b) – What is the difference between the job dissatisfaction of workers in Kaduna Metropolis and their occupational status?

As in 4(a), the mean scores of the dissatisfied senior workers in Kaduna did not significantly differ from the mean scores of the [illegible]tisfied junior workers. The senior staff had a mean score of 2.52 [illegible]e junior staff had a mean score of 2.73 it therefore means that

job dissatisfaction among workers in Kaduna was not predominant in any of the occupational status. Both senior and junior staff have shown little dissatisfaction.

Question 5(a) What is the difference between the job satisfaction of workers in Kaduna Metropolis and their working experience?

According to the data of this study, the working experience of workers in Kaduna metropolis did not determine their job satisfaction. This means the satisfactions of workers with less than six years working experience did not significantly differ with the satisfaction of those with six years' and above working experience. This can be seen on table 4.7 as the mean scores of the former category was 3.14 while the later was 3.12. It means that the two categories have both shown their job satisfaction.

Question 5(b) – What is the difference in the job dissatisfaction of workers in Kaduna Metropolis and their working experience?

As in 5(a), the rate of dissatisfied workers in Kaduna Metropolis with the working experience of less than six years did not significantly differ from the dissatisfied workers with working experience of 6 years and above. This is evident on table 4.8 as the mean score of dissatisfied senior workers was 2.66 while that of the junior workers was 2.52. it means that both the two categories have shown their low level of job dissatisfaction.

Question 6(a) What is the difference between the job satisfaction of workers in Kaduna metropolis and their employers?

It was evident in table 4.9 that the government workers have shown more job satisfaction than the private worker. Government workers had a mean score of 3.15, while private workers had mean score of 2.97. It means there is a significant difference between the job satisfaction of workers in Kaduna Metropolis and their types of employers. This conclusion was arrived at by comparing the satisfied

workers in government employment and the satisfied workers in private employment.

Question 6(b) What is the difference between the job dissatisfaction of workers in Kaduna metropolis and their types of employers?

The data of this study reveals that dissatisfied workers were found both in the public sector as well as in the private sector. The mean score of public servants, which was 2.57, did not significantly differ from the mean score of the private sector workers which was 2.54. It means that the low rate of dissatisfied workers in public sector was also found in the private sector. This is evident in table 4.10.

4.1.2 Hypotheses Testing

Hypothesis I: There is no significant difference between the number of satisfied and dissatisfied workers in Kaduna Metropolis.

To test this hypothesis, the chi-square test of goodness of fit was used. The satisfied workers were 296, while the dissatisfied were 108. The obtained chi-square value of the comparison between the two groups was 87.5. This is greater than the critical value of x^2 at 0.05, which is 3.84 at 1 degree of freedom. The hypothesis is therefore rejected. It means that there is a significant difference between the satisfied and dissatisfied workers in Kaduna Metropolis. Table 4.1 simply confirms this. It shows that the workers have shown more of job satisfaction than dissatisfaction.

Hypothesis II: there is no significant difference between the frequencies of the major causes of job satisfaction and the major causes of job dissatisfaction among workers in Kaduna Metropolis.

To test this hypothesis, the frequencies of the first three major causes of job satisfaction were compared with the frequencies of the first three major causes of job dissatisfaction. Chi-square values were obtained for each pair of the causes as follows.

Table 4.4 Analysis of the comparison between major causes of job satisfaction and dissatisfaction

S/No	Frequencies of the three major causes of job satisfaction	Frequencies of the three major causes of job dissatisfaction	Obtained chi-square values	Remarks
1	388	264	23.6	There is significant difference in all
2	367	208	43.96	
3	351	204	38.92	

It is clear from table 4.4 that there is strong difference between the two different frequencies. The first cause of job satisfaction was 388 and the first cause of job dissatisfaction was 264. These two frequencies are strongly different even at surface level. The chi-square value obtained when the two values were compared became 23.6.The chi-square value obtained from the second pair was 43.92 while 38.92 was obtained from the third pair.

We can therefore say that the frequencies of the major causes of job satisfaction were statistically significantly different from the frequencies of the major causes of job dissatisfaction. This is because the obtained chi-square values of all the three pairs were all greater than the critical values of chi-square at 0.05 significance level and 1 degree of freedom, which is 3.84. The hypothesis is therefore rejected. It means that there is significant difference between the frequencies of the three major causes of job satisfaction and the frequencies of the three major causes of job dissatisfaction. Frequencies of the major causes of job satisfaction are higher than frequencies of the major causes of job dissatisfaction.

