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ASSESSMENT OF THE RELATIONSHIP BETWEEN FRINGE BENEFITS AND STAFF JOB SATISFACTION IN PUBLIC UNIVERSITIES IN OGUN STATE

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ABSTRACT

This study examined the relationship between fringe benefits and staff job satisfaction in Ogun State owned universities. One research question was answered and two hypotheses were tested. Ex-post facto type research design was used. The population of this study comprised 2311 academic staff of Tai Solarin University of Education (TASUED), Ijagun and Olabisi Onabanjo University, Ago-Iwoye, Ogun State. There are 516 academic staff in Tai Solarin University of Education (TASUED), Ijagun and 1795 academic staff in Olabisi Onabanjo University, Ago-Iwoye. Using simple random sampling technique, a total of 400 academic staff of Tai Solarin University of Education (TASUED), Ijagun and Olabisi Onabanjo University, Ago-Iwoye, Ogun State were selected. This represents 17.31% of the population. Meanwhile, a total of 150 academic staff were selected from Tai Solarin University of Education (TASUED), Ijagun and 250 from Olabisi Onabanjo University, Ago-Iwoye using stratified sampling technique. Two researcher's developed questionnaire; titled: Fringe Benefits Questionnaire (FBQ) and Job Satisfaction Questionnaire (JSQ) with 0.89 and 0.85 as reliability coefficient respectively were used for data collection. Descriptive statistics of mean and standard deviation were used for answering research question 1. Product Moment Correlation Coefficient (PPMC) was used for testing all the hypotheses of the study. The hypotheses were tested at 0.05 level of significance. The findings revealed that high volume of work, inadequate salaries, inadequate allowances, inadequate loans to facilities purchase of housing stands and cars and poor organization culture were among the challenges affecting staff job satisfaction in Ogun State owned universities. The findings revealed that retirement plans ($r = 0.161$, $P<.05$) and health insurance ($r = 0.253$, $P<.05$) directly related to staff job satisfaction in Ogun State owned universities. It was recommended that management must ensure that fringe benefits are geared towards the needs of staff and that reward schemes generally are clearly and visibly linked to performance.

Keywords: Fringe Benefits, Retirement Plans, Health Insurance, Staff Job Satisfaction.

Introduction

Background to the Study

A satisfied employee is likely to be motivated towards the accomplishment of set goal and objectives. Job satisfaction is the fulfillment a staff derives from day-to-day activities in his or her job. A staff that has high job satisfaction is perceived to have a high level of commitment to his or her work. Job satisfaction relates to staff perception of what he or she expects to get

from work and what he is actually getting from work.. Korlo and Akintunde (2016) stated that job satisfaction is a function of the extent to which a staff aspirations, desires and needs are met or satisfied on the job. However, staff who is happy or satisfied with his job generally has a sense of obligation to uplift the society that he belongs; whereas, one who is dissatisfied may exert a negative influence on the organisation. Job satisfaction denotes a worker's feelings, attitudes and perception about his work environment as well as his relationship with his fellow workers. Job satisfaction is a positive feeling about a person who is the result of a characteristic evaluation (Saari & Judge, 2014).

