

The Impact of Organizational Commitment on Job Satisfaction: A Study of Employees at Nigerian Universities

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Abstract

Researchers have hypothesized that there is a significant difference in the degree of Organizational commitment in Public and Private Universities. This was tested in the Public and Private University system to ascertain the veracity of this hypothesis. Data were collected from 150 employees consisting of academic and Administrative and technical staff from both the public Universities and the Private Universities. The results revealed that employees in Public Universities have greater degree of organizational commitment in comparison to Private Universities. Also, job satisfaction increases or decreases based on increase or decrease in organizational commitment. Obtained results were in the line of the hypotheses. In terms of organizational commitment; a significant difference was noticed between Public and Private Universities. Against expectation, employees of Public Universities exhibited higher degree of organizational commitment as compared to those of Private Universities. Most importantly, organizational commitment is being proven as the catalyst for enhancing job satisfaction level of employees.

Keywords: Organization's Goals, Performance, Effectiveness, Leadership Styles, Trust within the Organization, Employment Status, Training, Turnover Intentions.

1. Introduction

The need Higher Education Institutions in Nigeria was mooted as far back as 19300s which led to the establishment of Yaba College of Technology. With the continued interest, the University College Ibadan was established in 1948 with an arrangement for it to award the Degree of University of London. This arrangement was in place until 1962 when the 3

Regional Governments of the North, East and west established their own respective Universities bringing the total of Public funded Universities to four as the University College, Ibadan also was upgraded and made to start awarding its own Degrees in 1962. It was since then however that the desire to have Private people establish Universities have started but was declined by the government then on the altar of political exigencies of the democratic experience of the First Republic where both the Regional and the Federal Government were competing to establish their own Universities. The takeover of the reign of Government by the Military with the attendant unitary form of control which led to the takeover of the hitherto Regional Universities at Ife, Zaria and Nsukka made the issue practically unthinkable. The 1970s was characterised by Government takeover of Primary and Secondary Schools owned by Missions and Individuals all in the task of widening access to free education for the citizenry. All the above made the issue of Private Universities highly unattractive to possible Investors and Stakeholders. With the advent of Civilian rule in 1979 and the constitutional opportunity of University Education being placed on Concurrent List, many States took the opportunity to establish their own State Universities. It was from this time that various States started signifying intention to establish their own state universities named after them. (Oloyede & Adekola, 2010).

From this time, it was becoming evidently clearer to the federal government that, funding university education effectively may be difficult for the federal government alone. University is a place where skilled manpower of various capacities is being trained and also an avenue to develop human capital needed to sustain the economy. Since 1948 to date, the government has established 33 Federal Universities and 38 State Universities.

Private Universities are recent development in Nigeria as compared to the Federal and State Government owned Universities. By 1999, the story of decadence of our Public Universities had reached a very great height that there were doubts of their effectiveness as training institutions for future leaders. The menace of cultism, underfunding, incessant strikes by Staff Unions, countless student demonstrations and lecture boycotts, decayed and dilapidated infrastructure and moral decadence all combined to give odious statuses to the Public Institutions. The urge for the establishment of private Universities was therefore so high and too strong to be ignored by Government. (Osagie, 2009). The approval of the first set of Private Universities in Nigeria in 1999 opened the flood gate and by 2011, 49 Private Universities have been licensed to operate in Nigeria.

With the above scenario, qualified University staffs now have the choice of working in either the Public or privately owned Universities. With the reported shortages of qualified personnel particularly academic staff in Nigeria as noted by the National Universities Commission, there is no doubt that each of the managers of the Public and Private Universities to scramble for the few ones available and treating them well in order secure their commitment to the organisation through good human resource programme leading to job satisfaction which in turn lower the intention to leave the organisation. Satisfied staffs are expected to be committed to the Organisation and have strong belief in its goals. The questions however is can job satisfaction can promote organisational commitment among staff of the two organisations and what differences exist among them in this respect?

