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**Job Satisfaction and Attitude to Work of Cross  
River State College of Education Staff**

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### **Abstract**

*This study investigated the relationship between job satisfaction and attitude to work of staff in Cross River State College of Education, Akamkpa. The study went on to find out the relationship between job satisfaction and attitude to work due to gender of Cross River State College of Education staff. Two research questions were formulated. A questionnaire was constructed and used for data collection. To answer the research questions two hundred and ten (210) staff of the College sampled and used. A correlational design was used for the study. The data for the research questions were analysed using correlation coefficient analysis. The findings of the study showed that job satisfaction has low relationship with attitude to work. Also job satisfaction and attitude to work have low relationship as a result of male staff and moderate relationship as a result female staff. The implication of these findings is that any staff whose attitude to work has been changed should not be attributed to job satisfaction.*

### **Introduction**

The success of any establishment or school is determined by the outcome of its workers' productivity. This in turn is determined by a number of psychosocial factors interacting within the establishment. Some of the research findings such as the survey study carried out by Ross (1999) said that a person's job satisfaction had relationship with his/her attitude to work positively or negatively.

Barnard (2001) had identified job satisfaction to organization as: (a) the motivation to join and stay in the organization and (b) the motivation to work hard and well within the organization. Job satisfaction was found to be important though it has indirect influence on organizational productivity by reducing costs associated with subject employee behaviours such as absenteeism and turnover.

In survey research work carried out by Lambert, Paoline and Hogan (2007) on gender similarities and differences in correctional staff work attitude in Florida. The study surveyed correctional staff at a Midwestern high security state prison in all 2000 in order to determine

whether male and female correctional staff differed in their perceptions of the work environment as well as their general attitudes toward their jobs. The results indicated gender differences in perceptions of dangerousness, role ambiguity, role conflict, input into decision-making, job autonomy, supervision, punishment ideology, and job satisfaction. However, after controlling for age, race, education, position, tenure and supervisory status, only dangerousness and job satisfaction remained statistically significant. That is women viewed the occupational environment as less dangerous and were also more satisfied with their jobs. But men and women were more similar than similar in their work perceptions and attitudes. In this sense gender differences or unique inabilities to deal with correctional work by females was not noted.

### **Statement of the Problem**

The general concern of staff in Cross River State College of Education is to work effectively so as to produce efficient manpower. This lopsided development of manpower in the College might not be unconnected with the inability of the staff to effectively handle their duties. To this end staff in the College cannot be said to have fully achieved success in their day – to – day activities. This inability and ineffectiveness of the staff to perform well in their jobs because of job satisfaction have manifested on their behaviours towards their duties.

It is against this problem stated above that the present study sought to find out whether any relationship exists between job satisfaction and attitude to work of Cross River State College of Education staff.

### **Purpose of the Study**

The study is to find out the relationship between job satisfaction and attitude to work of Cross River State College of Education staff. Specifically the study investigated whether there is any relationship:

1. between job satisfaction and attitude to work of Cross River State College of Education staff.

2. between job satisfaction and attitude to work of male staff of Cross River State College of Education.
3. between job satisfaction and attitude to work of female staff of Cross River State College of Education.

### **Research Questions**

The following research questions have been posed to guide the study.

1. Is there any relationship between job satisfaction and attitude to work of Cross River State College of Education staff?
2. Is there any relationship between job satisfaction and attitude to work due to gender of Cross River State College of Education staff?

### **Hypotheses**

The following hypotheses have been formulated to guide the study.

1. There is no significant relationship between job satisfaction and attitude to work of Cross River State College of Education staff.
2. There is no significant relation between job satisfaction and attitude to work due to gender of Cross River State College of Education staff.

### **Conceptual Issues**

#### **Concept of Job satisfaction**

Job satisfaction had been widely studied over the years. Tziner and Vardi (1994) looked at job satisfaction as an affective response or reaction to a wide range of conditions or aspects of one's work such as pay, supervision, working conditions, and/or the work itself. Others defined it as an affective orientation towards anticipated outcome or a statement to describe the feelings of employees about their work (Arches, 1991). This statement expresses the gap between what individuals feel they should receive from their work (ideally speaking) and what they derive from the actual situation. A sense of satisfaction

or its absence is thus an individual's subjective, emotional reaction to his or her work (Abu-Bader, 1998).