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Hypothesis III(a): There is no significant relationship between the job satisfaction of workers in Kaduna Metropolis and their affective commitment to work.

The spearman rank order correlation statistic was used in testing this hypothesis. The correlation coefficient between job satisfaction and affective commitment was 0.644. This value was greater than the critical value of r at 0.05 significance level and 294 degree of freedom which was 0.14. This hypothesis is therefore rejected. It mean there is a statistically significant relationship between the job satisfaction of workers and their affective commitment to their work.

Hypothesis III (b): There is no significant relationship between the job dissatisfaction of workers in Kaduna Metropolis and their affective commitment to work.

The spearman rank order correlation statistic was used. The correlation co-efficient between the job dissatisfaction of workers in Kaduna Metropolis and their affective commitment was 0.530. It is statistically significant at 0.05 significance level, since the critical value at 106 degree of freedom was 0.20. This hypothesis is therefore rejected. This means that the job dissatisfaction of workers in Kaduna Metropolis has a significant relationship with affective commitment. The relationship was however an inverse one, which means that the more dissatisfied workers are the less affective their commitment is, while the more satisfied workers are the more affective their commitment is.

Hypothesis IV (a): There is no significant difference between the senior and junior workers job satisfaction in Kaduna Metropolis.

To test this null hypothesis, scores of the satisfied senior occupational status were compared with the scores of the satisfied junior occupational status as in the following table

Table 4.5 Comparison Between Senior And Junior Workers Job Satisfaction.

Occupational Status	N	$\bar{x}$	SD	S.E	T. Value	DF	P. Value
Senior Status	217	3.10	0.46	0.03	1.74	292	0.08
Junior Status	77	3.20	0.39	0.05			

Not significant P>0.05

The table above shows the calculated T-Value as 1.74. It is clear that this score is less than the critical value of 1. 96 at 0.05 significance level at 292 degree of freedom. This hypothesis is therefore retained. It means that the occupational status of the workers did not determine their job satisfaction.

Hypothesis IV (b): There is no significant difference between senior and junior workers job dissatisfaction in Kaduna Metropolis.

In testing this null hypothesis, scores of the dissatisfied senior workers were compared with the scores of the dissatisfied junior workers. The analysis of the comparison is in the following table:

Table 4.6 Analysis of the comparison between dissatisfied senior and junior workers.

Occupational Status	N	$\bar{x}$	SD	S.E	T. Value	DF	P. Value
Senior Status	88	2.52	0.50	0.05	-1.63	106	0.11
Junior Status	20	2.73	0.54	0.12			

The table above shows the calculated T. Value as 1.63. This score is less than the critical value of T at 0.05 significance level which is 1.98 at 106 degree of freedom. This hypothesis is therefore retained.

It means none of the occupational status has shown significant predominance in job dissatisfaction.

Hypothesis V(a): There is no significant difference between the job satisfaction of workers with less than the six years of experience and those with experience of six years and above.

In testing this hypothesis, the working experience of the satisfied workers in Kaduna Metropolis were divided into two: less than six years of experience and six years and above. These two categories were then compared. The following is the analysis of the comparison.

Table 4.7 Analysis of the comparison between the satisfied workers with less than years working experience and those with six years and above.

Working Experience	N	$\bar{x}$	SD	S.E	T. Value	DF	P. Value
Less than six years	64	3.14	0.47	0.06	0.28	294	0.78
Six years and above	232	3.12	0.44	0.03			

P>0.05

Table 4.7 shows the calculated T. value as 0.28. This value is less than the critical value of T at 0.05 significance level and 294 degree of freedom which is 1.96. This null hypothesis is therefore retained. It means that the job satisfaction of the two categories did not significantly differ.

Hypothesis V(b): There is no significant difference between the job dissatisfaction of workers in Kaduna Metropolis and their working experience.

The categories used in 5(a) were also used in testing this hypothesis. The scores of the dissatisfied workers with less than six years working experience were compared with the scores of the dissatisfied workers with six years and above. The analysis of the comparison is contained in the following table.

Table 4.8 Analysis Of The Comparison Between Dissatisfied Workers Less Than Six Years Working Experience And Those With Six Years And Above

Working Experience	N	$\bar{x}$	SD	S.E	T. Value	DF	P. Value
Less than six years	31	2.66	0.56	0.10	1.35	106	0.18
Six years and above	77	2.52	0.48	0.06			

P>0.05

The above table shows the calculated T value as 1.35. This value is less than the critical value of T at 0.05 significance level and 106 degree of freedom which is 1.98. This value is less than the critical value of T at 0.05 significance level and 106 degrees of freedom which is 1.98. This hypothesis is therefore retained. It means the job dissatisfaction of the two groups did not significantly differ. Working experience was therefore not a determinant of job dissatisfaction.

