EFFECT OF JOB STRESS ON EMPLOYEE JOB SATISFACTION: EVIDENCE FROM THE UNIVERSITY OF MAIDUGURI, BORNO STATE NIGERIA

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Abstract

This study aims to investigate the effect of job stress on employee job satisfaction among the academic staff of the University of Maiduguri Borno State Nigeria. The study employed a survey research method with data collected using a questionnaire and distributed to different levels of academic staff. The study used a random sampling technique with a sample size of 302. Multiple linear regression analysis was used to examine the relationships between various stress variables and job satisfaction. Results of the analysis revealed a low significant effect of health issues on employee job satisfaction emphasizing the importance of improving employee well-being for increased job satisfaction. Both workload and overtime were found not to have a significant effect on employee job satisfaction. The study concluded that while employees generally perceived their workload, overtime, and health status as manageable, there were significant differences in these perceptions. Job satisfaction levels also varied widely among employees. This variability warrants further investigation to understand its sources and to address factors affecting job satisfaction, which could be crucial for employee retention and productivity. The study suggested that the University of Maiduguri should implement stress management programs, review and adjust compensation packages, and promote healthy work-life balance to improve staff needs and ensure fairness.

Keywords: Job stress, Employee Job Satisfaction, University of Maiduguri Staff, Nigeria.

1.0 Introduction

Academic staff members at universities across the globe are experiencing alarmingly high levels of stress (Ombati, 2022). It can compromise academic staff members' health, happiness, and morale as well as their productivity, creativity, and quality of work if left untreated and unmanaged. Universities must take proactive measures to prevent and manage rising stress levels among their employees in order to maintain employee well-being, organisational effectiveness, and the intellectual life of the campus community (Maylinda, et al 2024). Numerous work-related factors contribute to job stress, even though its effects on the university sector are not as well-understood as those on the workforce as a whole. Role overload, role conflict, and role ambiguity are some of these variables that people may perceive either subjectively or objectively (Aslan & Uyar, 2021).

Furthermore, stress-causing factors include inadequate tools and resources, rigorous work schedules (such as overtime or late shifts), and the culture of the company (Nikmah et al 2022). High expectations for oneself, job insecurity, strained relationships with coworkers, and a lack of consistent performance feedback are additional stressors (Puspitasari & Abadiyah 2023). Significant sources of stress have also been identified, including underfunding of education, absence of annual leave and holidays, lack of research facilities, and delayed and irregular salary payments (Ofoegbu & Nwadiani 2016). Similarly, obtaining funding for research, having little opportunities for professional growth, receiving low pay, having a full workload, dealing with conflicting demands at work, and having a delayed career advancement

path are some of the factors that lead to stress for academic staff (Peter & Christopher 2023).

Sources of stress among university academic staff were determined by experts (like Schaufeli & Peeters 2000 and Kyriacou 2001) to be the pursuit of research funds/grants, the formulation of research problems, and networking with other professionals in related fields. These results imply that some stressors might be particular to particular colleges or areas (Gu et al 2019). Although at least 25% of the groups made recommendations for reducing stress among academic staff, they also highlighted the need for management to consult staff members openly and honestly, especially when it comes to suggested organisational changes, hiring more staff, improving facilities and resources, enhancing communication, developing management skills, creating promotion, recognition, and reward systems, offering more job security, and reviewing workloads (Adams et al. 2019).

The physical, psychological, and emotional strain people experience as a result of work-related demands and pressures is referred to as job stress (Ni 2019). It has been connected to a number of unfavourable effects, such as higher turnover rates, lower productivity, and lower job satisfaction. Comprehending the elements that contribute to work-related stress and how it affects employees' job satisfaction is essential for creating successful interventions and fostering a positive work environment at the university (Chaturvedi 2024). Job satisfaction is referred to as having a positive outlook that includes actions and feelings towards one's work as well as an appreciation for accomplishing one of the job's key values (Chen et al., 2022; Miao et al., 2020). In today's organisations, job stress is a common problem that can negatively impact employees' general job satisfaction and well-being (Adams et al. 2019). Like many other institutions, the University of Maiduguri deals with issues relating to employee job stress. Nonetheless, as a dynamic and rigorous workplace, the University of Maiduguri might be vulnerable to a number of stresses that could have a detrimental effect on worker satisfaction.