Nisar and Danish (2019) argued that staff job satisfaction is influence by fringe benefits. Fringe benefits according to them, is the remuneration provided by the employer to the individual employee or a pool of employees as a part of the organizational membership. Fringe benefits are paid to all the employees (unlike incentives which are paid only to the extra ordinary performers) based on their membership in the organization. Fringe benefits are indirect compensation because they are extended as a condition for employment. Fringe benefits made the major of organizations' compensation package. It is expressed that those organisations which provides attractive fringe benefits are a way forward from their competitors in the domain of recruiting talented workforce and retaining them in the long run. The prime advantage of the fringe benefits is encouragement and motivation of workers for an increased level of output and the higher coherence. Fringe benefits comprise the employee benefit programs including medical insurance, leaves, flexible working hours, good environment, among others (Nisar & Danish, 2019). Essentially, fringe benefits constitute indirect compensation as they are usually extended as a condition of employment and not directly related to performance of concerned employee. Fringe benefit is something of value apart from the agreed regular monetary payment of salaries and wages given to an employee by an employer (Ayeniyo, 2015). According to Ayeniyo (2015), fringe benefits are forms of supplementary compensation that can provide mutual advantages to both the employers and employees in terms of increased productivity, job satisfaction and improved standard of living. Fringe benefits encompass a broad range of benefits; other than wages and salaries that organizations provide for their employees. Among others, they include worker's compensation in form of social security and unemployment insurance, housing (employer-provided or employer-paid), group insurance (health, dental, life etc.), disability and income protection, retirement benefits, day-care, tuition reimbursement, sick leave, vacation (paid and not paid), profit sharing, fund for education and other specialized benefits (Ayeniyo, 2015). They are offered to employees at the discretion of the management. Others include free or subsidized transportation, salary advance, employee stock-ownership scheme, performance awards and prizes, provision of lunchroom, payment of company-picnic, among others. The purpose of fringe benefits is to increase the economic security of staff members and in doing so, improve workers' job satisfaction.

Statement of the Problem

Universities in Nigeria are losing their staff at a rate that should give concern to all the responsible authority for staffing in the universities and in fact to the nation as whole. Nowadays, university staff not only transfers from one university to another in large numbers within and outside the country, but they also leave their jobs in the universities for the industries and the private sectors where they are well catered for. Some prefer political appointments to their academic positions and leave at the earliest opportunity. The result, of

course, is that there is a great depletion of the academic staff and a shortage in vital areas to the extent that some important departments of a university may lose their viability. One is immediately tempted to suspect that this attrition in university staffing may be related to a lack of satisfaction on the part of the university staff. This prompts this study to examine the relationship between fringe benefits and staff job satisfaction in Ogun State owned universities.

Purpose of the Study

The main purpose of the study was to examine the relationship between fringe benefits and staff job satisfaction in Ogun State owned universities. Specifically, the study examined the:

i. challenges affecting staff job satisfaction in Ogun State owned universities.
ii. relationship between fringe benefits and staff job satisfaction in Ogun State owned universities.

Research Question

i. What are the challenges affecting staff job satisfaction in Ogun State owned universities in Ogun State owned universities?

Hypotheses

Ho_1: There is no significant relationship between retirement plans and staff job satisfaction in Ogun State owned universities.
Ho_2: There is no significant relationship between health insurance and staff job satisfaction in Ogun State owned universities.

Maslow Hierarchy of Needs Theory

Maslow's hierarchy of human needs is one of the motivational theories associated with Abraham Maslow in 1943, a psychologist by profession. The theory is also a content theory of motivation which focuses on the factors within persons that starts, energizes, direct, maintain and stop behaviour. It can motivate or discourage human behaviour in the sense that its positive influence causes satisfaction while its' negative influence cause dissatisfaction and causes one to react either positively or negatively. It embraces all factors in an employee's development to accomplish personal as well as organizational goals. Motivation is the process of influencing or stimulating a person to take action that will accomplish desired goals. However, career development and fringe benefits as subset of motivation is a way of encouraging staff in the occupation and involves the perceptions, variables, methods, strategies and activities used by the management for the purpose of providing a climate that is conducive to the satisfaction of the various needs of the employees, so that they may become satisfied, dedicated and effective in performing their task.

In tertiary education, lecturer should be motivated in order to boost their productivity, effectiveness, efficiency and dedication in performing their task, which will enhance quality assurance, quality education and quality instructional delivery in the educational system. This will also enhance the achievement of educational objectives (Obi, 2013). This author opined that lecturer motivation relates to a purposive and goal-directed behaviour, performance and attitudes towards work. It includes considering such factors as the physiological, psychological and environmental differences of individual employees. It also leads to job satisfaction which is defined as the feelings (either good or bad) one has about his/her work

and the work environment Obi (2013) pointed out that Maslow postulated five basic human needs which is arranged according to levels of importance or hierarchy including: starting with the lowest (most basic need) – physiological, safety and social needs and the higher needs- ego or esteem need and self-actualization.