Hypothesis VI (a): There is no significant difference between the job satisfaction of public workers and private sector workers.

This hypothesis was aimed at finding out whether there was a difference between the job satisfaction of public workers and private sectors workers. To test this hypothesis the satisfied workers in the public sector were compared with the satisfied workers in the private

sector. The following is the analysis of the comparison between the two categories.

Table 4.9 Analysis Of The Comparison Between Satisfied Public Workers And Private Workers

Type of Employer	N	$\bar{x}$	SD	S.E	T. Value	DF	P. Value
Public workers	249	3.15	0.45	0.03	2.42	291	0.02
Private workers	44	2.97	0.39	0.06			

Table 4.9 shows the calculated T. value as 2.42. This is greater than the critical value of T at 0.05 significance level and 106 degree of freedom which is 1.98. this means the hypothesis is rejected. It means there is significant difference between the job satisfaction of government workers and private workers in Kaduna Metropolis. We can see on table 4.9 that the Public workers have shown more job satisfaction than the private sector workers.

Hypothesis VI(b): There is no significant difference between the job dissatisfaction of workers in Kaduna Metropolis and their type of employers.

In testing this hypothesis, the dissatisfied workers on government employment were compared with the dissatisfied workers on private employment. It was aimed at finding out whether any of the categories were predominant in the dissatisfaction. Analysis of the comparison between the two categories is in the following table.

Table 4.10 Analysis Of The Comparison Between The Dissatisfied Public Workers And Private Sectors Workers.

Type of Employer	N	$\bar{x}$	SD	S.E	T. Value	DF	P. Value
Public worker	79	2.57	0.52	0.06	0.20	106	0.84
Private workers	29	2.54	0.49	0.09			

P> 0.05

Table 4.10 shows the calculated T value is 0.20. This value is less than the critical value of T at 0.05 significant level and 106 degree of freedom, which is 1.98. This hypothesis is therefore retained. It means that the scores of the dissatisfied public workers were not statistically more than the scores of the dissatisfied private workers. Both the two categories have shown similar dissatisfied.

4.2 Discussion

The null hypothesis 1 sought to find out whether the satisfaction of workers in Kaduna Metropolis significantly differed from their dissatisfaction. It was found that the two variables significantly differed. The number of satisfied workers was two hundred and eighty seven (287), which was about seventy per cent (70%). This is against one of the assumptions of the study that most workers in Kaduna Metropolis were dissatisfied. This high rate of job satisfaction against low rate of job dissatisfaction may have been a result of the increase of government workers salary. This is in line with Arene (1984) who concluded in his work that Nigerian workers were primarily motivated by

material gains. Bamro (1979) also found that because of poor salary of workers in universal Textiles limited, Kano, about seventy per cent of the workers were dissatisfied. However, since the salary increase was not fully implemented as at the time the data was collected, the causes of satisfaction were mainly social rather than economic

The second null hypothesis was aimed at finding out whether there was a significant difference between the frequencies of the three major causes of job satisfaction and the frequencies of the three major causes of job dissatisfaction. When the three causes of job satisfaction were compared with the three causes of job dissatisfaction. It was found that the two categories significantly differed. This further supports the rejection of the first hypothesis, since the two variables satisfaction and dissatisfaction, significantly differed. It can be seen that even the causes of one variable differed from one another. This is in line with Onwuamanam (in Ikeotuonye 1990) who argued that individual and work characteristics join together to determine the satisfaction of a worker. The nature of the cause of job dissatisfaction which was mainly on material gains is also supported by Arene (1983).

It is also in line with the findings of Baldwin and Chronister (1996) who found that salaries, job securities and opportunity for advancement were the major causes of job dissatisfaction of Non-tenure-Track faculty in North West Washington (USA)

The third hypothesis was made up of two related hypotheses. They were aimed at finding out the relationship between affective commitment to work and job satisfaction on the one hand, and job dissatisfaction on the other hand. It was found on the one hand that there was a statistically significant relationship between the job satisfaction of workers and their affective commitment, while on the other hand job dissatisfaction of the workers had a significant relationship with affective commitment. The relationship with job dissatisfaction was however found to be an inverse one. The general trend of this relationship is that when workers are satisfied with their work they exhibit affective commitment to their work by putting in their best as if it were their personal investment. But when workers are dissatisfied with their work, they would not see the work as their personal endeavour. The success or failure of investment would not be their problem. A comparison between tables 4.1 and 4.3 confirms this.