Similarly, it is possible to conduct a thorough investigation of the distinct organisational dynamics and contextual factors within a particular institution by concentrating the study on job stress and employee job satisfaction only on the University of Maiduguri. Using an in-depth case study approach, it is possible to gain a thorough understanding of how job stress affects job satisfaction in a practical setting. This leads to valuable insights that can be used to develop intervention strategies that are specifically tailored to the needs of the university. Furthermore, by focusing on a single institution, resource limitations are effectively managed, guaranteeing a comprehensive and targeted analysis of the research topic within a clearly defined context (Abdali & Hakimi 2023). While comprehending the correlation between job stress and job satisfaction in this particular context is imperative for formulating efficacious strategies aimed at enhancing employee welfare and organisational efficacy. Thus, the aforementioned problems served as the impetus for this study, which aims to ascertain how job stress affects academic staff members' job satisfaction at the University of Maiduguri.

1.2 Objectives of the Study

This study's primary objective is to determine the extent to which job stress affects employee job satisfaction among the academic staff of University of Maiduguri Borno State, Nigeria. Other specific objectives include the following:

i. to examine the effect of workload on employee job satisfaction among the University of Maiduguri academic staff.
ii. to evaluate the effect of overtime on employee job satisfaction among the University of Maiduguri academic staff.
iii. to determine the effect of health issues on employee job satisfaction among the University of Maiduguri academic staff.

2.0 Literature Review

2.1 Concept of Job Stress

A person's physical and mental reaction to an upsetting and potentially dangerous change in their surroundings is known as job stress (Warongan et al., 2022). The stress of the job affects thoughts and feelings. Anxiety and long-term illnesses are caused by stress (Maxhuni et al., 2021; Susanti, 2021). Work-related stress is a part of daily life. Tension with superiors, work requiring intense concentration, workloads that are out of proportion to abilities, unsupportive working conditions, intense and unhealthy competition, and other factors can all contribute to workplace stress (Hikmawati et al., 2020).

Job stress is the psychological, emotional, and physical strain experienced by employees due to demands and pressures at work, resulting in feelings of overwhelm, tension, and dissatisfaction due to unclear roles and organizational changes (Kumar 2016). In another words any stimulus that surpasses a person's normal or personal capacity and causes elevated levels of anxiety or excitement is referred to as stress. Kyriacou (2016) defines stress as the result of a perceived imbalance between situational demands and coping resources, resulting in a combination of cognitive assessments, physiological reactions, and behavioural tendencies.

2.2 Concept of Job Satisfaction (JS)

Job satisfaction is the assessment of an employee's work or experiences in terms of people's feelings (likes or dislikes) at work as well as positive emotion or enjoyment at work (Kitsios & Kamariotou, 2021). Numerous factors can be used to measure job satisfaction, including salary, status, chances for promotion, type of work, relationships with superiors, schedule, and workload (Anasi, 2020). Praise, work results, placement, treatment, tools, and a positive work environment all contribute to job satisfaction (Sunarta, 2019). Employees who enjoy their jobs will put in more work than money, even though compensation is important. How someone feels about their job is known as job satisfaction (Wiliandari, 2019).

2.3 Job Stress and Employee Job Satisfaction

Job stress and job satisfaction are critical factors that impact the well-being and performance of individuals working in academic institutions or similar settings. Studies like that of Anjum et al (2023) investigate the relationship between stress at work and the amount of job satisfaction experienced by surgeons while considering the moderating effects of social support. The first of two aspects of occupational stress examined is the failure to maintain a healthy balance between personal and professional life. Stress at work ranks second most stressful thing. To gather the primary data, the questionnaire was distributed to 500 medical professionals, most of whom were surgeons hired by private organisations. The findings showed that a healthy work-life balance has a substantial impact on job satisfaction. Additionally, a link has been observed between increased workplace stress and decreased job satisfaction. Access to social services reduces the negative correlation between job satisfaction and work-life balance for surgeons. It also lessens the negative effects of stress at work on performance, which is a significant benefit. By instituting stress management procedures and providing social support, upper-level managers can increase the satisfaction of surgeons.

Dikka and Aseanty (2023) Investigate the connections between job stress, burnout, emotional intelligence and employee job satisfaction at animal feed companies in Grobogan, Central Java. The study made use of primary data. 189 employees participated in the sampling strategy, which was purposeful sampling. Carry out a basic linear regression analysis for every set of variables to test hypotheses using the 25th version of the SPSS software. The results indicate that job stress has a negative effect on job satisfaction, while emotional intelligence

has a positive effect on job satisfaction, and job burnout has no negative impact on job satisfaction.

