

Innovations

Staff working conditions and organizational commitment: a correlation analysis of Delta State Universities

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Abstract

If a university's primary focus is on education, its success may be attributed to its faculty's quality and the working environment that drive them. This research was done to evaluate the impact of Delta State Universities' organizational commitment and staff working conditions (appropriate salary/wage payment, pay as you earn (PAYE) taxation and general working environment). The research employs a correlational approach to data collection. All teaching staff of Delta State University, Abraka, with 10 faculties, and 689 academic employees are included in the research population. Due to the tiny size of the population, a method called "purposive sampling" was used. The questionnaire used to gather data was self-structured and evaluated by three professionals with a reliability index of 0.75. The Pearson Product Moment Correlation was used to determine the connection between the variables from the collected data. Researchers discovered a strong link between staff working condition, including salary/wage payment, PAYE income tax deduction, and the overall office atmosphere with organizational commitment. University administrators have been urged to provide adequate and secured environment and to ensure that staff are paid on time and in full.

Key Words: 1.Staff Working Conditions; 2.Payment of Salaries, 3.PAYE Income Tax, 4.General Working Environment, 5.Organizational Commitment

Introduction:

It is widely accepted that education is essential to the economic and social development of any country and its people. Education is held in high regard for its ability to benefit both the individual and the nation as a whole. Akpokiniovo and Agboghroma (2016) argue that the role of education is to serve as an agent of cultural transmission and transformation, as well as to represent the dynamic process of nation-building. Why do governments spend so much time and money on education? Education should receive at least 26% of all government spending, according to the UNESCO. Although most governments have found it very difficult to

implement, this prescription serves as a powerful reminder that the future success or failure of our children's generation rests squarely on our ability to educate them.

From elementary school through college, each level of the educational system plays an important role. University education, in the opinion of Mohanan (2005), has four intertwined goals:

- 1 Sharing of information to ensure that the knowledge of prior generations is not lost but rather passed on to the next
- 2 The development of individuals to provide the personnel necessary for the maintenance and development of the country and society at large
- 3 Researchers' education is essential to the long-term preservation and advancement of knowledge.
- 4 People's inner potential is being developed and improved (intellectual, moral, emotional, physical, social, cultural, spiritual, etc.).

His Excellency Felix Ibru, the state's former governor, saw the value in higher education for the state's population and set out to construct the state's first and only university. Since its inception in 1979, the university operated for almost 30 years until His Excellency Senator Dr. Ifeanyi Arthur Okowa the executive governor of the state upgraded the College of Education, Agbor, the Asaba campus of the Delta State University, and the then Delta State Polytechnic, Ozoro to a full fledge universities. Making it o total of 4 state owned universities in Delta State. It was during the oil boom time of the state that some of the colleges were established, and because of the high expectations put on universities by the public and their contribution to national growth, there is need to enriched it with staff that are highly motivated. Since Nigeria is a growing nation, it is critical to keep these institutions running smoothly in order to produce the highly educated labour force that is necessary for the country's progress (Sujatha, & Krishnaveni, 2018). Although these universities are seen as businesses, in the business world, they are also viewed as organizations, and in order for any corporation to flourish, it has to have appropriate human capital.

In the view of Nimalathan and Brabete (2010), academic institutions' performance can be connected directly to the caliber of their academic staff and the degree to which their working circumstances encourage their dedication to their jobs. A worker's work environment and terms and conditions of employment are referred to as "staff working conditions." Among the topics covered here are: work and work activities organization, training, skills and employability, health, safety and well-being, as well as working hours and the balance between work and life. There are several ways in which these circumstances might be monetary, such as salary and allowances; or general terms of employment such as retirement age, sabbatical leave and opportunities for research at home and abroad. Workplace conditions and the potential of employee layoffs are two more possible factors to consider.

All of these things are thought to be able to attract and keep academic professionals, raising the university's commitment profile. An employee's sense of loyalty to their company is referred to as their organizational commitment (the organization). According to I/O psychology, this term refers to the psychological bond that exists between an employee and their employer. However, the universities do not appear to have enough of these things. It has been observed that many of Nigeria's best thinkers are fleeing the country in search of better working circumstances in other countries, such as the United States. Diverse national and international agencies have carried out tracer studies to assess Nigerian universities' performance, and the results show that the quality of university output is deteriorating (Dabalén, Oni & Adekola, 2010). Many wealthy families and politicians choose to send their children to study abroad in part as a result of this predicament. There has been a lot of empirical research on employee working conditions and performance that has concentrated mostly on a few individual components and their link to employee outcomes, ignoring other working conditions aspects such as adequate payment of salaries/wages, pay as you earn (PAYE) income tax, general working environment and their influence on organizational overall commitment. This current study therefore investigates if working conditions are likely to have an impact on the level of organizational commitment, taking into account some performance

indicators of universities like timely payment of salaries, PAYE income tax issues, and the general working environment at Delta State Universities (DSUs).