Locke (2002) viewed job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction represents an interaction between employees and their work environment by gauging the congruence between what employees want from their jobs and what employees felt they received.

### **Concept of Attitude to Work**

Work attitudes are psychological states of how employee feels over all about his/her work experience. Attitude to work may then mean a state of mind or body favourable or unfavourable towards that particular work.

Two theoretical models have guided a majority of the research on assessing views, attitudes, and behaviours of female and male correctional staff. The first Model is the Importation Differential Experience Model (Britton 1997). The main premise of this model is that a wide array of demographic factor may take precedence over all others. For example, the Gender Model postulates that men and women are socialized differently, and this results on different perception and attitudes (Jurik and Halemba, 1984). This leads men and women to differ in their levels of job satisfaction, organizational commitment, and perceptions of the organization.

The second Model is referred to as the "Work Role – Prisonization Model" where the correctional work environment helps shape employee's perceptions, views, attitudes and behaviours, regardless of individual characteristic (Jurik and Halemba, 1984). Under the work Role Prisonization Model, if opportunities are relatively equal, environment will transcend gender in terms of shaping correctional employees' perceptions and attitude (Kanter, 1997).

### **Job Satisfaction and Attitude to Work**

Ngwu (1994) carried out a descriptive survey study on the relationship between job satisfaction and attitude to work of teachers in Calabar Municipality. A structured and open –respondents, using 300 respondents and correlation co-efficient statistical analysis revealed that there is no significant relationship between the job satisfaction and attitude to work of teachers. Emphasizing the importance of attitude, Lowe’s (1997) survey study of 12 students of Alberta, Canada on attitude and goal attainment, a 100 item questionnaire was constructed and administered on 12 students of the area. A t-test statistical analysis was used to find the differences. He found that attitude is a key factor in goal attainment. Therefore, a worker’s attitudinal disposition can positively or negatively affect his job. Some workers have attitude to work that lead them to job commitment, while other’s attitudes lead them to non – commitment. A worker’s attitude to his work, to a large extent, depends on his job satisfaction. Where there is a fit between the job satisfaction and work environment, a positive attitude is likely to manifest and vice versa.

Barber (1986) and Greenberger, Hamill and Payne (1989) in their survey research work on gender and job satisfaction on whether there is any gender differences in job satisfaction, found no significant job satisfaction relationship between male and female human service workers. A questionnaire containing 60 items was constructed and administered on 100 subjects. These findings were supported by Rentner and Bissland’s (1990) study, which failed to detect differences between male and female public relations workers regarding their overall work satisfaction.

### **Methodology**

The design of the study was survey design. That is correlation coefficient. The area of the study was Cross River State College of Education, Akamkpa. The population was four hundred (400) staff of the College. A simple random sampling was used to select two hundred and ten (210) staff of the College as the sample for the study.

Out of this number, one hundred and forty eight (148) were males and sixty two (62) were females. The instrument for gathering data was a questionnaire constructed by the researchers. The data collected were analysed using correlation coefficient.

### **Results**

**Table 1:** Correlation coefficient between job satisfaction and attitude to work of Cross River State College of Education staff

		J	A	N	Sig
Pearson correlation	J	1.000	.402	210	
	A	.402	1.000	210	0.000

The data in table 1 affirmed that the correlation coefficient between job satisfaction and attitude to work was 0.402. The value indicated a very low relationship between job satisfaction and attitude to work of the College staff. The implication is that when working conditions are made favourable there would be no change in attitude to work by the staff of the Cross River State College of Education, Akamkpa.