Organizational commitment is a feeling of dedication to one's employing organization,

willingness to work hard for that employer, and the intent to remain with that organization (Meyer and Allen, 1988). A respected theory proposes that there are three components to organizational commitment: affective, continuance, and normative commitment (Meyer and Allen, 1991). Affective commitment is an emotional attachment to the organization. Continuance commitment is characterized by a more rational analysis of the costs of staying versus leaving the organization. Normative commitment is a sense of moral obligation to stay with the organization. Commitment has a number of antecedents, and antecedents to affective commitment include employee comfort and opportunity for self expression (Meyer and Allen, 1988). If self-expression is an antecedent to affective commitment and personalization is a form of self-expression (Scheiberg, 1990), then is personalization associated with commitment, more specifically with affective commitment.

There is a need to understand a link between individuals and organizations in terms of conceptual framework of organizational commitment. Organizational commitment is widely described in the management and behavioural sciences literature as a key factor in the relationship between individuals and organizations. Raju and Srivastava (1994) described organizational commitment as the factor that promotes the attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals (Raju and Srivastava, 1994). The authors argue that the high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness at both the individual and the organizational level.

Organizational commitment has been described as consisting of two constructs –affective and continuance (Allen and Meyer, 1990). As defined by Mowday et al., (1982), affective organizational commitment is “a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.” The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray et al., 1991).

Meyer and Allen's (1991) have added one more dimension in terms of Normative Commitment. According to Meyer and Allen's (1991) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization: Affective commitment, Continuance Commitment and Normative Commitment. The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to".

2. Organisational Commitment defined

Organizational commitment of workers is not a new concept in the study of behavioural science. This topic was examined as early as 1938 (Barnard). Kanter (1968) views organizational commitment as the willingness of workers to devote energy and loyalty to an organization. In general terms, organizational commitment is “a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership” (Porter et al., 1974). According to Barnard (1938) organizational commitment is, in a general sense, the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as Job Satisfaction (an employee's feelings about their job) and Organizational Identification (the degree to which an employee experiences a 'sense of oneness' with their organization). In any of the way, it inherently exhibits employee's psychological attachment to the organization. Organizational commitment is, Strength of the feeling of responsibility that an employee has towards the mission of the organization. Kanter (1968) defines organizational commitment as “the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations who are seen as self-expressive”. Organizational commitment refers to the strength of individuals' identification with and involvement in a particular organization (Mowday et al., 1982). It seems that for properly defining organizational commitment one has to open various dimension of organizational commitment. Scholl (1981) indicates that the way organizational commitment is defined depends on the approach to commitment that one is adhering to. Accordingly, organizational commitment is defined either as an employee attitude or as a force that binds an employee to an organization. According to Suliman and Isles (2000), there are currently four main approaches to conceptualizing and exploring organizational commitment. There is the attitudinal approach, the behavioural approach, the normative approach and the multidimensional approach.

Few behavioural scientists defined organizational commitment as set of components.

Porter et al. (1974) suggest that organizational commitment has three primary components:

- a) A strong belief in and acceptance of the organization's goals and values.
- b) A willingness to exert considerable effort on behalf of the organization
- c) A strong desire to remain with the organization.

In other words, an employee who is highly committed to an organization intends to stay with it and to work hard toward its goal.

2.1. Organizational Commitment as an antecedent of Job Satisfaction

There is no doubt that organizational commitment leads to job satisfaction. Job satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). More specifically organizational commitment can be understood as a predictor of job satisfaction. La Lopa (1997) stated that Job satisfaction is a significant predictor of organizational commitment. Many studies use different facets of satisfaction to predict employee attributes such as performance, organizational

commitment, and service quality (Dienhart and Gregoire, 1993).

Tai et al. (1998) observed that Job satisfaction and Organizational Commitment are highly correlated.

