

Discrimination and Job Demands as Predictors of Job Satisfaction among Higher National Diploma Holders in the Kwara State Civil Service

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Abstract

This study examined the influence of discrimination and job demands on the job satisfaction of HND holders in the Kwara State Civil service, Ilorin. The study utilized a cross-sectional survey design using multi-sampling technique. A total of two hundred and forty-four (244); with 112 males and 132 females HND holders were sampled. Discrimination Scale (Sanchez and Brock (1996), Job Demand Scale (Kuper and Marmot, 2003) and Job Satisfaction Scale (Macdonald, 1997) were used to collect data to test the hypotheses which were analysed using T-test, Regression and correlation was employed to assess job satisfaction. Results indicate that job discrimination significantly predicted job satisfaction $t(247) = 2.711$; $P < .01$). Sex, age, profession, marital status, cadre and length of service jointly predicted job satisfaction ($R = .529$; $R^2 = .280$; $F(6,241) = 15.630$; $P < .01$). There is significant relationship between job demand, job discrimination and job satisfaction at ($P < .05$). Job discrimination and job demands were important factors influencing job satisfaction among HND holders in the Kwara state Civil Service, Ilorin. It is therefore recommended that, Government should regularize the disparity between degree and HND holders, to put an end to the discrimination being experienced by the HND holders at work as this will improve their job satisfaction.

Keywords: Discrimination, Job Demand, Job Satisfaction and HND

Introduction

Individuals' feelings and reactions towards their jobs, workplace or fellow employees is a function of many factors which could be personal, social or environmental. However, employees may feel more negatively than positively about their jobs when certain issues premising on employment policies and work environment and not the individual are the causes. Job satisfaction is the most widely researched job attitude and among the most extensively researched subjects in industrial sector (Judge and Church, 2000). Several factors can influence a person's level of job satisfaction and apart from the demands on him/her and discrimination which may psychologically make a worker not to be comfortable on a job, such as issues of pay level and benefits, the perceived fairness of the promotion system within the organization, the quality of work conditions, and job demand of worker (Landy, 1978). It has been discovered that when people are not satisfied in the workplace, such organization experienced faking illness, absenteeism, tardiness and working late to avoid responsibilities (Bernstein and Nash, 2008).

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or one (Lucke, 1976). Also, Huling and Judge (2003) gave a more recent definition that job satisfaction includes multidimensional psychological response to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional feeling), and behavioural component. Locke (1976), also described job satisfaction as "a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job, and an attitude formed towards one's job". Hoppock (1935) found that there are two types of job satisfaction based on the level of employees' feelings about their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job."). The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage."). In reality, employees are more satisfied when they enjoy the environment in which they work (Berry, 1997). In Nigeria, the HND degree holders have always expressed feelings of dissatisfaction towards the government, their employers and their university degree holders as a result of discrimination with respect to matter of placement and remuneration in the labour market (24th July, The Guardian). The feeling of satisfaction about one's job is very key to employees' performance and organizational productivity (Cole and Cole, 2005). Job satisfaction is therefore a key part of employees' life especially when it begins to affect his/her wellbeing (Cascio, 1986).

Discrimination in workplace is the unfair and negative treatment of workers or job applicants based on personal attributes that are irrelevant to job performance" (ILO, 2003). Workplace discrimination is related to race, colour, national origin, qualification etc. An individual can already be discriminated against even before he or she sets foot in the workplace (Locke, 1976). The International Labour Organization explained discrimination as a social issue that refers to treatment taken toward or against a person of a certain group that is, taken based on class or category and continue to persist in various areas of life (ILO, 2003). Therefore, an individual's perception that he or she is treated differently or unfairly or mistreated because of his or her group membership and when individuals feel they are mistreated because of their group membership, they often feel discriminated against, alienated and angry, which can result in negative work-related behaviours (Locke, 1976). Though, Title VII of the Civil Rights Act of 1964 says that no person employed or seeking employment by a business with more than 15 employees may be discriminated against due to his or her race, color, religion, sex, or national origin but funny enough discrimination in the workplace is lingering in the labour market. This discrimination has always led to variance in remuneration package, job specifications and job responsibilities and demands.

Job demands are related to structural, physical, and emotional working conditions. Structural demands include unsupportive management practices, particularly those related to staffing, scheduling, and shift rotation. Physical demands are related to quantitative workload. Emotional demands include stress related to interpersonal relationships with co-workers, supervisors, residents, and residents' family members (Elijah, 2013).