This finding is in line with Murray and Murray (1996) who found that job dissatisfaction influenced the turnover of workers and when turnover was not possible, they became unproductive and further reduce the productivity of others. This means when they are satisfied they become productive by exhibiting a very high level of affective commitment as it was found in this study.

Hypothesis four also sought to find out if either of senior or junior workers in Kaduna Metropolis was more satisfied or dissatisfied than

the other. It was found in 4(a) that none of the occupational status had more job satisfaction than the other. Also, 4(b) showed that none of the occupational status had more job dissatisfaction than the other. This means that both the two categories had shown both the satisfaction and dissatisfaction in such a way that none was different from the other. It means that being a senior staff member in Kaduna Metropolis would not presuppose workers' satisfaction or dissatisfaction, neither would being a junior member of staff suggest that. It is the individual and work characteristics that combine to determine workers' satisfaction or otherwise as concluded by Onwuamanam (In Ikeotuonye 1990).

The fifth hypothesis was aimed at finding whether working experience influenced the satisfaction or dissatisfaction of workers in Kaduna metropolis. It was found that job satisfaction and dissatisfaction between workers with less than six years' experience did not significantly differ from the job satisfaction or dissatisfaction of workers with the experience of six years and above more than others extraneous factors. This can also be supported by the conclusion on the forth hypothesis that individual and work characteristics determine job satisfaction or dissatisfaction of workers. It may however be argued that the time span without change in such characteristics may increase either of the conditions.

The sixth hypothesis was to find out whether the employers was responsible for the job satisfaction or job dissatisfaction of workers in

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Kaduna Metropolis. It was found that public workers have shown more job satisfaction than the private sector workers. However, on the dissatisfaction of workers, no significant difference existed. As argued elsewhere, the recent increase in salaries of government workers may not have been unconnected with the sharp difference. Individual and work characteristics were also very important factors, as there was no significant difference in their dissatisfaction.

4.3 Summary

In this chapter, an analysis of the result as well as the discussions on findings of the study was presented. It was discovered that unlike the earlier assumption that most workers in Kaduna Metropolis were dissatisfied, most of them indicated their satisfaction with their jobs. This may be a result of the review of salaries as already discussed in this chapter, which was done with the aim of finding a lasting solution to the problems of workers. Statistical methods such as percentages, T-test, correlation and chi – square were used to scientifically prove the findings of the study by testing the null hypothesis presented.

Chapter 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The summary of the major findings of the study is presented in this chapter. Conclusions drawn from the study as well as the recommendations for counsellors are also presented here. Suggestions for further studies on the fields are also presented.

5.2 Summary of the Study

The study was mainly focused on two variables job satisfaction, job dissatisfaction and how they influence the affective commitment of the workers to their work, with specific reference to workers in Kaduna Metropolis. It was therefore to ascertain whether or not the workers were satisfied with their jobs, their causes of satisfaction or dissatisfaction with reference to categories such as senior and junior, public and private sector employees as well as less experienced and more experienced among the workers.

Review of related literature was carried out in the second chapter. The meaning of job satisfaction, dissatisfaction and their causes were discussed. The meaning of attitude as well as some theories on attitude change was also discussed in order to talk on theoretical aspect of job satisfaction and dissatisfaction. Theories of job satisfaction and dissatisfaction were also discussed, which included the psychological

and non-psychological theories. Previous studies related to the topic were also discussed.

The study design used was the descriptive survey method. The target population was the workers serving in Kaduna Metropolis, public and private sector inclusive. Four hundred and eleven (411) questionnaires were administered, which was slightly above the three hundred and seventy-nine (379) estimated samples. This was done to take care of some unavoidable errors in the administration of the instrument. The instrument used was developed by the researcher and pilot-tested on similar population in Zaria. The stratified random sampling was used in administering the instrument, in order to take care of the various categories the study focused on.

Six research questions that were asked in chapter one were answered in chapter four. Six corresponding null hypotheses were also tested at 0.05 significance level. Research question 3 – 6 and hypotheses 3–6 were however made up of a and b each. The statistical methods used in the data analysis included spearman ranked order correlation coefficient percentage, T – test and chi-square test. Hypotheses 1, 2,3(a), 3(b) and 6(a) were rejected, while hypotheses 4(a), 4(b) 5(a) 5(b) and 6(b) were retained.