Mohd-Kamil and Olagoke (2023) investigate the correlation between teacher stress and job satisfaction among government and private elementary school teachers in Gombak. The survey involved 150 educators, with 75 from government agencies and 75 from private schools. The results showed a negative correlation between stress and job satisfaction, with a significant difference between the two groups. Private school teachers had higher stress levels and job satisfaction. The study adds to existing knowledge on the importance of teachers' well-being and highlights the need for better management practices to reduce stress levels, improve job satisfaction, and enhance teaching effectiveness. However, it has limitations. Gomez-Garcia et al (2022) discovered that 1,873 Spanish students experienced significant negative effects from the pandemic, particularly in terms of life satisfaction and stress, anxiety, and depression indices. The authors also draw the perhaps not unexpected conclusion that academic motivation suffered as a result of the quick fixes the school system had to apply both at the start and during the internment. Skaalvik and Skaalvik (2020) examine the connection between the desire to leave the teaching profession and job satisfaction. According to the study, a number of factors, involving the associations between teachers and students, the support of colleagues, and the organisational climate, have a significant impact on academic staff members' job satisfaction and, ultimately, their decision to remain or leave, while investigating the relationship between work stress and job satisfaction. Hakanen et al. (2016) concentrate on teacher burnout and engagement at work. Based on the study, high job demands like a demanding workload and time constraints are major sources of stress that have a negative effect on job satisfaction and raise the risk of burnout in academic settings.

Tadić (2016) examines the quantitative relationship between stress at work and job satisfaction among Serbian university professors. The study identifies significant work-related stressors, such as a heavy workload, time constraints, and administrative demands, that negatively affect job satisfaction in academic settings. These studies show that workplace stress is an actual reality and that it has an impact on workers' job satisfaction in educational environments. Among the things that contribute to job stress are high job demands, a lack of resources, student-related issues, and organisational culture. Job stress then has an impact on the job satisfaction of academic staff members. Alarcon, (2019) examines the effects of job demands and resources on burnout using meta-analysis. The results show that high job demands, including an excessive workload and time constraints, are related to advanced levels of job stress and lesser levels of job satisfaction across a range of occupational contexts, including academic institutions.

It could be observed that most of the instruments used in gathering the data regarding both the variables under study by the previous studies are survey in nature, though the context with which the studies were conducted differ from one another only that few or none of them were conducted in the context of the university of Maiduguri, Borno State, Nigeria. However, there is no doubt about the fact that the relationship between the variables can be very important to academicians and most especially the target respondents. In this study, we would like to examine the effect of job stress on employee job satisfaction among the staff of the University of Maiduguri, Borno State, Nigeria.

2.4 Job Demand-Control-Support (JDCS) Theory

This theory was proposed by Robert Karasek in collaboration with Töres Theorell in the year 1979. This theory contends that social support, job demands, and job control interact to affect workers' performance, satisfaction, and general well-being. Excessive job demands can cause stress and lower job satisfaction when joined with a lack of control and inadequate

support. On the other hand, stress levels can drop and job satisfaction can rise when workers have a healthy balance between job demands, control over their work, and sufficient support.

2.4.1 Conceptual Model

Independent Variable

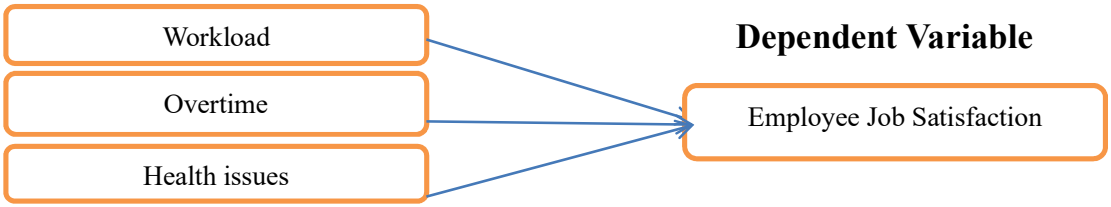

Figure 1: Conceptual Framework

This study's conceptual framework is based on the position of Job Demand-Control-Support Theory that factors like workload, overtime and health issues, as independent variables can influence employee job satisfaction, which is the dependent variable.