According to Child Right Act (2003), Education in Nigeria is ordinarily expected to be a right of every child but the contrary is the situation and for the few who decided to sacrifice whatever they have to acquire this education, the challenges encountered in the process are daunting. For example, the number of approved universities are not adequate to cater for the number of qualified students that seek admission into them hence the need to find other alternatives (National Policy on Education, 2004). According to the National Policy on

Education (NPE) (2004) that established the polytechnic education, it stated that in pursuance of government goals on adequate education that leads to production of trained manpower, the nation shall adopt measures to; (i) Develop and encourage the ideals of Polytechnic Education through students industrial work experience and, (i) Improve immediate and long term prospects for Polytechnic graduates and other professionals with respect to their status and remuneration. It is clear that polytechnic education was established to pioneer technological development in Nigeria, meaning that it is established for technical objectives and not as a subsidiary of university education or its inferior candidate (Elebe, 2014). However, the attitude of both the government and the people, including employers, towards graduates of Polytechnics in Nigeria has been unwelcoming. The employers have consistently shown so much disparity in the allocation of positions, roles and the pay, which has generated a lot of controversies for many years between HND and their fellow University Degree holders in such a magnitude that the issue has been tabled before the Nigerian Senate for the review of this policy and to equalize the value of both educational cadres (24th July, 2016 Guardian)

Review of Literature

In Job Demands-Resources (JD-R) model, psychosocial job characteristics are broadly divided into two categories: job resources and job demands (Bakker and Demerouti, 2007). The JD-R model proposes that job demands and job resources evoke two different psychological processes. In the health impairment process, energy depletion and health problems can occur given job demands that drain workers' mental and physical resources. Negative employee outcomes are the results of high job demands and low job resources to meet them. Several studies have supported the JD-R model, finding the direct and indirect effects of different job demands and resources on various psychosocial outcomes, including depression, burnout, job satisfaction, turnover intention, and actual turnover (De Lange, Taris, Kompier, Houtman and Bongers, 2003).

The concept of job satisfaction is multifaceted hence a number of theories are advanced to explain what it means and how the theories could be applied to enhance employee performance. Griffin & Bateman (1986) and Hackman and Oldman (1979) suggest that job satisfaction may be regarded as: a cluster of positive and negative dispositions which are acquired and learned through experience, positive or negative attitudes based upon a person's genetic inheritance, an outcome of an individual's construction of his or her workplace reality, experience and mutuality of colleagues and supervisor's evaluation, and an individual's job characteristics and the extent to which an individual attempts to fit in with these characteristics according to his requirements from a job. Negative and unfavourable attitudes towards the job indicate job dissatisfaction Armstrong (2003). This satisfaction may be affective: one dimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole Kalleberg (1977) and Moorman (1993). In view of this, various factors have been explained to have influences on employees' job satisfaction.

The Herzberg (1959) theory of motivation emphasized the motivator-hygiene factors that explains or determines satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he stated that 'the opposite of job satisfaction is not job dissatisfaction but, rather,

no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction' (Herzberg, 2003). It logically concluded that, job satisfaction and dissatisfaction is a product of different factors –motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on (Hackman & Oldham, 1976). Factors that relate to job satisfaction are therefore called satisfiers or motivators.

The Locke's (1976) Range of Affect Theory is another example that explained the role of what an employee desire in a job and what is available. He emphasized that, satisfaction is determined by a discrepancy between what an employee wants in a job and what he has in a job. The theory further states that how much one valued a given facet of work (for example, the degree of autonomy) moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that facet. However, too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet (Spector, 1997).

Equity Theory as reviewed by Walster, Berscheid and Walster (1973) opined that individual workers perceive fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Inputs in this sense, encompass the quality and quantity of the employee's contributions to his or her work such as: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills. Output (outcomes) on the other hand is the positive and negative consequences that an individual (employee) perceives a participant has incurred as a consequence of his relationship with another like job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, among others.