Problem

Lack of coordination and discipline in educational policy has contributed to some of the difficulties in the university system. Delta State's present administration has developed three new institutions, which some personnel regard it as a threat to the future of our children's education, while others see it as an opportunity to employ more people and educate our children whose chance of getting admission is been jeopardized. The Academic Staff Union of Universities (ASUU) went on strike over non-implementation of an agreement signed in 2009 not long after the creation of these universities, leaving some staff fearful of their salary. Because of PAYE's income tax manner of payment and overall working atmosphere, it seems that employees are no longer able to work effectively because their take home seems not to take them home. Could it be that the working circumstances of personnel (salary/wages, PAYE income tax, and general working atmosphere) have been put on hold? Could it perhaps be that the university's commitment is no longer sufficient to properly care for its employees salary/wages, PAYE income tax, and general working atmosphere? Delta State University's staff working conditions and organizational commitment will be examined in this research.

LITERATURE REVIEW

Staff Working Conditions

When it comes to human resource management, the concept of "staff working conditions" (SWC) is widely accepted as one of the most important "Human Resource Management (HRM)" strategies. Employees' working conditions and conditions of employment are referred to as staff working conditions (SWC) in this context. Among the topics covered here are: work and work activities organization, training, skills and employability, health, safety and well-being, as well as working hours and the balance between work and life. In accordance with Al Karim (2019), working circumstances include things like hours, breaks, and scheduling of Labour, as well as remuneration. Working circumstances include both the physical and mental demands of a person's job. Similarly, Aleem and Bowra (2020) referred to SWC as terms of employment, which often include job tasks, work hours, dress code, time off the job, and an initial wage. Benefits like health insurance, life insurance, and retirement plans may also be included in the package. By providing them with the skills they need to improve their loyalty, working conditions for employee's aid in aligning their tasks with the organization's aims.

A number of research (Ovadge&Muogboh, 2009; Chandrasekar, 2011; Adekola, 2012) have shown a link between SWC and staff retention (Organizational commitment). Many of these scholars' findings point to an increasing public demand for accountability for the work that universities do, which is manifested by an increased focus on faculty workload; institutional support refers to the strength of the relationship between faculty and administration at universities, as well as how those administrators can assist faculty in meeting their goals. Organizational commitment is influenced by worker morale, according to most academic research. Dede and Oluoch (2021) and Aleem and Bowra (2020) argue that the best way to build an organization's relationship with its workers is to provide a better workplace.

If a business wants to progress, it must ensure that its employees are paid on time and in full, as well as providing a good working environment. First and foremost, one of the conditions of working in an organization is receiving enough remuneration. A well-paid entitlement (salary/wages) may help workers become more productive and efficient in the workplace, providing them with the direction, support and motivation they need to do their best job. This will ensure that the organization's pledge is realized. According to Uko and Udida (2013), the biggest source of career stress among academics in higher institutions surveyed, excessive living expenses are the leading cause of stress in the workplace.

As a result of the high cost of living, their take-home pay is likely to be impacted as they try to cover their personal costs. Individuals with higher-order demands such as recognition discovered that money was a motivating element for them, despite Herzberg's inclusion of it as a hygiene issue in his theory. Pay-as-you-earn (PAYE) income tax is also a problem. The current government monetization process and integrated compensation structure seems to have had an impact on the well-being of Nigerian employees and academics. Consolidating in-kind benefits, which were previously untaxed, resulted in employees paying more tax and lowering their take-home pay as a consequence of this new arrangement (Nigeria Labour Congress, 2009). Employees in many sectors of the Nigerian economy have called for a general salary review because of this and the perceived vast disparity in compensation increases between workers and political office holders.