Physiological needs consists of the need for basic biological needs which includes the need for food, water, air, sexual gratification and other primary needs such as shelter, clothing, etc. When the physiological needs a not satisfied, no other need will serve as a basis for motivation. Once they are satisfied, then newer needs emerge. In the school system, the salary one earns enables him to satisfy this needs but if unfulfilled then results to dissatisfaction which affects productivity and quality performance in the work place. Safety needs emerge once the physiological needs have been achieved. This includes the need for security, safety, protection against danger and accidents (threats, deprivation, psychological harm, economic disaster) and stability in the physical and internal events of day to day life. In the school, teachers want to have the feeling that their job is secured and accommodation also secured. When such is lacking, threatens their performance and work commitment.

Obi (2013) observed that this need are often met in the educational institutions by granting lecturer such programmes like fringe benefits, promotion, retirement or pension schemes, insurance benefits, welfare benefits, free medical and health services, job security and safe working conditions. If the physiological and safety needs are satisfied then the social needs need emerges. Social needs include the need for love, affection, companionship, acceptance and friendship, sense of belongingness in one's relationship with others. In the school, social needs of teachers are usually satisfied if informal group and lecturer participation in decision making is encouraged, membership in groups also encouraged and proper delegation of duty. Once found lacking or not satisfied, affects their psychology/mental health resulting to absenteeism, poor performance, low job satisfaction and emotional breakdown. Ejiogu (2013) emphasized on the need to maintain a democratic atmosphere in the school since lecturer are by and large sensitive human beings and professionals who in most cases, can do their jobs satisfactory without too much bossing. What teachers actually want is to provide a working climate that will help them do their jobs better and an opportunity for professional advancement and the satisfaction of their needs within the school organization. When the lower needs have been satisfied then the higher need emerge as Maslow postulated. The higher needs include: the ego or esteem needs involving the need for respect, prestige, recognition, self esteem, status, personal sense of competence, and the self actualization needs involving the need for growth, achievement, advancement and to fulfill one's self.

For lecturer esteem needs to be satisfied in the school will involve delegating duties to the lower rank with freedom to exercise power to an extent by high officers; recognition of teachers capabilities and competence; job title and responsibilities; performance recognition through financial benefits or merit pay, praise and commendations. The inability for teachers to fulfill the social needs amounts to the feeling of discouragement and dissatisfaction towards their job. While the fulfillment of these social needs leads to the feeling of worth, adequacy and self-confidence resulting to commitment, proper dedication to duty and increase in performance. However, to fulfill lecturer self-actualization needs will entail allowing them become more and more what one is capable of becoming or creative becoming as highlighted by Ejiogu (2013). This will involve organizing staff training, retraining and development

programmes through long-term and short-term courses in their respective academic areas, seminars, workshops and conferences; and scholarship awards to teachers especially those with high performances. When all the motivational needs of teachers are fulfilled, it influences their quality performance and output coupled with guaranteeing quality assurance in the educational system.

Herzberg Theory of Motivation

According to Ejiogu (2013) Herzberg motivational-hygiene theory emerged as a result of an investigation into the causes of job satisfaction and dissatisfaction of engineers and accountants in Pittsburgh in the United States of America by Herzberg and his associates-Mousner and Snyderman in 1959. It is also one of the content theories whose basic tenet is that there is qualitative difference between those factors which relate to a person's job satisfaction and those associated with job dissatisfaction. However, Obi (2013) asserted that some factors which he called dissatisfies negatively influenced workers efficiency, productivity and performance in an organization including the school; whereby the satisfiers influenced motivation and job satisfaction and such include: workers achievement, promotion (advancement) responsibility, the work itself, possibility of personal growth while factors such as workers salary, status, job security, working condition, company policy and administration, supervision, interpersonal relationships with superiors, subordinates and peers; if negatively applied caused dissatisfaction in the teachers and affected their productivity and performance.