3.0 Method

3.1 Research Design

Respondents to the study were given a questionnaire as part of a survey research design. The survey used a five-point Likert scale: disagree (D), strongly disagree (SD), disagree (SA), agreed (A), and undecided (U). 1,448 academics staff of in the University of Maiduguri made up the study's population (University of Maiduguri Human Resource Unit, 2024). Using the Krejcie and Morgan (1970) table, 302 academic staff members make up the study's sample size. A random sampling technique was used in the study, whereby each member of the sample had an equal chance of being chosen for further investigation.

3.1.2 Data collection

This study uses data from the survey conducted on the academic staff of the University of Maiduguri. The questionnaire covers job stress (i.e. workload stress, overtime and health issues) and job satisfaction as well as academic demographics, career development, perceptions of, workload, health issues, and overtime.

The survey questionnaire has three sections: workload, overtime, health issues and job satisfaction comprised of 5 items which were adapted from work-related stress literature (Doe 2010). All items used in the questionnaires were measured using a 5-point Likert scale ranging from “strongly agree” representing 5, and “strongly disagree” representing 1. There are few demographic variables were also used as control variables because this study focused on staff attitudes. A random sampling technique was employed to distribute the questionnaires among the academic staff to their various offices and thereafter a total 302 useable questionnaires were retrieved from the respondents for further analysis.

3.2 Data Analysis

Both descriptive and inferential statistics were applied in this study. Descriptive statistics like frequencies, percentages, means, and standard deviations were used to characterise the respondents' attributes. Multiple regressions were used to test the hypotheses. So that the researcher was able to determine the nature and degree of the association between the two variables. With the use of a regression equation and a known value for an independent variable, the researchers can use the regression method to estimate the value of a dependent variable. The analysis was carried out using SPSS (Statistical Package for Social Science) version 20.0.

3.2.1 Model Specification.

The multiple linear regression model used in this study is as follows:

$Y = \alpha + \alpha_1 WL_1 + \alpha_2 OT_2 + \alpha_3 HI_3 + \epsilon_1$

Y = the dependent variable

X = the independent variables (WL_1, OT_2, and HI_3)

Where

α = constant or intercept

α_1, α_2 and α_3 associated with WL_1, OT_2 and HI_3 are the coefficients of net regression

Where x is the independent variables such as Workload = WL, Overtime = OT and Health issues = HI and Y = Job satisfaction (JS)

4.0 Discussion of Results

Table 1: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
WL	302	3.80	1.00	4.80	3.1901	.69438	.482
OT	302	3.80	1.20	5.00	3.3457	.70741	.500
HI	302	3.40	1.20	4.60	3.1139	.72598	.527
JS	302	3.80	1.20	5.00	3.2265	.89388	.799
Valid N (listwise)	302						

Source: Field Work 2024

Table 1 reveals that WL has a mean value of 3.1901 and a standard deviation of 0.69438 indicating a wide dispersion away from the mean with a maximum of 0.482 and a minimum of 1.00, this suggests that, while there is some variation in the perceived workloads, the data points tend to closer to the mean. The variance value of 0.482 signifies relative spread of response concerning workload. OT has an average mean of 3.3457 and a standard deviation of 0.70741 indicating a wide variability away from the mean with a minimum of 1.20 and a maximum of 5.00. The variance value of 0.500 signifies that there is a moderate spread of response regarding overtime. HI has a mean value of 3.1139 and a standard deviation of 0.72598 suggesting a relatively high degree of variability from the mean with a minimum of 1.20 and a maximum of 4.60. The variance of 0.527 indicates that there is a noteworthy spread in how staff perceive their health. JS has an average mean of 3.2265, indicating a moderate level of job satisfaction among respondents. However, the standard deviation of 0.89388 is relatively high compared to the other variables, with a minimum of 1.20 and a maximum of 5.00, indicating a wider range of job satisfaction scores among employees. The variance of 0.799 reinforces the idea that job satisfaction varies significantly within the dataset.