5.3 Major Findings of the Study

1. It was found that there was a statistically significant difference between the satisfied and dissatisfied workers in Kaduna Metropolis. In fact there were more satisfied workers than dissatisfied ones.

2. The frequencies of the three major causes of job satisfaction were compared with frequencies of the major causes of job dissatisfaction. It was found that the major causes of job satisfaction frequented more.

3. A statistically significant relationship was found to exist between job satisfaction of workers in Kaduna Metropolis and their affective commitment to their work. It was found that satisfied workers exhibited more affective commitment to work than dissatisfied workers. An inverse relationship was however found to exist between job dissatisfaction and affective commitment. This means that the more satisfied the workers were, the more affectively committed they became, while the more dissatisfied they were, the less affectively committed they became.

4. As far as the analysed data of this study is concerned, the job satisfaction of junior staff of Kaduna Metropolis did not significantly differ from that of senior staff. It was also found that the job dissatisfaction of the junior workers did not significantly differ from the job dissatisfaction of the senior workers. It means none of the

occupational status has shown any predominance in either job satisfaction or job dissatisfaction.

5. The study also found that the job satisfaction of workers with less than six years' experience did not significantly differ from the satisfaction of the workers with six years experience and above. Job dissatisfaction of the two categories also did not significantly differ. It means the experience of workers was not a determinant of their satisfaction or dissatisfaction.

6. The types of employers were found to have influenced the job satisfaction of workers in Kaduna Metropolis. The job dissatisfaction of workers of the public and private sectors did not significantly differ. It was found in the first instance that public workers were more satisfied. Their satisfaction however did not significantly differ.

5.4 Conclusion

Based on the findings of the study, it can be concluded that most of the workers in Kaduna Metropolis were satisfied with their job against the researcher's earlier assumption that most of them were dissatisfied. This can be seen clearly on table 4.1 where 70% indicated their satisfaction, while 27% indicated their dissatisfaction.

The result is however in agreement with the discussion in section 2.6 that when workers are satisfied with their work they exhibit a positive attitude and when they are dissatisfied, their attitude becomes

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negative. This was confirmed by the corresponding percentages of affective commitment to work as indicated on table 4.3 which were 71% while 27% were not affectively committed to their work.

5.5 Recommendations

The following recommendations are hereby made, based on the findings of this study.

1. That counseling centres be established by employers in Kaduna Metropolis: From these centres, employers can gather information on how to improve their employees' satisfaction. The state government should establish one centre with the Civil Service Commission or establishment section and allow other employers to make use of the centres.
2. Employers in Kaduna Metropolis should be ready to make use of living salaries for payment of their employees. We can see that our findings have shown that all of the three major causes of job dissatisfaction were on financial benefits of the workers.
3. It is also recommended that the orientation of new staff should include visits to counselling centres, at least to reduce the gap between the expectations of the new staff and the realities of the job.
4. Seminars and workshops be organized for workers on annual basis. This will be aimed at finding possible causes of job

dissatisfaction and other related problems with a view to solving them before they get out of hand.

5. Employers in Kaduna metropolis should encourage the formation of social groups within the workforce. This will further strengthen the already cordial relationship within the workers, which will further improve their job satisfaction.

5.6 Suggestions for Further Study

1. A deeper and more specific research can be conducted with the aim of finding out the effects of job dissatisfaction.

2. A study of job satisfaction and dissatisfaction may also be conducted with the aim of finding their effects on the personal lives of the workers.

3. Another area that is worth investigating is expectations of the employers from the employees and how these expectations affect their relationship.

4. An experimental study can also be conducted on the effects of counselling on the job satisfaction and dissatisfaction of workers.

5.7 Implications of the Findings to Counselling

The central focus of this study to the guidance and counselling profession includes the area of career choice, placement and follow up services of the profession. With the knowledge of the findings of this

study, the guidance counsellor can determine the kind of advice to give his client, on the kind of job to choose, especially when special reference is also made to specific individual characteristics of the client. When the client is finally placed on a career, the knowledge of the findings of this study can also help a counsellor to follow up his client and see how he is doing with the job. If the client still has problems, the counsellor can use his knowledge to find out if the client is dissatisfied with the job and possibly trace the causes of the dissatisfaction in order to decide on the next line of action.