Staff might become demotivated and inefficient in the job if their taxes are erroneously deducted, according to Uko and Udida (2013). According to Alrazehi and Amirah (2020), no company will survive if it does not place a high priority on the well-being of its employees. Academics at Nigerian colleges have long complained about the unfavorable working conditions they face, according to a large body of literature (Okebukola, 2010). Overwhelming teaching and administrative schedules are contributing to the issue, as is the lack of time available for research. Many of the committees set up to assess university teachers' wages and conditions of employment in Nigeria found that stress was prevalent in all categories of institutions.

When Okebukola (2010) examined whether academic employees at a Nigerian university were content or unsatisfied with their careers, he discovered that they were dissatisfied with both their working circumstances and their professional development. Among Nigerian academics, Ofoegbu and Nwadiani (2006) found a variety of stress-related symptoms. Workers' morale and productivity are affected by their work environment, according to Chandrasekar (2011). This in turn influences the performance of a business. Lack of enough office space and shoddy furnishings make workers feel less than professional while they are at work, according to the author. An organization's dedication to its mission might be jeopardized if its employees behave in this manner. In his research of private indigenous enterprises in Nigeria, Ukaegbu (2010) found those employees' opinions of advancement opportunities, job security, and benefits were all important in their decision to stay with the company.

Organizational Commitment

When it comes to organizational commitment, Alhmoud and Rjoub (2019) described it as "the relative degree of an organization's identification with and engagement in a certain organization." It is argued by Nwokeocha (2015) that organizational commitment has three components: belief in and acceptance of the goals and values of the organization, willingness to put forth significant effort in order to achieve the organization's goals, and a strong desire to remain a member of the organization. Alvesson (2012), on the other hand, argues that employee commitment is a psychological state with at least three distinct components, and offers three lenses through which to view it. There is a connection between these three stages, although they are distinct from one another. Commitment, the three-part framework or paradigm, reflects:

- a) Desire – or more specifically, an emotive commitment: This refers to an employee's emotional connection to, identification with, and engagement in the company.
- b) A requirement — a long-term commitment is required. When it comes to your membership in the organization, that is. It is all about how much you stand to earn or lose if you decide to leave the company. Employees that stay with the company due of their commitment to staying are doing so out of need and loyalty.
- c) A normative commitment - a duty: It is concerned with the "feeling of duty" that an employee has to stay with the company. Employees who have a strong sense of normative commitment tend to stick in their jobs because they believe it is the right thing to do.

There is a connection between an employee's decision to stay with or leave an organization and the company's human resource management strategies, according to Meyer and Allen, who analyzed all three approaches. The organizations' ability to meet their strategic goals is directly linked to the ability of the organizations to maintain or terminate their employees' commitment. Employees, who are highly driven, according to Letchmiah and Thomas (2017), are more content with their supervisors and hence more likely to stay with the company. Employees who are dissatisfied with their workplace are more likely to seek employment elsewhere or leave the company altogether. Human resource management is influenced by a variety of elements, including both the working circumstances of employees and the level of organizational commitment. In universities, there is a lack of HRM research on the connection between working conditions and organizational commitment. Taking all of the above information into consideration, the researcher came up with the following hypothesis:

- Ho1: There is no significant relationship between staff payment of salaries and organizational commitment in Delta State Universities.
- Ho2: There is no significant relationship between staff Pay as you earn (PAYE) income tax and organizational commitment in Delta State Universities.
- Ho3: There is no significant relationship between staff general working environment and organizational commitment in Delta State Universities.

Theoretical Framework

William Ouchi's Theory (WOT) of (1981) is the theoretical framework used in this research. Workers' participation in the workplace, as shown by the WOT paradigm, is critical for employee retention, increased productivity, and improved performance. When workers are actively engaged in the company, they establish a feeling of belonging and maintain cohesiveness with other employees in achieving the business's objectives and those related to them, according to Arubayi, Odiri, and Echewa(2022). People think that if a company is trusted to engage them in policy making, then employees will not feel like departing for that reason alone. When it comes to their attitude toward their job, workers will look for chances to learn more about the company and to acquire new skills and experiences that will make them more marketable in the future (Arubayi, Odiri&Echewa, 2022). The WOT paradigm is relevant to this research because improved organizational commitment in the DSUs may be determined by paying staff wages on time and in whole, decreasing PAYE income tax, and providing a decent working environment.

