

**ORGANIZATIONAL SUPPORT, EMPLOYEE VOICE, AND SATISFACTION
AMONG NON-ACADEMIC STAFF: A STUDY OF SELECTED PRIVATE
UNIVERSITIES IN OGUN STATE**

**TEMIATSE, OFEORITSE SARAH
(21PMB02278)**

B.Eng, Computer Engineering, Bells University of Technology, Ota, Ogun State

AUGUST, 2023

**ORGANIZATIONAL SUPPORT, EMPLOYEE VOICE, AND
SATISFACTION: A STUDY OF SELECTED PRIVATE UNIVERSITIES IN
OGUN STATE**

BY

**TEMIATSE, OFEORITSE SARAH
(21PMB02278)**

B.Eng, Computer Engineering, Bells University of Technology, Ota, Ogun State

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE
AWARD OF MASTERS OF BUSINESS ADMINISTRATION (MBA) DEGREE
IN INDUSTRIAL RELATIONS AND HUMAN RESOURCE MANAGEMENT
IN THE DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF
MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY, OTA,
OGUN STATE, NIGERIA**

AUGUST, 2023

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfillment of the requirements for the award of Masters of Business Administration (MBA) Degree in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria.

Miss Adefunke F. Oyinloye
(Secretary, School of Postgraduate Studies)

Signature and Date

Prof. Akan B. Williams
(Dean, School of Postgraduate Studies)

Signature and Date

DECLARATION

I, **OFEORITSE SARAH TEMIATSE (21PMB02278)**, declare that this research was carried out by me under the supervision of Prof. Rowland E. Worlu of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun state, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

TEMIATSE, OFEORITSE SARAH

Signature and Date

CERTIFICATION

We certify that this dissertation titled “**ORGANIZATIONAL SUPPORT, EMPLOYEE VOICE, AND SATISFACTION: THE STUDY OF SELECTED PRIVATE UNIVERSITIES IN OGUN STATE**” is an original work carried out by **TEMIATSE, OFEORITSE SARAH (21PMB02278)**, in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of Prof. Rowland E. Worlu. We have examined and found this research work acceptable as part of the requirements for the award of Masters of Business Administration (MBA) Degree in Industrial Relations and Human Resource Management.

Prof. Rowland E. Worlu
(Supervisor)

Signature and Date

Prof. Anthonia A. Adeniji
(Head of Department)

Signature and Date

Prof. Akanji R. Bankole
(External Examiner)

Signature and Date

Prof. Akan B. Williams
(Dean, School of Postgraduate Studies)

Signature and Date

DEDICATION

This dissertation is dedicated to God Almighty for being my rock and helper. To Him alone be all the glory, honour, and adoration. It is also dedicated to my parents Mr. & Mrs. Isaac Temiatse for being my support system, and my prayer partners and for their continuous encouragement toward the success of the research work.

ACKNOWLEDGEMENTS

My utmost gratitude goes to the Almighty God for His mercies endures forever, for giving me the opportunity to complete this dissertation in due time and successfully.

I would like to express my gratitude to the Chancellor of Covenant University, Ota, Dr. David O. Oyedepo, for creating a spiritual atmosphere and providing a vision that continuously challenges and motivates me to excel in my faith and achievements. I pray God continues to bless him with more strength to achieve excellence in everything he does.

Also, I am thankful to the management team of Covenant University, the Vice-Chancellor, Professor Abiodun H. Adebayo; the Deputy Vice-Chancellor, Professor Olujide A. Adekeye; the Acting Registrar, Mrs Regina A. Tobi-David; the Dean, School of Postgraduate Studies, Professor Akan B. Williams; the Sub-Dean, Dr. Emmanuel O. Amoo; and the Dean of the College of Management and Social Sciences, Professor Abiola A. Babajide.

My gratitude goes to Professor Anthonia A. Adeniji, the Head of the Department of Business Management, for her incredible support and have carried out her duties with great efficiency. I appreciate her and I pray God will crown her efforts with great success as she continues to support the vision of Covenant University. God bless you ma.

I am truly grateful to my supervisor, Professor Rowland E. Worlu, who has been a Godsent to me. His selfless support and direction have kept me grounded and ensured my dissertation was successful. I want to express my heartfelt appreciation for his unwavering support, constant motivation, words of encouragement, and guidance throughout the entire dissertation. Thank you, sir, for generously sharing your wealth of knowledge and for being a vigilant guardian on this journey.

Additionally, I extend my gratitude to the PG Coordinator of the department, Dr. Hezekiah O. Falola, for his administrative assistance. I would like to extend my appreciation to Dr. Odunayo P. Salau, for his priceless intellectual contributions. Also, I am grateful for the kind gestures and support from Dr. Olabode Oyewunmi, Dr Oluwakemi Onayemi, Dr Efe Imafidon, Dr Funke Adebayo, Dr. Agboola, Dr. Daniel Ufua. I also want to express my gratitude to all the other esteemed faculty members of the

Business Management Department for their continuous support throughout the duration of this program. I will not forget the invaluable input and contributions of Prof. Olaleke O. Ogunnaike, Prof. Joseph O. Kehinde, Prof. Adewale O. Osibanjo, Dr. Edith E. Igbino, and Dr. Mercy Ogbari.