Although more workers have shown their satisfaction with their jobs in this study, the major causes of job satisfaction were mainly on the social conditions of the workers, while the aspects that they were dissatisfied with were mainly the material or economic benefits derivable from their jobs. It therefore presupposes that for the improvement of job satisfaction, the social aspects of the jobs should be encouraged and programmes should be developed that will bring the workers together in social gatherings. The economic aspects which workers were not satisfied with should also be examined in other to improve their general satisfaction. It is pertinent to mention the fact that the data of this study was collected before the implementation of the 2000 minimum wage increment. If it had been collected after the implementation, their dissatisfaction on the economic aspects could have been different.

As a counsellor, the social and economic issues raised from the analysis of this data should be critically examined and emphasized, so as to improve the job satisfaction of workers, since it was also found that job satisfaction leads to the affective commitment of the workers which is very essential to encouraging the productivity of workers.

In order to improve job satisfaction therefore, a programme may be designed to cover the social as well as economic aspects of the job as exemplified below:

1. **Social Aspects:** Studies have shown that strict adherence to the bureaucratic process in places of work without developing a wide range of social patterns within the system has negative effects on the productivity of workers. This means for workers to feel at home and be able to exhibit affective commitment to their work, counsellors should advise the heads of organisations to encourage such social groups. The following should be specifically encouraged:

    a. Formation of hobby clubs
    b. Arrangements of special trips
    c. Formation of social welfare committee.
    d. Introduction of cafeteria services.
    e. Introduction of competitions and awards.
    f. Regular general meetings.

These and many others will serve as opportunities to encourage the social interactions which will in turn improve the cordial relationships. With such innovations, even when workers were not actually on their primary jobs they would be on other activities that will refresh their minds, keep them busy and then improve their job satisfaction. The head of the organisation should also be advised to as much as possible see the workers as colleagues and not subjects.

2. **Economic Aspects:** Organisations should also be advised as much as possible to make their salaries and wages reflect the economic condition of the country. The workers should be able to take care of their basic needs with their salaries so that they can give their maximum output. The following may be part of the programme to take care of the economic aspects:

   a. Organisations should endeavour to pay living salaries and wages.
   b. Payments should also be promptly made
   c. Promotion should be given when due
   d. Entitlements such as leave grants, annual increments should be promptly paid
   e. Awards should be given to workers and be followed with economic gains.

With this kind of programme, and a careful implementation of it, counsellors will be able to join hands with the heads of organisation to improve the workers job satisfaction, which will in turn improve their productivity.

5.8 Summary

The major findings and conclusions have been summarized in this chapter. Recommendations have also be itemized especially to the stake holders of the workers job satisfaction or dissatisfaction in order to reduce it to the bearest minimum. Suggestions have also been given for further studies in the area. It must be stressed that although a greater percentage of workers in Kaduna Metropolis have indicated their satisfaction with their jobs, employers must do everything possible to reduce the causes of the workers job dissatisfaction. Since the causes of job dissatisfaction were all materialistic, living salary is most appropriate for checking workers dissatisfaction in Kaduna Metropolis. Each of the listed causes is capable of causing a great threat to the productivity of the workers.

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APPENDIX 1

LIST OF SOME KADUNA STATE MINISTRIES, PARASTATALS AND DEPARTMENTS IN KADUNA METROPOLIS .

1. Office of the Executive Governor
2. Office of the Secretary to the State Government
3. Bureau of Land, Survey and Country Planning
4. Bureau of Establishment, Management Services and Training
5. Bureau of Local Government and Chieftaincy Affairs
6. Ministry of Women Affairs (Kaduna State Women Commission)
7. Ministry of Agriculture and Natural Resources
8. Ministry of Commerce, Industry and Tourism
9. Ministry of Education and Youth Development
10. Ministry of Finance and Economic Planning
11. Ministry of Health and Social Development
12. Ministry of Information, Home Affairs and Culture
13. Ministry of Justice
14. Ministry of Works and Transport
15. Ministry of Water Resources, Rural and Community Development
16. Office of the Auditor - General
17. Office of the Local Government Audit
18. Civil Service Commission
19. High Court of Justice
20. Sharia Court of Appeal
21. Local Government Service commission
22. Kaduna State House of Assembly
23. Kaduna State Agricultural Development Project(KADP)
24. Kaduna State Forestry Management Project
25. Kaduna State Toursim Board
26. ,, ,, Scholarship Board
27. ,, ,, Agency for Mass Literacy