Markovits et al., (2007); suggested that affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction. First, satisfaction with the job is directly related to organizational commitment (Brown and Peterson, 1993). Second, job satisfaction is either directly (Netemeyer et al., 1990) or indirectly (Brown and Peterson, 1994) related to a turnover intentions. Turnover intentions are perhaps the best indicator of future turnover (Futrell and Parasuraman, 1984). Thus job satisfaction can influence a

variety of important attitudes, intentions and behaviors in employee. It is possible that job satisfaction facets are not equally related to other constructs such as organizational commitment. Johnson and Johnson, (2000) indicated that the employees develop attitudes toward such job facets as work, pay, promotion, co-workers, company policies, supervisors and customers. According to Brown and Peterson, (1993) job satisfaction has an antecedent to organizational commitment. They also suggested a more detailed relationship between organizational commitment relationship from perspective of job satisfaction facets rather than global or overall job satisfaction. Boles et al. (2007) indicate that various facets of job satisfaction are more strongly related to organizational commitment. They also indicate that these relationships are not the same for male and female salespeople.

The issue of organizational commitment takes on increased importance due to its link with propensity to leave and turnover (Brown and Peterson, 1993). While there have been many proposed antecedents to organizational commitment, job satisfaction has, perhaps, received more attention than other precursors of salesperson organizational commitment (Babakus et al., 1999). Some behavioural

scientists state that organizational commitment is a predictor of job satisfaction; some say that job satisfaction is a predictor of organizational commitment. In any of the way strong relationship between organizational commitment and job satisfaction cannot be ignored.

2.2. Organizational Commitment: A review of literature

It is very important to identify factors on which organizational commitment is dependent. Although a great deal has been written about organizational commitment, still there is no clear understanding on how the factors purported to be associated with it contribute to its development or how these organizational factors can be managed to promote the development of organizational commitment (Beck and Wilson, 2001).

Human resources management practices, leadership styles and trust within the organization are some of the organizational factors that have been associated with organizational commitment (Meyer and Allen, 1997). Based on literature following are some of the factors on which organizational commitment of employees is dependent: Employment status (full time or part time) is a determinant of organizational commitment. It seems that part time employees exhibit less commitment as compared to full time employees. Many studies have

concentrated on the implications for managers with regard to organizational commitment of full-time employees. There exists a need, however, to examine the organizational commitment of part-time and distance workers as compared to full-time workers. “Committed members are viewed as stable, productive, and more likely to accomplish organizational goals than their less committed colleagues” (Larkey and Morrill 1995). Research on the commitment of part-time workers in general shows mixed results. Lee and Johnson (1995) have also found that part-time workers are less committed to and satisfied with their jobs than full-time workers.

Commitment cannot be generated in overnight. Employees must stay at a considerable length of time in organization then only commitment will start generating in their mind. Hale and David (2001) indicated that tenure had a significant effect on several of the component scores for satisfaction.

Further, satisfaction with policies, compensation, work conditions, and advancement were found to have a significant relationship to organizational commitment. They also suggested that management might be able to increase the level of commitment in the organization by increasing satisfaction with compensation, policies, and work conditions.

Tenure is one factor on which organizational commitment is dependent but importance of few more factors like organizational membership and pay grade can not be ignored. Crewson (1997) found that correlates of length of organizational membership, seniority and pay grade, have been found to have a positive relationship with organizational commitment, and Kim (2002) found that length of

organizational membership is positively related to job satisfaction.

Employee performs various roles in their life and organization. Sometimes these roles are overlapping; sometimes these are conflicting in nature even when this is very important to generate an environment of clear roles in organization. Ting (1997) found that clarity of tasks leads to greater job satisfaction. We expect that greater role clarity will create employees who are more satisfied with, committed to, and involved in their work.

Few behavioural scientists believe that for generating commitment organizational support is also a key factor. Yoona (2002) proposed a new dual-process model of organizational commitment. The model stipulates that overall job satisfaction and perceptions of organizational support are key emotional and cognitive processes that mobilize commitment in the workplace. Model also suggests that the feelings of job satisfaction and perceptions of organizational support operate through independent channels to mediate the impact of work experiences on organizational commitment.