**Table 2:** Correlation coefficient between job satisfaction and attitude to work of male staff of Cross River State College of Education

		J	A	N	Sig
Pearson Correlation	J	1.000	0.393	148	
	A	0.393	1.000	148	0.000

The data in table 2 above affirmed that the correlation coefficient between job satisfaction and attitude to work of male staff of Cross River State College of Education was 0.393. This value indicated a low relationship between job satisfaction and attitude to work of male staff of Cross River State College of Education. The implication is

that the attitude to work of male staff of Cross River State College of Education will not be changed by their job satisfaction.

**Table 3:** Correlation coefficient between job satisfaction and attitude to work of female staff of Cross River State College of Education

	J	A	N	Sig
Pearson Correlation	J	1.000	0.562	62
	A	0.562	1.000	62
				0.000

Data in table 3 affirmed that the correlation coefficient between job satisfaction and attitude to work of female staff of Cross River State College of Education was 0.562. This value indicated a moderate relationship between job satisfaction and attitude to work of female staff of Cross River State College of Education. Generally, the relationship between job satisfaction and attitude to work of female staff of Cross River State College of Education was 0.562, was higher when compared with the male staff 0.393. The implication is that in an organization where working conditions like better salary package, allowances and office accommodations are e provided there is always positive attitude to work shown by female staff than the male staff of Cross River State College of Education.

### Discussion

The result of the study showed that there is low relationship between job satisfaction and attitude to work of Cross River State College of Education staff. This is to say that a staff that is paid all the entitlements due to him or her would be happy and may possibly put in his or her best in the job. Contrary, a staff who does not benefit from these entitlements would more or less withhold his or her effort for the work. This is because the staff may develop attitudes: such as lateness, truancy and begrudge management for denying him or her of what he/she thinks is his/hers. He or She may report to work but spend time doing something else instead of the work schedule. The result of the present study may also be attributed to the fact that most staff who



carried out their duties are denied decent, conducive, well furnished office as well as made to share office space with others, prompted staff to change to change their attitude to work. The change of attitude to work by staff indicates that the required conditions are not met which would have made the staff to be satisfied.

The outcome of this study further lays credence to the work by Lowe's (1997) who is also convinced that workers attitude to work to a large extent depends on his job satisfaction. On the contrary, Ngwu's (1994) said that there is no significant relationship between job satisfaction and attitude to work. That is to say worker's satisfaction or dissatisfaction does not overtly or covertly bring change in his or her attitude to work.

Hence, Cross River State College of Education staff need to be paid their entitlements due to them, decent and conducive, well furnished offices.

The result of another findings showed that the male staff of the College job satisfaction has low relationship with their attitude to work. Also the female staff job satisfaction has a moderate relationship with their attitude to work. This means that the relationship between job satisfaction and attitude to work of male and female staff is different. The female staff job satisfaction affects their attitude to work more than the male staff. Generally, the findings showed that the job satisfaction of female staff have moderate relationship with their attitude to work, which means job satisfaction will enhanced attitude to work in female staff of Cross River State College of Education, Akamkpa.

Actually, in the absence of these present result one would have predicted that job satisfaction would ordinarily engineered a positive change in attitude to work by either male or female staff of Cross River State College of Education. The results rather revealed that job of female staff of the College has moderate relationship with their attitude to work, which is in disagreement with the findings of Barber (1986) and Greenberger, Goldberg, Hamil, O'Neil and Payne (1989)

who said that there is no significant job satisfaction relationship between male and female human service workers.

However, this study has been able to find out that female staff of Cross River State College of Education, Akamkpa has moderate relationship in terms of job satisfaction and attitude to work.

### **Conclusion**

One obvious approach to attitude to work is through job satisfaction. There is sufficient evidence that an establishment that posts better job satisfaction is the most sought for by potential workers. Good working conditions attract and retain better workers. It is an indisputable fact that the success of any establishment or industrial organization lies in its human resources. The efficiency and effectiveness of the production process depends primarily in the ability, job satisfaction and attitude to work of employees. In conclusion therefore, the attitude to work of Cross River State College of Education staff may not be affected by their job satisfaction. Also attitude to work of the male and female College staff may not have any relationship with their job satisfaction.

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