Table 2: Correlation Results

		WL	OT	HI	JS
WL	Pearson Correlation	1	.252**	.222**	.073
	Sig. (2-tailed)		.000	.000	.203
	N	302	302	302	302
OT	Pearson Correlation	.252**	1	.158**	.155**
	Sig. (2-tailed)	.000		.006	.007
	N	302	302	302	302
HI	Pearson Correlation	.222**	.158**	1	.471**
	Sig. (2-tailed)	.000	.006		.000
	N	302	302	302	302
JS	Pearson Correlation	.073	.155**	.471**	1
	Sig. (2-tailed)	.203	.007	.000	
	N	302	302	302	302

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Work 2024

The study established the correlation coefficient to discover the influence of Job stress on employee job satisfaction among academic staff of university of Maiduguri as shown in Table 2. The correlation coefficient indicates the strength and direction of the relationship between two variables. Pearson correlation was used to determine the relationship between WL with JS OT with JS, and HI with JS. The value of coefficient relation between variables as noted by Alwadaei, (2010), 0.70–1.00 indicate very strong association, 0.50–0.69, indicate significant association, 0.30–0.49 indicates moderate association, 0.10–0.29 indicate low associations, and 0.01–0.09 indicates negligible association.

Therefore, as shown in Table 2 above, WL has a significant but low correlation with OT with r= 0.252 ($p < 0.01$). This indicates that as workload increases, overtime tends to increase as well, though the correlation is not very strong. WL also has a significant but low correlation with HI with r= 0.222 ($p < 0.01$). This suggests that as WL increases, employees are more likely to report health issues.

OT has a significant but low correlation with WL with r= 0.252 ($p < 0.01$). This shows the relationship observed earlier; as overtime increases, workload tends to increases. OT also has a significant low correlation with HI with r= 0.158 $p < 0.01$). This indicates that as overtime increases, employees are more likely to report health issues. HI has a significant low correlation with WL with r= 0.222 ($p < 0.01$). This implies that as health issues increase, workload tends to increase. HI also has a significant low correlation with OT with r= 0.158 ($p < 0.01$). This indicates that as HI increases, OT increases as well.

However, on the other hand JS has a negligible and non-significant positive correlation with WL with r= 0.073 ($p > 0.05$). This suggests that there is no significant relationship between workload and employee job satisfaction. JS also has a significant but low correlation with OT and but have a significant moderate correlation with HI with r= 0.155 and 0.471 respectively ($p < 0.01$). This implies that as overtime and health issues increase, job satisfaction tends to increase.

4.1 Test of Hypothesis

The following hypotheses were tested in the multiple linear regression analysis:

H_1: Workload affects employee job satisfaction among University of Maiduguri academic staff.

H_2: Overtime affects employee job satisfaction among University of Maiduguri academic staff.
H_3: Health Issues affects employee job satisfaction among University of Maiduguri academic staff.

Table 3: Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.481[a]	.231	.223	.78778	1.574

a. Predictors: (Constant), HI, OT, WL

b. Dependent Variable: JS

Source: Field Work 2024

Table 3 shows an R-value of 0.481 indicates that the model perfectly explains the variability of the response data around its mean. In this context, R Square of 0.231 means that approximately 23.1% of the variability in job satisfaction is explained by the combination of workload (WL) health issues (HI), and overtime (OT), included in the model. This adjusted value takes into account the model's complexity and helps mitigate the risk of overfitting. Therefore, it suggests that about 22.3% of the variability in job satisfaction can be explained by the predictors.

The Std error of the estimate is 0.78778 which represents the average error or deviation between the observed values of job satisfaction and the predicted values from the model. A value between 1 and 2 suggests that there is little or no autocorrelation in the residuals (Lanferdini et al 2022). Therefore, the Durbin-Watson value of 1.574 indicates a relatively small amount of autocorrelation is present in the model, which is generally acceptable.

Table 4: ANOVA

ANOVA[b]

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	55.571	3	18.524	29.848	.000[a]
	Residual	184.937	298	.621		
	Total	240.508	301			

a. Predictors: (Constant), HI, OT, WL

b. Dependent Variable: JS

Source: Field Work 2024

In relation to the aforementioned ANOVA Table 4, the overall model is significant, and the level of significance is .000 ($f(3, 298) = 29.848$, $p<.05$), which indicates that the study's analysis of variance complied with the acceptable standards. This demonstrates how well the model fits the study.