28. ,, ,, Model Schools Management Board
29. Kaduna Capital School
30. Kaduna State Primary Schools Management Board
31. Library Board of Kaduna State
32. Kaduna State Board of Internal Revenue
33. ,, ,, Investment and Finance Company Ltd.
34. ,, ,, Rehabilitation Board
35. ,, ,, Media Corporation
36. ,, ,, Council for Arts and Culture
37. Government Printing Department
38. Kaduna State Urban Planning and Development Authority
39. ,, ,, Environmental Protection Agency
40. ,, ,, Rural Electricity Board
41. ,, ,, Muslim Pilgrims Welfare Board
42. ,, ,, Water Board
43. ,, ,, Water Sanitation Project
44. ,, ,, Development and Property Company Ltd.
45. ,, ,, Local Government Staff Pension Board
46. ,, ,, Manpower Development Board
47. ,, ,, Christian Pilgrims Welfare Board
48. Kada-Pay- Less Stores
49. Kaduna State Farmers Supply Company Ltd.
50. ,, ,, Pension Board
51. ,, ,, Transport Authority
52. ,, ,, Emergency Relief Committee
53. " " Tenders Board
54. " " Teachers Service Board
55. " " Hotels Board
56. " " Kaduna State Sports Council

APPENDIX 1I

LIST OF SOME FEDERAL MINISTRIES PARASTATALS AND DEPARTMENTS IN KADUNA METROPOLIS .

1. National Teachers' Institute, Kaduna.
2. National Commission for Colleges of Education (NCCE)
3. Federal Mortgage Bank , Kaduna
4. Federal Staff Clinic, Kaduna
5. National Board for Technical Education Kaduna (NBTE)
6. Customs, Zonal, Office, Kaduna
7. Forestry Mechanization, Kaduna
8. National Commission for Nomadic Education, Kaduna
9. National Eye Centre, Kaduna
10. National Institute of Tryponomiasis Research, Kaduna
11. Federal Office of Statistics, Kaduna
12. Federal Ministry of Youths & Sports, A. B. S., Kaduna
13. National Educational Technology Centre, Kaduna
14. Public Complaints Commission, Kaduna
15. National Agency for Food and Drug Administration & Control (NAFDAC), Kaduna.
16. Forestry Research Institute FRIN/JICA, Kaduna
17. Raw Materials Research and Development Council, Kaduna
18. Meteorological Services, Kaduna
19. Federal Dept. of Livestock and Pest Control Kaduna.
20. Federal Radio Corporation of Nigeria, Kaduna
21. Federal Ministry of Works and Housing, Kaduna
22. Federal Ministry of Water Resources, Kaduna
23. Federal Environmental Agency, Zonal Office, Kaduna
24. Independent National Electoral Commission, Kaduna
25. National Youth Service Corps, Kaduna
26. Coordinator, Nurses Tutors Programme, Kaduna
27. Standard Organisation of Nigeria, Kaduna

28. Federal Training Centre, Kaduna
29. Ahmadu Bello University Teaching Hospital, Kaduna
30. Joint Admissions and Matriculation Board, Kaduna
31. National Railway Cooperation
32. Kaduna Polytechnic, Kaduna
33. Federal Ministry of Finance, Kaduna
34. National Library Board, Kaduna
35. National Primary Education Commission, Kaduna
36. National Achieves, Kaduna
37. National Population Commission, Kaduna

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APPENDIX III

Sample Questionnaire Used in Data Collection

RESEARCH QUESTIONNAIRE ON JOB SATISFACTION, DISSATISFACTION AND AFFECTIVE COMMITMENT AMONG WORKERS IN KADUNA METROPOLIS

Dear Respondent,

The researcher is a post graduate student in the Faculty of Education, A.B.U., Zaria. He is conducting a research on the above topic with the aim of finding out the major causes of Job Satisfaction and Dissatisfaction and how They affect workers' attitudes to work.

Please give your frank and honest opinion on each of the questions. Please note that there is no wrong or right answer or response to the questions. All answers will be treated confidential. You are to give your response as to how you personally feel and not how you think someone will feel about the questions. Your honest and careful responses are highly anticipated.

Thanks for your cooperation.

Yours faithfully,

Mohammed, Halilu Bakori

SECTION A: PERSONAL INFORMATION

For items in this section, please tick (✓) only ONE letter on the left hand, that is applicable to you.