Researchers have identified the association between quantitative workload and job dissatisfaction. In the Ramírez (1998) study, nurse assistants who had higher proportions of residents who were incontinent and those who felt they had a heavy assignment were less satisfied with their jobs. Karsh (2005) found that work pressure was negatively associated with intrinsic and extrinsic job satisfaction. Hasson and Arnetz (2007) also reported that perceived work stress related to lack of time for planning and executing tasks was negatively associated with overall satisfaction. Kiyak (1997) studied how personal characteristics (i.e., age, marital status, and training), job characteristics (e.g., type of work, length of employment), and attitudes (affect toward clients and elders) affect job satisfaction and turnover of female workers serving older persons. In addition, Workers with higher education levels have been found to be less satisfied with their jobs and more likely to leave than those who have limited education (Brannon, 2007). Karsh (2005) also reported that respondents with some college education were less extrinsically satisfied than those with up to a high school degree. Furthermore, in the Brannon (2007) study, nursing home care workers with greater than a high school degree or its equivalent were three times more likely to be in the "very likely to quit group."

Some studies have identified shift and employment status as predictors of job satisfaction. In a study by Burgio (2004), Certified Nursing Assistants on the evening shift had higher turnover rates than those on the morning shift. Karsh (2005) also found that night shift workers were less satisfied than day shift workers. In addition, nursing home employees working 40 hours per week compared to those working less were more likely to intend to stay at their facilities. On the other hand, Castle (2006) found that full-time caregivers were less satisfied with pay than part-time workers, but more satisfied with the work. It is more derogatory on the part of employees who possess qualification perceived to be lower than the first degree. The discrimination especially between holders of Bachelor Degree and Higher National Diploma (HND) has become a dichotomy that has affected the employee job satisfaction (Vanguard 12th June, 2004).

Job demand whether over or under job demands as symptom has been begging for the attention of experts in personnel psychology and management. All these have poised a lot of Psychological and Physical state of cognitive dissonance of employees who are supposedly perform to a worldwide standard with little or no supervision or control. The inability of the concerned bodies and arms of Government to resolve the purported dichotomy between the holders Bachelor Degree and Higher National Diploma (HND) has brought about great and unwarranted discrimination against the latter in the Labour Market and workplace in Nigeria. The outcome of this study which is believed to be a relatively new research as regard Civil Service in Kwara state and Nigeria in particular will be found useful in determining factors that predict employee's job satisfaction. The specific objectives of the study are to:

- i. examine socio-demographic variables of employees' job satisfaction;
- ii. determine whether discrimination is a predictor of employee job satisfaction;
- iii. investigate employees' job demands as a predictor of job satisfaction;

Based on the above objectives of the study, the following hypotheses were formulated and tested:

- i. Demographic variables of age, gender, marital status and cadre will have no significant joint prediction on job satisfaction among HND holders in the Kwara State Civil Service.
- ii. There will be no significant influence of job discrimination on job satisfaction among HND holders in the Kwara State Civil Service
- iii. There will be no significant influence of job demands on job satisfaction among HND holders in the Kwara State Civil Service
- iv. There will be no significant relationship between job discrimination; job demands and job satisfaction among HND holders in the Kwara State Civil Service, Ilorin

Methodology

Research Design

The study adopted a survey design. This allowed the researcher to make valid predictions and references between the independent variables and the dependent variable. Thus, the researcher tested three (3) variables in which the effects of the two independent variables (discrimination and job demands) were measured on one (1) dependent variable (job satisfaction).

Sample Size

The respondents were selected randomly based on cadre of the HND and degree holders in the Kwara State Civil Service, Ilorin. A total of two hundred and forty-four (244) questionnaires were administered and retrieved.

Instruments

The instruments were made up of a 24-item questionnaire. Section A with 8 items was designed to obtain information on respondents' socio-demographic characteristics. Section B measure participants' level of discrimination being experienced at workplace using the Discrimination Scale developed by Sanchez and Brock (1996). It is a 10 item scale with a 5 Likert response format with an internal consistency of 0.80. Section C is the Job Demand Scale which measured the levels of job demands of the participants at work. It is a 4 items scale with an internal consistency of 0.83, developed by Kuper and Marmot (2003). It has a 5 responses Likert scale format. Section D is the Job Satisfaction Scale was employed to assess job satisfaction of respondents at work, it is a 10 items scale developed by Macdonald (1997). It has a 5 responses Likert scale format ranging from Strongly Disagree (SD)=1, Disagree (D)=2, Undecided (UN)=3, Agree (A)=4 and Strongly Agree (SA)=5 and an internal consistency of 0.84.