Importance of training in developing committed employees cannot be ignored. Training generates a feeling of belongingness among employees. Likewise executive development programme also seems to be a platform of producing committed employees. Lam and Zhang (2003) conducted a study and found that expectations are normally unmet, and job characteristics, training and development, and compensation and fairness are related to satisfaction and commitment. Pfeffer (1998) also coined few factors to support a viewpoint by identifying a set of seven

Management practices that he believes lead to organizational outcomes related to higher economic returns. These are: Employment Security; Selective Hiring; Self-managed teams

and decentralization of decision making; High Compensation Contingent on Performance; Employee Training; Reduced Status Differentials and Information Sharing. He refers to these management practices as people centred strategies and states that people-centred strategies are an important source of competitive advantage, as they cannot be easily imitated.

The relationship between leadership style and commitment has been examined by Blau (1985). A consideration leadership style was found to have a greater influence than a concern for structure leadership style (or task-oriented style) on commitment. Also, Williams and Hazer (1986) included consideration leadership style as one of their antecedents to commitment. Organizational commitment provides a platform to employees in terms of staying in the organization. Mueller et al. (1994) found that organizational commitment is a better predictor of intention to stay and thus turnover intentions than job satisfaction. Camp (1993) explained that both aspects of organizational commitment, commitment to the overall organization and commitment to the specific institution should have a greater effect on turnover intentions than job satisfaction. He also suggested that higher levels of organizational commitment are associated with lower levels of turnover intentions. The effects of the measures of organizational commitment are also greater than that of job satisfaction which actually turns out to be non-significant. Parasuraman (1982), expected that both

measures of commitment will be stronger predictors of turnover intentions than job satisfaction.

Taunton et al. (1997) reported an indirect relationship between organizational commitment and turnover intentions and stated that organizational commitment was a stronger predictor of turnover intentions than job satisfaction in their causal model. Moynihan et al., (2000) examined that Job satisfaction and affective commitment would positively and continuance commitment would negatively associate with general performance and leadership. As predicted, job satisfaction associated positively with performance, though not with leadership. Continuance commitment negatively associated with both performance and leadership. Increased organizational commitment has been positively associated with valuable organizational outcomes, including job performance ratings, decreased intention to search for new jobs and reduced turnover intentions (Bergmann et al., 2000).

Research Problem

The study was conducted to measure organizational commitment among staff of Public and Private Universities with a view to determine possible differences. Methodology can be broadly explained by understanding theoretical model, framing hypotheses; sample and sample profile; tool and design of the study. A detailed description of all these are as follows:

3.0 Research Methodology

On the basis of extensive literature survey as provided in the earlier work done, 10 variables were identified by Sharma & Bajpai (2010) as having straight impact on organizational

commitment. Literature clearly reveals that these 10 variables are antecedents of organizational commitment. To measure the difference of Organizational Commitment of staff in Public and Private Universities as two organizations, z-test was applied.

3.1. Research Question and Hypotheses

In the light of existing literature and adopting the procedure provided by Sharma and Bajpai (2010), the following research questions are framed:

1. There exist a different degree of organizational commitment in Public and Private Universities.
2. Organizational commitment enhances the job satisfaction level in both Public and Private Universities. Difference in organizational commitment is measured through measuring the summated difference in Public and Private Universities. For measuring the statistical significant difference, main hypothesis was constructed. In addition to this, one hypothesis was constructed to measure the linear impact of organizational commitment on job satisfaction level of public sector employees. Similarly, one hypothesis was also constructed to measure the linear impact of organizational commitment on job satisfaction level of public sector employees.

Three hypotheses tested for the study are as follows:

H1: There is a significant difference in the degree of organizational commitment of employees in Public and Private Universities.

H2: Organizational commitment has significant linear impact on job satisfaction of Employees in Public University.

H3: Organizational commitment has significant linear impact on job satisfaction of Employees in Private University.

3.2. Sample and Sample profile

Subject of the present study are selected from Academic and Non-Teaching staff of One Public University and one Private University. Osun State University (Public) and Fountain University (Private) both based in Osun State of Nigeria were used for the study. For sampling, simple random sampling was used. Academic and Non-Teaching staff are taken as probable respondents. Samples are selected from all the departments of the respective Universities to ensure adequate representation.

A total of 75 subjects were randomly selected from each University and were given same questionnaire, in which, respondents indicated their opinion about organizational dimensions (questions related to organizational commitment) in both Universities.