METHODOLOGY

Correlational design was used to link employee working conditions with organizational commitment by gathering data through surveys. A total of 715 academic staff members work at the Delta State University, Abraka, which has 10 faculties, including 41 faculty members from the faculty of Agriculture, 71 from the Arts, 119 from the Education, 67 from the Engineering, 33 from the Pharmacy, 51 from the Law, 98 from the Social Science, 89 from the Management Science Department, 58 from the Basic Medical Science Department, and 88 from faculty of Science. The researchers had access to all 715 participants. Due to the tiny size of the population, a method called "purposive sampling" was utilized to ensure that all individuals had a chance to participate in the study. The self-structured questionnaire was the primary data collection, and it was created on a 4-point scale of "strongly agree," "agree," "dis-agree," and "strongly disagree" and presented in order to reduce respondents' time spent answering the items. As part of the survey, participants were asked to describe their working conditions and their level of devotion to the company.

Staff working conditions was measured using a questionnaire based on three different aspects: sufficient payment of salaries and wages, PAYE income tax, and a general working environment. Personnel data and organizational commitment concerns were divided into two parts of the questionnaire. The first portion included the respondents' biographical information. Three specialists in management science and evaluation from the IgnatusAjuru University of Education in River State evaluated the instrument to ensure its validity. The

questionnaire was checked by these professionals to ensure that it represented its face validity. After the validation procedure was complete, the final instrument was built with the stated adjustments. Cronbach Alpha was used to determine the instrument's dependability. A validated instrument was administered to 20 people as part of the testing process. The reliability index was 0.75. This demonstrates the instrument's trustworthiness. The Pearson Product Moment Correlation was used to examine the connection between the variables created by the data.

FINDINGS

Hypotheses 1: There is no significant relationship between staff payment of salaries and organizational commitment in Delta State Universities.

Table 1: Analysis of the relationship between salary payments and organizational commitment using regression modelling

Model Summary

R	R-Square	Adjusted R-Square	STD Error of the Estimate
0.091	0.008	0.003	1.81263

ANOVA

	Sum of Square	df	Mean Square	F	Sig.
Regression	5.444	1	5.444	1.657	0.200
Residual	650.551	198	3.286		
Total	655.995	199			

Coefficients

	Unstandardized Coefficients		Standardized Coefficient Beta	T	Sig.
	B	Std Error			
(Constant)	20.164	1.295		15.566	0.000
Payment of Salaries/Wages	0.052	0.041	-0.091	-1.287	0.020

Results in table 1 showed a linear link between salary and wage payments and organizational commitment as the regression output. An F-value of 1.657 and a p-value of 200 were calculated at 0.05 alpha threshold of significance. The alpha level was 0.05, while the P-value was 0.020. That is why we have ruled out the null hypothesis. This suggested that there was a strong link between the amount of money an employee was paid and their level of devotion to the company. Quick payment of salaries and wages contributed for 0.3 percent of the R²-adjusted variation in organizational commitment, as shown by the 0.003 value. For predicting organizational commitment, we used the unstandardized coefficient (B) of 0.052 and the standardized coefficient (B) of -0.091; the test statistic was $t = -1.289$. That is why paying salaries and benefits were important. As can be seen, a more committed workforce is a result of higher earnings and wages.

Hypothesis 2: There is no significant relationship between staff Pay as you earn (PAYE) income tax and organizational commitment in Delta State Universities.

Table 2: PAYE taxation and organizational commitment: A regressive study

Model Summary

R	R-Square	Adjusted R-Square	STD Error of the Estimate
0.162	0.026	0.021	1.79615

Anova

	Sum of Square	df	Mean Square	F	Sig.
Regression	17.218	1	17.218	5.337	0.022
Residual	638.777	198	3.226		
Total	655.995	199			

Coefficients

	Unstandardized Coefficients		Standardized Coefficient Beta	T	Sig.
	B	Std Error			
(Constant)	19.538	0.465		42.021	0.000
PAYE income tax	-0.415	0.180	-0.162	-2.310	0.022

Regression results from a link between PAYE income tax and organizational commitment are shown in table 2. p-value of 0.022 and F-value of 5.337 were calculated at a 0.05 alpha threshold of significance. There was a P-value of 0.022, which was less than the alpha threshold of 0.05. In this way, the zero-hypothesis hypothesis was ruled out. A correlation between PAYE tax and organizational commitment was found. The R²-adjusted result of 0.021 suggested that PAYE income tax accounted for 2.1 percent of the variation in organizational commitment. In order to forecast PAYE income tax, the unstandardized predictor variable (B) was -0.415, and the standardized coefficient (B) was -0.162, with the t-value of -2.310. As a result, PAYE income tax had a major impact.