In the school, factors which can lead to job satisfaction are known as motivators or satisfiers e.g. recognition in work place, job enrichment, advancement and achievement while such factors which can lead to job dissatisfaction are known as hygiene factors e.g. company policy and administration, strict supervision, interpersonal relations and bad working conditions. Lecturer should be given such motivational factors (satisfiers) that will positively influence their performance, competence and productivity which will enhance quality assurance in the educational system. When the motivational factors are present and applied in a positive direction in a job situation, employees will experience the feeling of satisfaction but if absent workers will experience dissatisfaction.

Fringe Benefits

According to Erbasi (2016), fringe benefits includes benefits and services, being a part of wage and salary administration, include all expenditure incurred to benefit employees over and above regular wages and direct monetary incentives related to output. Erbasi (2016) also defined fringe benefits as compensation in addition to direct wages or salaries, such as company car, house allowance, medical insurance, paid holidays, pension schemes, subsidized meals. Some fringe benefits are regarded part of a taxable income. According to Ayeniyo (2015), fringe benefits are wide range of benefits and services that employees receive as an integral part of their total compensation package. Essentially, fringe benefits constitute indirect compensation as they are usually extended as a condition of employment and not directly related to performance of concerned employee. Fringe benefit is something of value apart from the agreed regular monetary payment of salaries and wages given to an employee by an employer. Fringe benefits are forms of supplementary compensation that can provide mutual advantages to both the employers and employees in terms of increased productivity, job satisfaction and improved standard of living (Ayeniyo, 2015).

Fringe Benefits mean any benefit provided or deemed to be provided by reason of an employment or office. The basis for the taxation of fringe benefits is article 4(1)(b) of the Income Tax Act, which applies to all gains or profits derived from an employment or office, regardless of whether they are received in cash or in kind and whether they are received in terms of the normal conditions of the contract of service or by way of a special or ex gratia allowance (Nava-Macali, Nava-De & Emma, 2019). Similarly, when a payment or other benefit represents a reward for services rendered by a person it is taxable not only when it is provided directly from the employer to the employee but also when it is provided indirectly, that is either by third parties or to third parties. Although fringe benefits have the nature of normal income they have certain characteristics which warrant special regulation that seeks to: ensure that no doubts are raised as to the taxation of fringe benefits, establish in which circumstances and to what extent are benefits to be treated as fringe benefits, determine their value, and provide for the manner in which the Final Settlement System is to apply to fringe benefits (Nava-Macali, Nava-De & Emma, 2019). Once fringe benefits are taxable in the same way as normal salaries and wages, an employer who incurs a cost in providing fringe benefits may claim that cost as a deduction from his income to the same extent as he would qualify for a deduction in terms of the normal provisions of the Income Tax Acts had he paid, instead, normal wages (Nava-Macali, Nava-De & Emma, 2019).

Job Satisfaction

According to Kaya and Belgin (2014), job satisfaction is employees' feelings concerning their jobs. Job satisfaction is hence a function of the perceived relationship between employees' anticipations in relation to the job and what they in fact gain from that job, as well as the meaning or value that employees attribute to their job. Job satisfaction commonly expresses employees' emotional (both positive and negative) reactions towards their job (Koroglu, 2017). However, job satisfaction can be related to two factors in a general perspective. First one is about a person's personality, emotions, thoughts, desires and needs and their intensity. It may be referred to as their physical, psychological and security requirements and primary situations. The second factor affecting the satisfaction is the conditions towards the job; the physical and psychological conditions towards the job and the extent to which these conditions meet the person's expectations. Certainly, parallel to the size of the extent to which the conditions meet the expectations, satisfaction also increases (Kaya & Belgin, 2014).