1. Place of work .....

2 Your Place of Work
   a) Solely owned by government(s)
   b) Jointly owned by government and private bodies
   c) Solely owned by private bodies

3. Occupational Status
   a) Senior Staff
   b) Junior Staff

4. Sex
   a) Male
   b) Female

5. Marital Status
   a) Single
   b) Married
   c) Divorced

6. Age Range
   a) 18 - 25 years
   b) 25 - 32 years
   c) 32 - 39 years
   d) 40 - 50 years
   e) 51 years and above

7. Years of Experience in Service
   a) 0 - 5 years
   b) 6 - 15 years
   c) 16 - 20 years
   d) 21 - 34 years
   e) 35 years and above

8. Highest Educational Qualification
   a) Secondary School Certificate
   b) Ordinary National Diploma/National Certificate of Education
   c) Bachelor's Degree/ HND
   d) Masters' Degree
   e) Doctor of Philosophy
   f) Any other (please specify) .....

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SECTION B: PROCESS OF JOB PLACEMENT AND CAUSES OF JOB DISSATISFACTION.

The purpose of this section is to find out how you decided to take this job, and the major courses of your satisfaction or dissatisfaction with the job. For items 1-5 tick the applicable, while for items 6 and 7 write out the applicable causes.

1. How far is your present qualification relevant to your present job?
   a) Very much related
   b) Partially related
   c) Never related

2. Why did you decide to take this job?
   a) I was persuaded by my parents/relatives/friends
   b) I planned and prepared for it
   c) I only got it by luck, I never planned for it
   d) It was only the last option I had
   e) Any other (please specify) .....

   .....

3. Is this the first place you worked?
   a) Yes
   b) No

4. If your answer in item three is no, how many places did you work before your present job?
   a) One Place b) Two places
   c) Three places d) Any other (please specify) _____

5. Would you say you are satisfied with your present job?
   a) Yes
   b) No

6. If your answer is no, write three major causes for your dissatisfaction

   i) .....

   ii) .....

   iii) .....

SECTION C: LEVEL OF SATISFACTION OR DISSATISFACTION

This section is aimed at finding out your satisfaction or dissatisfaction with some areas in your present job. Four response levels are designed as indicated below. Tick (✓) the most appropriate level of response to each statement.

1.Very Satisfied
2.Satisfied
3.Dissatisfied
4.Very dissatisfied

NO	ITEM	Very Satisfied 1	Satisfied 2	Dissatisfied 3	Very Dissatisfied 4
1.	My job keeps me busy all the time				
2.	The chance to work independently				
3.	The opportunity to have different experiences in my job				
4.	The opportunity to be important in the community.				
5.	The way boss handles his work				
6.	The competence of my supervisor in making decisions.				
7.	The opportunities to do things that do not go against my decision				
8.	The security given by my present job				
9.	My job gives me the chance to work for others.				
10.	The chance to tell people what to do				
11.	The way established policies are put into practice.				
12.	The take home pay from my job				
13.	The promotion pattern in my job				
14.	The freedom to use my initiative				
15.	The non-salary benefits of my job are adequate				
16.	The cordial relationship with my co-workers.				
17.	Rewards given when a good job is done				
18.	Feeling of success in my present job.				

SECTION D: TYPE OF COMMITMENT TOWARDS YOUR WORK

Below are some statements aimed at finding out your true feelings and attitudes towards your job. Each item has four response levels as indicated below. Think carefully and tick (✓) the most applicable one to you in each item.

1. Very much agree
2. Agree
3. Disagree
4. Very much disagree

NO	ITEM	Very much agree 1	Agree 2	Disagree 3	Very much disagree 4
1.	I feel very happy to have been in this career				
2.	I would be very happy to spend the rest of my career in my present job.				
3.	I feel proud to associate my name with my present employers.				
4.	I enjoy discussing my present job with people outside of it.				
5.	I hate to hear people criticizing my present place of work.				
6.	I really feel as if problems attached to my job are my personal problems.				
7.	I think I cannot be easily attached to another job as I am to my present job.				
8.	I feel like a member of a family with other colleagues in my present job.				
9.	I can vouch that there is no place I can work happily as my present place of work.				
10.	I feel emotionally attached to my present job.				
11.	My present job has a great deal of personal meaning to me.				
12.	I feel a very strong sense of belonging to my employers.				
13.	I feel personally protected in my present place of work.				
14.	I can go to any length in protecting the interest of my present place of work.				
15.	I consider my present job not different from my personal enterprise.				

THANK YOU FOR YOUR PARTICIPATION IN THIS RESEARCH