Table 5: Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.253	.303		4.136	.000
	WL	-.070	.069	-.054	-1.014	.312
	OT	.120	.067	.095	1.801	.073
	HI	.576	.065	.468	8.927	.000

a. Dependent Variable: JS

Source: Field Work 2024

Table 5 shows the coefficients effect of each predictor on the dependent variable as follows:

$Y = \alpha + \alpha_1 WL_1 + \alpha_2 OT_2 + \alpha_3 HI_3 + \epsilon_1$

$Y\ (JS) = 1.253 + -0.070 WL_1 + 0.120 OT_2 + 0.576 HI_3 + \epsilon_1$

The test results between WL and JS show that B= -0.070, t= -1.014 and the p-value = 0.312 which depicts that the relationship is statistically insignificant at $P < 0.05$ level of significance. This means that workload does not affect employee job satisfaction. Therefore, the hypothesis that workload affects employee job satisfaction among the University of Maiduguri academic staff is rejected. This result is not consistent with the work of Dikka and Aseanty (2023), similarly the work of Alarcon (2019) and Hakanen et al. (2016).

However, the second test result shows B = 0.120, t= 1.801 and the p value= 0.073, which portrays that the relationship is statistically insignificant at $P < 0.05$ level of significance. This means that overtime does not affect employee job satisfaction. Hence the hypothesis that overtime affects employee job satisfaction among the University of Maiduguri academic staff is rejected. This result is not in line with the work of Dikka and Aseanty (2023) likewise the work of Tadić (2016) and Hakanen et al. (2016).

Furthermore, the third test result shows that B = 0.576, t= 8.927 and the p value= 0.000), which reveals that the relationship is statistically significant at $P < 0.05$ level of significance. This means that health issues affect employee job satisfaction. Therefore, the hypothesis that health issues affect employee job satisfaction among the University of Maiduguri academic staff is accepted. This result is consistent with the work of Anjum et al (2023) and likewise the work of Dikka and Aseanty (2023). Consequently, the results of hypotheses one and two do not support the Job Demand-Control-support theory, while hypothesis three supports the theory and further proves stress levels can drop and job satisfaction can rise when workers have a healthy balance between job demands, control over their work, and sufficient support. This show that the theory is still relevant considering the relationship between the variables under study.

Table 6: Residuals Statistics

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9857	4.1945	3.2265	.42968	302
Residual	-2.30596	1.80400	.00000	.78384	302
Std. Predicted Value	-2.888	2.253	.000	1.000	302
Std. Residual	-2.927	2.290	.000	.995	302

a. Dependent Variable: JS

Source: Field Work 2024

Table 6 Shows the residuals Statistics table provides insights into the residuals of a predictive model, particularly in the context of the dependent variable (Job Satisfaction). Residuals are the differences between the observed values and the predicted values from a statistical model.

The minimum predicted value of job satisfaction score is 1.9857, the maximum is 4.1945, and the mean is 3.2265. The standard deviation value of 0.42968 suggests that the predicted job satisfaction scores are relatively close to the mean, indicating that the model predictions are relatively consistent. The minimum residual is -2.30596, indicating that the model can sometimes underpredict job satisfaction by this amount. The maximum residual is 1.80400, indicating that the model can sometimes overpredict job satisfaction by this amount. The mean residual is 0.00000, suggesting that, on average, the model's predictions are

unbiased. The standard deviation of residuals value is 0.78384 indicating the variability in prediction errors. A higher standard deviation suggests that the model's predictions can be quite off for some staff. These values have been standardized to have a mean of 0 and a standard deviation of 1. The range from -2.888 to 2.253 indicates the spread of standardized predictions. Similar to the standardized predicted values, these have been standardized to have a mean of 0 and a standard deviation of 1. The range from -2.927 to 2.290 shows the spread of standardized residuals.

4.2 Discussion of Findings

This study found that among the proxies of job stress, workload and overtime were found to have no significant effect on employee job satisfaction among the University of Maiduguri Staff. This finding is not in consistent with Dikka and Aseanty (2023), Alarcon (2019) Hakanen et al. (2016) and Tadić (2016) who found a different trend in their studies. However, the study also found that health issues has a significant effect on employee job satisfaction among the University of Maiduguri academic staff. This is consistent with the work of Anjum et al (2023) likewise the work of Dikka and Aseanty (2023) who found similar results. The demographic analysis revealed that the majority of respondents were male (55.3%), with a diverse age distribution and varying years of experience and academic ranks. These demographic factors should be considered in understanding job satisfaction among the University of Maiduguri academic staff. The correlation result shows a low correlation between workload, overtime health issues and job satisfaction. This suggests that employees who work longer hours with workload despite their health condition tend to report higher job satisfaction levels, indicating potential dedication or resilience among staff facing increased work demands. Addressing job stress and fostering satisfaction among staff members could be key strategies for enhancing overall job satisfaction among the University staff.