The research instruments were administered to the participants in their workplace and retrieved within forty-eight (48) hours from respondents who are HND holders in the Kwara State Civil Services, Ilorin. Permission was also sought from Kwara State Civil Service Authority to use their staff for this research.

Statistical Analysis

The data were analyzed using t-test for independent samples, zero order correlation for testing composite relationship of the independent variables and multiple regression analysis for predictions of the joint and independent effects of the independent variable (discrimination and job demands) on the dependent variable (job satisfaction).

Results and Discussions

Table 1: Summary Showing Descriptive Analysis of the Demographic Factors

Variables	Frequency	Percentage
Sex		
Male	112	44.8
Female	132	55.2
Total	244	100.0
Marital Status		
Married	150	61.5
Divorced/separated	14	5.7
Single	80	32.8
Total	244	100.0
Religion		

Christianity	94	39.5
Islam	150	61.5
Total	244	100.0
Cadre		
Degree	124	50.8
HND	120	50.2
Total	244	100.0
Length Service		
5-10years	70	29.0
11-20years	71	29.0
21 and above	103	42.0
Total	244	100.0
Age (Mean = 47.58±10.86)		

From the descriptive result, it is observed that there are 112 (44.8%) male respondents and 138 (55.2%) female respondents (whose mean age is 47.6±12.86). This shows there was higher response rate from females than males. Also, 150 (61.5%) are married, 14 (5.7%) divorced and 80 (32.8%) are Single. In terms of religion, 94 (39.5%) are Christians and 150 (61.5%) are Muslims. In their educational cadre, 124 (50.8%) have Degree and 120 (50.2%) have HND. Furthermore, 70 (29%) are within 5 to 10years length of service, while 11 to 20years length of service recorded 71 (29%) and 21years and above length of service had 103 (42%) among Kwara State Civil Service, Ilorin.

Table 2: Summary of t-test for the independent samples showing the influence of job demand on job satisfaction

	Job demand	N	Mean	S.D	df	T	P
Job satisfaction	Low	218	10.86	4.01	247	.592	>.05
	High	31	10.41	3.33			

Table 2 results indicate that respondents with low score in job demand did not score significantly higher on job satisfaction than their counterparts who score high in job demand among HND holders in Kwara State Civil Service, Ilorin. However, respondents with low score recorded a mean of (10.86) and respondents with high score recorded a mean score of (10.41). This result implies that there is no significant different in job demand of respondents on the measures of job satisfaction among the study sample. Therefore, the result confirmed the stated hypothesis and it is accepted in this study.

Table 3: Summary of t-test for the independent samples showing the influence of job discrimination on job satisfaction

	Job discrimination	N	Mean	S.D	df	T	P
Job satisfaction	Low	150	11.35	4.15	247	2.711	<.05
	High	99	9.98	3.42			

Table 3 results indicate that respondents with low score in job discrimination score significantly higher on job satisfaction than their counterparts who score high in job demand among HND holders in Kwara State Civil Service, Ilorin ($t(247) = 2.711$; $P < .01$). However, respondents with low score recorded a mean of (11.35) and respondents with high score recorded a mean score of (9.98). This result implies that there is significant different in job discrimination of participants on the measures of job satisfaction among the study sample. Therefore, the result did not confirm the stated hypothesis and it is therefore rejected.

Table 4: Summary of Multiple Regressions of Influence of Sex, age, profession, marital status, cadre and length of service on job satisfaction

	Variable R	R ²	F	P	β	t	Sig
Sex				-.029	-.534		>.05
Age	-.060	-1.035					>.05
Profession	.529	.280	15.630	<.01	-.005	-.085	>.05
Marital status					.300	3.876	<.01
Cadre of job			.200		2.387		<.05
Length of service				.096	1.239		>.05

Dependent variable: job satisfaction

The results in table 4 revealed that sex, age, profession, marital status cadre and length of service jointly predicted job satisfaction among HND holders in Kwara State Civil Service, Ilorin ($R = .529$; $R^2 = .280$; $F(6,241) = 15.630$; $P < .01$). This implies that sex, age, profession, marital status cadre and length of service jointly accounted for 28% variance in dental anxiety while the remaining 72% could be attributed to other variables not considered in this study. However, the result also indicated a significant influence of marital status and cadre on job satisfaction ($\beta = .300$; $t = 3.876$; $P < .01$); ($\beta = .200$; $t = -2.387$; $P < .05$); among HND holders in Kwara State Civil Service, Ilorin. Therefore, the stated hypothesis does not supported by the result obtained and it is therefore rejected in this study.