Job satisfaction entails the ability of employers to be able to provide workers with the conditions that will make them more efficient and active in their place of work with the view to improving their productivity level. According to Dabo (2016), the more the needs of workers are satisfied within an organization, the more they are motivated to work. He added that a satisfied worker operates at two levels of satisfaction, namely his own needs satisfaction and the satisfaction of the needs of the organization. Dabo (2016) also posited that job satisfaction has to do with a high level of emotional stability of an individual in his job such that his morale is also high and consequently he aspires to do more towards the achievement of organizational goals. Job satisfaction refers to a pleasurable and positive emotional state resulting from the appraisal of one's job experiences. Job satisfaction is the totality of an individuals' psychological, social and physical well – being with regard to his work and job performance. Therefore, since teachers' job satisfaction is a major determinant factor for teachers' motivation, it is obvious therefore that motivation and job satisfaction are unseperatable. They influence the achievement and transformation of educational objectives

and goals (Koroglu, 2017). If job satisfaction is indeed a measure of the ability of the organization to satisfy individuals' expectations and the degree to which it is able to reward productivity, then the falling standard of education in Nigeria has proved the fact that teachers in the country are not satisfied with their job. Dabo (2016) reported that due to low level of motivation, there is high exodus from the teaching profession in Nigeria at all levels. However, poor job satisfaction and transformation of secondary education in Nigeria is attributed to among other reasons (Koroglu, 2017).

Related Literature

Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2017) showed that a greater proportion of the academic staff was not satisfied with their jobs. Reasons for dissatisfaction include high volume of work, inadequate salaries, allowances, loans to facilities purchase of housing stands and cars. Nisar and Danish (2019) showed positive and significant relationship of Recreation Leaves and Health protection benefits on job satisfaction whereas in case of flexible working hours, the relationship seems to be insignificant. Ayeniyo (2015) explored the relationship between administration of fringe benefits and employees' commitment to the service of Lagos State Government, Nigeria and revealed that provision of transportation scheme ($r=0.974$; $p\leq0.05$), provision of medical services ($r= 0.982$; $p\leq0.05$) and official quarters ($r= 0.431$; ≤0.05) were the correlates of workers' commitment to service. Iyida (2015) revealed among other things that increase wage in the Federal Ministry of Transportation enhance the productivity of workers to a large extent thereby affecting their attitude to work.

Research Methodology and Design

The study used descriptive research design of ex-post facto type. This is a research design that finds the influence of independent variables on dependent variable after an action or event has already occurred. The design was used to examine career development and fringe benefits as correlates of staff job satisfaction in Ogun State owned universities. The population of this study comprised 2311 academic staff of Tai Solarin University of Education (TASUED), Ijagun and Olabisi Onabanjo University, Ago-Iwoye, Ogun State. There are 516 academic staff in Tai Solarin University of Education (TASUED), Ijagun and 1795 academic staff in Olabisi Onabanjo University, Ago-Iwoye. Using simple random sampling technique, a total of 400 academic staff of Tai Solarin University of Education (TASUED), Ijagun and Olabisi Onabanjo University, Ago-Iwoye, Ogun State were selected. This represents 17.31% of the population. Meanwhile, a total of 150 academic staff were selected from Tai Solarin University of Education (TASUED), Ijagun and 250 from Olabisi Onabanjo University, Ago-Iwoye using stratified sampling technique. The study used 2 types of researcher's developed questionnaire; titled: Fringe Benefits Questionnaire (FBQ) and Job Satisfaction Questionnaire (JSQ). These questionnaires requests responses on a four (4) – point scale format which was modification of 5-point Likert scale. The responses rating scales are as follows: High Extent (HE), Extent (E), Low Extent (LE) and Not Extent (NE). Each of the questionnaires will be divided into 2 sections of A and B. Section A focused on demographic characteristics of the respondents and section B based on the fringe benefits and job satisfaction respectively.

The initial draft of the questionnaire was subjected to content validity by the experts All the issues raised were dully attended to, in order to ensure its content, construct, and criterion validity. In order to ensure the reliability of the instrument, a test-retest study was carried out among 15 lecturers' who were not part of the study sample size. Pearson Product Moment Correlation

(PPMC) was used for testing the reliability coefficient with the view to ascertain whether the instrument is reliable or not. The reliability coefficients of the instrument are 0.89 and 0.85 for FBQ and JSQ respectively. This implied that the instruments are reliable and can elicit required data for the study. Primary method of data collection was used through the researcher self developed questionnaire (FBQ) and (JSQ)). The researcher personally administered the questionnaire to the respondents with the help of research assistants. Descriptive statistics of mean and standard deviation were used for answering research question 1. Product Moment Correlation Coefficient (PPMC) was used for testing all the hypotheses of the study.