3.3. Research Instrument

To give the study a focused measurement of degree of difference in organizational

commitment, the construct was measured through ten independent variables. These ten variables are collected through literature. Each variable is measured using a five point rating scale ranging from 'strongly disagree' to 'strongly agree' with 'neither agree nor disagree' as the middle point. Internal consistency of the scale was checked and Cronbach's alpha was found to be 0.88. Based on the literature, each question in the questionnaire was constructed. For checking validity of the scale, content validity technique was applied. The content was evaluated on the basis of how well the content of a scale represents the measurement test at hand. Due to the subjective nature of this technique, a more sophisticated technique referred to as criterion validity was also applied.

3.4. Research Design

For measuring the difference between means of the two Universities, z-test for two populations was employed. In addition, for measuring the linear impact of organizational commitment on job satisfaction of employees in public and private Universities, simple regression technique was employed.

4. Data Analysis and Interpretation

Obtained data from the questionnaires were subjected to analyses. Analyses were done using MS Excel to conduct three steps: z-test for comparing means; measuring linear impact of organizational commitment on job satisfaction for Public University and measuring linear impact of organizational commitment on job satisfaction for Private University. Z-test result and regression results are presented from table-1 to table-3.

Following section focuses on these 3 tables and their statistical interpretation:

Table 1: z-Test: for comparing two means (Organization Commitment)

	<i>Organizational Commitment (Public University)</i>	<i>Organizational Commitment (Public University)</i>
Mean	38.964	23.744
Known Variance	22.2356	1.3318
Observations	150	75
Hypothesized Mean Difference	0	
z	49.57113015	
P(Z<=z) two-tail	0	
z Critical two-tail	1.959962787	

z-test was applied for comparing means of organizational commitment in Public and Private Universities. Computed z value is coming as **49.57** which falls in the rejection region (at 5% level of significance). This indicates rejection of null hypothesis and acceptance of alternative hypothesis. Hence, null hypothesis of no difference was rejected and alternative hypothesis of

significant difference is accepted. Hence, it can be concluded that there is a significant difference between degree of organizational commitment of employees in Public and Private Universities (at 95% confidence level). From table-1 this is clear that organizational commitment of employees in public sector organization is higher (mean = 38.96) as compared to private sector organization (mean = 23.74).

Table 2: Regression and Analysis of Variance Results for Job Satisfaction and Organizational Commitment of Public University Employees

Regression Statistics					
Multiple R= 0.977583					
R Square=0.955668					
Adjusted R square=0.955489					
Standard Error 0.336677					
Observation = 150					
Analysis of Variance					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	605.9889	1	605.9889	5346.111	8.1E-70
Residual	28.1113	148	0.113351		
Total	634.1	249			

Table 2 (b): t – $\square$ value and p – $\square$ value for the regression result between Job Satisfaction and Organizational Commitment among Public University Employees

	Coefficients	Standard error	t-stat	P-Value
Intercept	-6.69669	0.154065	-43.4666	5.5 E-118
Organisational Commitment	0.290751	0.003977	73.1171	8.1 E-170

Table 2 (a) exhibits regression statistics for job satisfaction level and Organizational Commitment in Public University. R² value is coming as almost 95.5% which is an indication of strong predictor model. Standard error is observed as relatively low. Table 2 shows that F-value is significant which exhibits overall significance of regression model. Table 2 (c) exhibits t – $\square$ value and p – $\square$ value for testing the slope of the regression model. Significant p – $\square$ value corresponding to t – $\square$ value is an indication of linear relationship between dependent (job satisfaction) and independent variable (organizational commitment).