Table 5: Zero order correlation showing the relationship between job demand, job discrimination and job satisfaction

VARIABLES	1	2	3	X	SD
1. Job discrimination	-	-.160	-.148*	45.38	8.61
2. Job demand		-	-.125*		6.25
3. Job satisfaction		28.12	-		4.64
		17.38			

**. Correlation is significant at the 0.05 level (2-tailed).

Table 5 results shows that there is a significant negative relationship between job demand and job satisfaction at $\{r = -.125$; $P < .05\}$; also, job discrimination significantly correlated with job satisfaction $\{r = -.148$; $P < .01\}$; job discrimination significantly correlated with job demand among HND holders in Kwara State Civil Service, Ilorin $\{r = -.160$; $P < .05\}$, though, the relationships are weak and in negative direction. Therefore, the result does not confirm the stated hypothesis and it is therefore rejected.

Discussion

The result of this study first showed that “respondents who score low on job demands will significantly score high on job satisfaction than respondents who score high on job demands among HND holders in Kwara State Civil Service, Ilorin , this result was accepted because the study revealed no significant high score on job satisfaction. The study indicated that respondents with high job demands would display low job satisfaction at work.

The result of the second hypothesis stated that respondents who score low in job discrimination will have no significant high score on job satisfaction among HND holders in Kwara State Civil Service, Ilorin. Therefore, the hypothesis is hereby rejected. Also, it shows that respondents with low perceived job discrimination would be highly satisfied with his on her job.

The third hypothesis which tested the independent and joint influence of the demographic variables such as Sex, Age, Profession, Marital status, Cadre and Length of service on job satisfaction among HND holders in the Kwara State Civil Service, Ilorin. The stated hypothesis was not supported by the result obtained and it was rejected in this study. The study indicated that demographic variables of sex, age profession, marital status, cadre and length of service significantly influenced the level of job satisfaction of the studied participants in Kwara State Civil Service, Ilorin.

The result of the hypothesis four which stated that: there will be no significant relationship between job discrimination; job demands and job satisfaction among HND holders in the Kwara State Civil Service, Ilorin. The hypothesis was analyzed with zero order correlation statistical. The study indicated that job demands of respondents did have significant influence on

job satisfaction and also between the perceived job discrimination of sampled respondents and their job satisfaction.

Conclusion

This study examined the influence of discrimination and job demands and demographic variables such as sex, age, profession, marital status, cadre and length of service on job satisfaction of HND holders in the Kwara State Civil Service, Ilorin. Based on the result of the study; HND holders with low discrimination significantly had high job satisfaction in the Kwara State Civil Service, Ilorin. Also, HND holders with high job demands did not significantly score low on job satisfaction in Kwara State Civil Service, Ilorin. Added to that, demographic variable of sex, age, profession, marital status, cadre and length of service had joint influence on job satisfaction of HND holders in the Kwara State Civil Service, Ilorin and, discrimination against HND holders also significantly affected the job satisfaction of the civil servants. Discrimination and job demands jointly influenced the job satisfaction of HND holders in the Kwara State Civil Service, Ilorin.

Recommendations

Following the conclusions reached on the study, it is thereby recommend thus:

- i. Employers should implement a policy that equates allowance and salary with job demand among workers.
- ii. The Federal Government through the Federal Ministry of Education should end the discrimination against the HND holders by equating their qualification both in the labour market and in matter of status. This will improve job satisfaction of HND holders who are workers across various organisations.
- iii. Government should encourage an Act that will compel organizations to always involve psychologists in recruitment, placement and organization management; this will go a long way in helping employees to build resilience to overcome some factors that set them towards stress and weaken their social and psychological well beings in the workplace.
- iv. National Policy on Education (NPE) should review the “Act” that put HND low compare to Degree holders in order to increase productivity among employees.
- v. Government should enforce the discrimination law in order to reduce the discrimination against HND holders in Nigerian Labour market.
- vi. The International Labour Organization (ILO) should enforce the international labour law on workplace discrimination in order to end discrimination globally.
- vii. Further research should be carried out among HND and degree holders in the private sector to further ascertain the result of this study.

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