Results and Discussion of Findings

Descriptive Analyses of the Research Questions

Research Question 1: What are the challenges affecting staff job satisfaction in Ogun State owned universities in Ogun State owned universities?

Table 4.1: Mean and standard deviation responses on the challenges affecting staff job satisfaction in Ogun State owned universities in Ogun State owned universities

S/N	Items	Mean	SD
1.	High volume of work	3.75	.569
2	Inadequate salaries	3.49	.645
3.	Inadequate allowances	3.53	.621
4.	Inadequate loans to facilities purchase of housing stands and cars.	3.55	.683
5.	Poor organization culture	3.54	.624

Source: Survey Finding, 2023

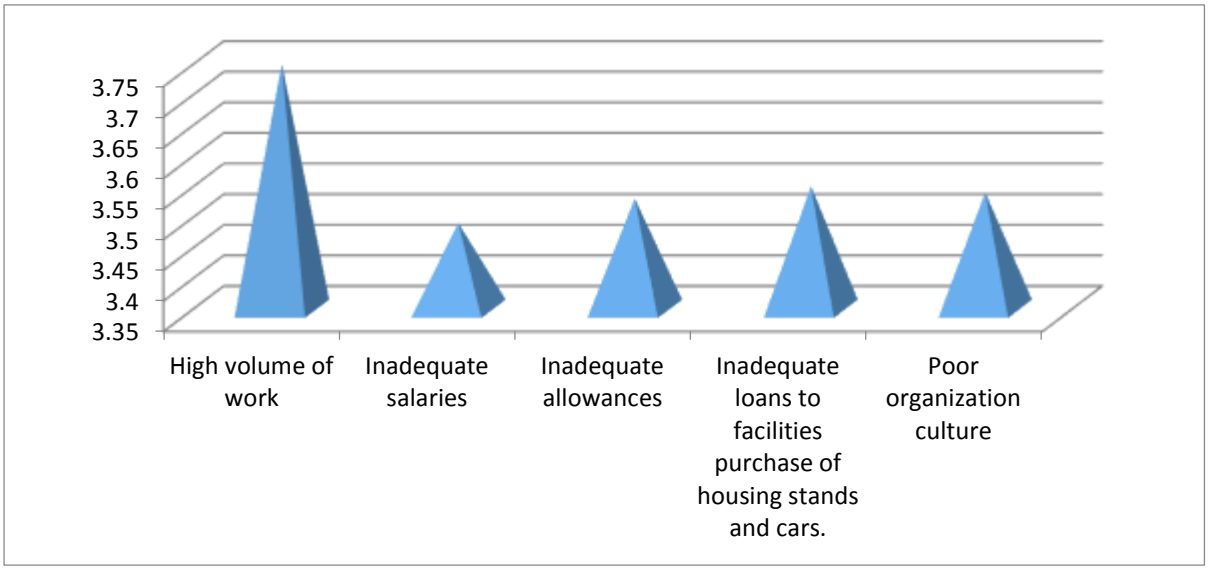


Figure 4.1: Bar-chart showing challenges affecting staff job satisfaction in Ogun State owned universities in Ogun State owned universities

Table 4.1 indicated that high volume of work (3.75 > 2.50), inadequate salaries (3.49 > 2.50), inadequate allowances (3.53 > 2.50), inadequate loans to facilities purchase of housing stands and cars (3.55 > 2.50) and poor organization culture with the mean value of (3.54 > 2.50) were

among the challenges affecting staff job satisfaction in Ogun State owned universities in Ogun State owned universities.

Test of Hypotheses

Ho_1: There is no significant relationship between retirement plans and staff job satisfaction in Ogun State owned universities.