Table 3: Regression and Analysis of Variance Results of Job Satisfaction and Organizational Commitment of Private University Employees

Multiple R= 0.987628					
R Square=0.975409					
Adjusted R square=0.97531					

Standard Error 0.211671					
Observation = 150					
Analysis of Variance					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	440.7445	1	440.7445	9837.078	8.1E-201
Residual	11.111149	148	0.044804		
Total	451.856	149			

Table 3 (b): t – $\square$ value and p – $\square$ value for the regression result between Job Satisfaction and Organizational Commitment among Private University Employees

	Coefficients	Standard error	t-stat	P-Value
Intercept	-21.9127	0.251779	-87.0312	7.1 E-188
Organisational Commitment	1.039374	0.010479	99.18204	1.5 E-201

Table 3(a) exhibits regression statistics for job satisfaction level and Organizational Commitment in Private University. R2 value is coming as 97.5% which is an indication of strong predictor model. Standard error is relatively low. Table 3 shows that F-value is significant which exhibits overall significance of the regression model. Table 3(c) exhibits t – $\square$ value and p – $\square$ value for testing the slope of the regression model. Significant p – $\square$ value corresponding to t – $\square$ value is an indication of linear relationship between dependent (job satisfaction) and independent Variable (organizational commitment).

5. Discussions

It is clearly evident from Table 1 that organizational commitment score is high for Public University Employees as compared to Private University. It seems that due to factors like job security and status, employee's exhibit higher level of commitment in Public University. Public Universities seem to provide higher level of perceived job security and there is a well defined system to hire and retrench employees from the organization. From the psychological makeup of Nigerians, 'Government organizations provide higher level of security' and that assertion is reflected in the perception of the subjects of this study. On the other hand, Private Universities are not able to provide this kind of psychological security to employees either in terms of the managerial styles or the attitudinal dispositions of their Proprietors. As a result, employees always feel insecure about their job status and are constantly having a mind of changing the job when they have appropriate opportunity. So, even when they show commitment, it is pseudo commitment in the organization. This is in contrast however to the findings of Zeffane (1994) which stated that private sector employees exhibit greater

organizational commitment than public sector employees. The flexibility in management style was associated with greater commitment in the private sector. Though these two studies are not in line with the findings of the present study, but agree substantially with the findings of Sharma & Bajpai (2010). The result of the present study can be explained in the light of cultural dimensions. Nigerian employees have a different cultural orientation and they have a different understanding about the job status as compared to employees of other nations. There is no doubt that for anyone who understands Nigerians, employees are not much concerned about 'flexibility in management style' but rather on 'job security'. The reason is very simple. Public service employments is usually more secured as most Public agencies are operated more on the basis of the philosophy of 'social development' instead of 'profit making'. Work pressure and the constant demand for staff to deliver on targets are therefore usually less which give such employees more freedom and better job security as the fear of being sacked for not meeting particular targets that are vital to organisational expectations of profit is far less. The drive to deliver on targets or "get fired" syndrome is very high in the Private sector employment including even the Private Universities. Thus, the academic freedom that is a hallmark of the employment condition in public Universities are almost non-existent in Private Universities thereby eroding a fundamental aspect of job satisfaction for academic staff in particular. There is no doubt that heavy work schedule, underfunding and continued pressure of low enrolment which constantly threatens the operational budgets of Private Universities in Nigeria are contributory factors to reasons why staff in such employments may never feel committed as their jobs are constantly on the lines whenever the Universities do not enrol enough students to guarantee even their salaries which in most cases much lower than what is being paid in Public Universities.

On the other hand, commitment among staff of Public Universities is usually boosted by so many factors which include guaranteed tenure of employment, structured disengagement procedure, regular pay, academic freedom leading to better job satisfaction and even guaranteed training and development programmes all leading to better job security. As a result 'commitment' seems to be higher among staff of Public Universities as 'job security' is higher in Public Universities.

Table 2 (a & b), and Table 3 (a & b) exhibit the result of regression (linear) between job satisfaction and organizational commitment for Public and Private Universities, respectively. Like other regression results, there exist a significant positive linear relationship between job satisfaction and organizational commitment. Higher level of commitment among employees will definitely generate higher level of job satisfaction among employees. Committed employees are more prone to higher level of job satisfaction.

6. Limitations of the Study

Due to time constraint only two Universities were used to cater for Public and Private Universities in the same geographic coverage of the study. Also, only a list of 10 antecedents was captured to drive this study. A future research can explore more antecedents for a comprehensive study.

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