However, this finding implies that stress can lead to various physical and psychological health issues and strain personal and family relationships among university academic staff. Physical health problems associated with work-related stress include headaches, migraines, sleep disturbances, back and neck pain, constant muscle tension, weight fluctuations, physical fatigue, increased susceptibility to illnesses like colds and viruses, hypertension, and heart problems. Similarly, from an organizational performance and intellectual health perspective, this discovery suggests that job stress may hinder academic staff in terms of job performance, interpersonal work relationships, and their commitment to the university. This can result in subpar work quality and a lowering of professional standards. This also will contribute to the decline in standard and poor output quality observed in universities over the past two decades.

To address these challenges, university staff have expressed a preference for stress management techniques, fair compensation, and clear role boundaries as effective stress management strategies. Implementing stress management techniques and receiving recognition from management, colleagues, and students can serve as important buffers against stress. Additionally, fostering a high level of morale in the workplace and providing flexible working conditions may help mitigate the effects of stress. Flexible working conditions could involve options like telecommuting, flexible hours, part-time work, and study leave. Attending conferences may also act as a stress moderator and boost morale for some staff, although it's noted that resources for conference attendance have decreased, and universities should consider allocating funds for academic staff development.

4.2.1 Summary of Findings

1. The extent of workload has no significant effect on employee job satisfaction among the University of Maiduguri academic staff.

2. The extent of overtime does not affect employee job satisfaction among the University of Maiduguri academic staff.
3. Health issues have a significant effect on employee job satisfaction among the University of Maiduguri academic staff.

4.3 Conclusion and Recommendations

Based on the findings, this study concluded that health issues have a significant effect on employee job satisfaction while both workload and overtime have no significant effect. The result supports the position of the Job Demand-Control-support theory on the fact that stress levels can drop and job satisfaction can rise when workers have a healthy balance between job demands, control over their work, and sufficient support. However, the moderate mean scores for both workload and overtime suggest that, on average, employees perceive their workload and overtime as manageable. However, the moderate standard deviations and variances in both variables indicate that there are substantial differences in how employees perceive these aspects of their work. Further investigation may be needed to understand the factors contributing to this variability. The variable health issues reveal that employees generally perceive their health status as moderate. The relatively high standard deviation and variance in this variable suggest that there are significant differences in how employees assess their health. This might be an area of concern that warrants closer attention from the organization to understand and address employees' health-related needs. Job satisfaction, with a moderate mean but a high standard deviation and variance, indicates that its levels varies widely among employees. Understanding the sources of this variability and addressing factors affecting job satisfaction could be crucial for employee retention and productivity. However, the following recommendations were made based on the findings:

1. The university should establish and promote stress management programs and initiatives tailored towards improving the needs of its staff which will bring about job conducive environment.
2. The university managers should review and adjust compensation packages to ensure they are fair and competitive within the university.
3. Encourage and facilitate a healthy work-life balance for university staff to encourage productivity.

4.3.1 Theoretical Implication of the Study

The study enhances Job Demand-Control-Support (JDCS) Theory, contributes to occupational stress theory, explores role conflict and role ambiguity, and enhances well-being models. By applying the JDCS theory, researchers can refine its applicability in diverse organizational settings. The research also sheds light on the complexities of academic roles and responsibilities, providing theoretical insights into the impact of job stress on job satisfaction. The findings can inform the design of interventions and strategies to promote well-being and job satisfaction among academic staff.

4.3.2 Policy Implication of the Study

The University of Maiduguri should implement stress management programs, promote work-life balance, enhance communication and support systems, and recognize and reward contributions to improve job satisfaction among academic staff. These programs can include workshops, counselling services, and resources to help employees cope with job-related stress. Encouraging open communication, mentorship, and a supportive work culture can also contribute to a healthier work environment.

Suggest for Future Studies

Future research could include longitudinal studies, examining coping mechanisms, and exploring organizational interventions. Longitudinal studies could track changes in stress levels and job satisfaction over time while coping mechanisms could help develop effective interventions and support systems.

Reference

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