Table 4.2: Relationship between retirement plans and staff job satisfaction in Ogun State owned universities

Variables	N	Mean	SD	df	r-value	p-value
Staff job satisfaction	400	48.2275	7.23994	3	.161	0.000
Retirement plans		43.2975	3.62655			

Source: Field Survey, 2023

Table 4.2 revealed that there was significant relationship between the independent variable (retirement plans) and the dependent variable (staff job satisfaction) in the order of ($r = 0.161$, $P<.05$). On this premise, the null hypothesis was hereby rejected and the researcher concluded that there was significant relationship between retirement plans and staff job satisfaction in Ogun State owned universities.

Ho_4: There is no significant relationship between health insurance and staff job satisfaction in Ogun State owned universities.

Table 4.3: Relationship between health insurance and staff job satisfaction in Ogun State owned universities

Variables	N	Mean	SD	df	r-value	p-value
Staff job satisfaction	400	48.2275	7.23994	3	.253	0.000
Health insurance		22.1502	2.95821			

Source: Field Survey, 2021

From Table 4.3, it was observed that there was significant relationship between the independent variable (health insurance) and the dependent variable (staff job satisfaction) in the order of ($r = 0.253$, $P<.05$). On this premise, the null hypothesis was hereby rejected and the researcher concluded that there was significant relationship between health insurance and staff job satisfaction in Ogun State owned universities.

Discussion of Findings

The study findings revealed that high volume of work, inadequate salaries, inadequate allowances, inadequate loans to facilities purchase of housing stands and cars and poor organization culture were among the challenges affecting staff job satisfaction in Ogun State owned universities. These findings correlate with Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2017) who determine the factors affecting job satisfaction among academic professionals in tertiary institutions of Zimbabwe and they found that greater proportion of the academic staff was not satisfied with their jobs because of some factors such as high volume of work, inadequate salaries, and allowances among other.

There was significant relationship between retirement plans and staff job satisfaction in Ogun State owned universities. These findings correlate with Adeleke (2014) investigated monetization of fringe benefits and workers commitment at Adekunle Ajasin University, Ondo State. Their findings revealed that commitment results from interplay of factors such as appreciation of currency, improvement of working conditions and workers participation in decision-making at all level.

There was significant relationship between health insurance and staff job satisfaction in Ogun State owned universities. These findings correlate with Nisar and Danish (2019) investigated the relationship between fringe benefits and employee's job satisfaction. Their findings showed positive and significant relationship of recreation leaves and health protection benefits on job satisfaction whereas in case of flexible working hours, the relationship seems to be insignificant. Through results, it may be concluded that if a good number of leaves and a good health protection plan is provided by the employer, the employees tend to be more satisfied and committed towards their job.

Conclusion

Having examined the relationship between fringe benefits and staff job satisfaction in Ogun State owned universities, the study concluded that retirement plan and health insurance are indicators government can used to promote staff job satisfaction in university system.

Recommendations

The following recommendations are provided for the study based on the findings:

1. The university management should expose the Staff to opportunities for specialty courses of instruction in their various administrative capacities as they are essential in the improvement of the staff job satisfaction which in turn will transform into remarkable organisational performance.
2. Management should not relent in contributing to career growth of the Staff by providing abundant opportunities for self-development, advancement, structured learning; funding career development programmes; providing incentives to those who endeavour career development like promotion upon completion.
3. It is recommended that university management should look into the salaries and wages of their staff with the view of improving it. It is also recommended that the management of universities should review the salaries and wages (pay) of their staff upward based on the federal government labour law.
4. Management must ensure that fringe benefits are geared towards the needs of staff and that reward schemes generally are clearly and visibly linked to performance.
5. It is further recommended that the university management should provide a comfortable working environment without any threat of job loss either presently or in the near future. This means that staff should have the assurance of continuing with their job for a long time.
6. The issue of staff job satisfaction is often linked to both financial and nonfinancial rewards. Therefore, university management are encouraged to provide fair rewards to their workers, as happy workforce tends to work hard by putting in their best to achieve organizational goals.

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