Hypothesis 3: There is no significant relationship between general working environment and organizational commitment in Delta State Universities.

Table 3: relationship between staff general working environment and organizational commitment in the DSUs.

Model Summary

R	R-Square	Adjusted R-Square	STD Error of the Estimate
0.064	0.004	0.000	1.81647

ANOVA

	Sum of Square	df	Mean Square	F	Sig.
Regression	2.681	1	2.681	0.812	0.369

Residual	653.314	198	3.300		
Total	655.995	199			

Coefficients

	Unstandardized Coefficients		Standardized Coefficient Beta	T	Sig.
	B	Std Error			
(Constant)	18.863	0.417		45.218	0.000
General working environment	0.232	0.258	-0.064	-0.901	0.039

A linear association between general working conditions and organizational commitment was shown in Table 3. P-value 0.039 and F-value 0.812 were calculated. Tests were conducted using an alpha level of 0.05, and the P-value of 0.039 was lower than the alpha threshold. That is why we have ruled out the null hypothesis. To conclude, this suggests that the overall working environment and organizational commitment are linked. The R²-adjusted value of 0.000 showed that organizational commitment accounted for 0.0 percent of the variation in the overall working environment. B = 0.232, -0.064, -0.901; the standardized regression coefficient (B) was -0.064, and the correlation coefficient (R) was 0.232. As a result, with a p-value of 0.05, the overall working environment was shown to be significant.

DISCUSSION

The f-value was 1.657, and the P-value was 0.200, as shown in table 1 at a 0.05 alpha threshold of significance. The alpha level was 0.05, while the p-value was 0.020. That is why we have ruled out the null hypothesis. This suggested that there was a strong link between the amount of money an employee was paid and their level of devotion to the company. SWC has been found to have a large and beneficial impact on staff retention by Chandrasekar (2011). Also according to findings from Adekola (2012), professional priorities are related to how well institutions can maintain their autonomy in terms of the services they provide, which seems to be gradually eroded by public demand for accountability, mainly evident by increasing attention to workload; institutional support refers to how well faculties and institutional administration can address the external demand; Employees who are highly driven, according to Letchmiah and Thomas (2017), are more content with their supervisors and hence more likely to stay with the company.

There was a P-value of 0.022 and a calculated F-value of 5.337 in Table 2 at a 0.05 alpha threshold of significance. There was a p-value of 0.022, which was less than the alpha threshold of 0.05. In this way, the zero-hypothesis hypothesis was ruled out. A correlation between PAYE tax and organizational commitment was found. Employees might become demotivated and inefficient in the job if their taxes are incorrectly deducted, according to Uko and Udida (2013). As Alrazehi and Amirah (2020) pointed out, employers that fail to deduct employee benefits as part of their tax obligations run the risk of losing their best workers.

As seen in Table 3, a linear connection existed between a company's overall working environment and its level of dedication. P-value 0.039 and F-value 0.812 were calculated at a 0.05 alpha threshold of significance. The alpha level was set at 0.05, and the P-value was less than that. That is why we have ruled out the null hypothesis. To conclude, this suggests that the overall working environment and organizational commitment are linked. Chandrasekar (2011) found that the workplace environment has a direct influence on employee morale, productivity, and engagement, which in turn affects the overall success of the firm. Employees' perceptions of their workplace's sophistication might be lowered by issues including a lack of enough office space and shoddy

furnishings, according to the author. Ukaegbu (2000) discovered that a positive relationship between management and employees, as well as positive views of advancement, job stability, and welfare, were all variables that contributed to workers' desire to stay in the company.

Conclusion

Based on the findings from the study, it was concluded that staff working conditions (salary, PAYE income tax deduction, and the overall working environment) are strongly linked to organizational commitment.

Recommendations

In light of the study's results and conclusions, the researchers recommends that administrators at different institutions should be encouraged to work for timely and appropriate payment of salaries and wages. As business-oriented company they should always consider workers' salaries and compensation to be essential. This will assist entice employees that have a strong sense of loyalty to the firm. PAYE income taxes should be made average and openly deducted by both government and education stakeholders. This will allow employees to voice their opinions and concerns, resulting in a greater sense of commitment to their work. There are several ways in which the administration of universities may foster a supportive and encouraging work atmosphere that encourages workers to take initiative, such as providing enough facilities for teaching and research grants and ensuring that employees feel secure in their employment.

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