I would like to express my gratitude for the cooperation and assistance provided by the registrars and staff members of both Crawford University and Bells University of Technology during the execution of this study.

I want to sincerely thank my father, Mr. Isaac O. Temiatse for being my unwavering support system and for his tireless prayers, sacrifices, efforts, and words of encouragement. May you be blessed with longevity, peace, and excellent health to enjoy the rewards of your hard work. To my awesome mother, Mrs. Betty O. Temiatse, I will continue to cherish you for your ceaseless prayers and sacrifices for me in the course of the study. May you be blessed with longevity, peace, and excellent health to enjoy the rewards of your hard work. Also, to my siblings, thank you for your continuous support and constant push so that I can always be better. I love you all very much.

I would like to express my sincere gratitude to my friends, classmates, and everyone I encountered during this academic journey, for their unwavering support and prayers throughout the research period. Thank you all for your kindness. I would also like to extend my appreciation to all the members of the Postgraduate Student Council 2019/2020. It was truly an honor to serve alongside each and every one of you. Thank you for the privilege.

Finally, I also want to express my heartfelt appreciation to Engr Agbotiname Imoize, Prof. Godfrey Onyiagha, Dr. Abiodun Ogunseye, Prof. Sanjay Misra, and Dr. Osemwegie Omoruyi for their continuous and unwavering support, sacrifices, and presence throughout this journey.

TABLE OF CONTENTS

CONTENTS	PAGES
ACCEPTANCE	iii
DECLARATION	iv
CERTIFICATION	v
DEDICATION	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS	ix
LIST OF TABLES	xiii
LIST OF FIGURES	xv
ABBREVIATIONS	xvi
ABSTRACT	xvii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the study	1
1.2 Statement of the Research Problem	4
1.3 Research Questions	6
1.4 Objectives of the study	7
1.5 Research Hypotheses	7
1.6 Significance of the study	8
1.7 Scope of the Study	8
1.8 Operationalization of Research Variables	10
1.9 Operational Definition of Terms	13
CHAPTER TWO: LITERATURE REVIEW	16
2.1 Preamble	16
2.2 Conceptual Review	16
2.2.1 Organizational Support	16
2.2.2 Brief History of Organizational Support	17
2.2.3 Proportions of Organizational Support	18
2.2.4 Measurements of Organizational Support	18

2.2.5 Proxies of Organizational Support	19
2.2.6 Employee Satisfaction	21
2.2.7 Brief History of Employee Satisfaction	23
2.2.8 Proxies of Employee Satisfaction	24
2.2.9 Employee Voice	26
2.2.10 Major Types of Employee Voice	29
2.3 Theoretical Review	31
2.3.1 Social Exchange Theory	31
2.3.2 Two-Factor Theory	33
2.3.3 Self-Determination Theory	34
2.4 Empirical Review	35
2.4.1 Tenured Job and Promotion Opportunities in the Organization	35
2.4.2 Training & Development and Recognition in the Organization	36
2.4.3 Work-Life Balance and Safety Net in the Organization	37
2.4.4 Compensation and Job Autonomy in the Organization	37
2.5 Gaps in Literature	38
CHAPTER THREE: METHODOLOGY	40
3.1 Preamble	40
3.2 Study Area	40
3.3 Research Philosophy	40
3.4 Research Design	41
3.5 Population of the Study	41
3.6 Sample Size Determination	41
3.7 Sample Frame	43

3.8 Sampling Techniques	44
3.9 Sources of Data	44
3.10 Research Instruments	44
3.11 Validity of Research Instrument	45
3.12 Reliability of the Research Instrument	45
3.13 Methods of Data Presentation and Analysis	46
3.14 Ethical Consideration	46
CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION	47
4.1 Preamble	47
4.2 Data Presentation and Analysis	47
4.2.1 Demographic Profile of Participants	47
4.2.2 Descriptive Statistics of Data on Significant variables	49
4.3 Test of Hypotheses	62
4.3.1 Hypothesis One	62
4.3.2 Hypothesis Two	65
4.3.3 Hypothesis Three	68
4.3.4 Hypothesis Four	71
4.3.5 Hypothesis Five	74
4.4 Discussion of Results	77
4.4.1 Tenured Job on Promotional Opportunities	77
4.4.2 Training and Development on Recognition	78
4.4.3 Work-Life Balance on Safety Net	79
4.4.4 Compensation on Job Autonomy	79
4.4.5 Moderating Role of Employee Voice on Organizational Support and Employee	

Satisfaction	80
4.5 Implication of Findings	81
4.5.1 Theoretical Implications	81
4.5.2 Empirical Implications	82
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	84
5.1 Preamble	84
5.2 Summary	84
5.3 Conclusion	85
5.4 Recommendations	86
5.5 Contributions to Knowledge	87
5.6 Limitations of the Study	88
5.7 Suggestions for Further Studies	88
REFERENCES	90
APPENDICES	106

LIST OF TABLES

TABLES	LIST OF TABLES	PAGES
	Table 1.1: Operationalization of the constructs	11
	Table 2.1: Definition of Employee Voice by some scholars	27
	Table 3.1: Population of the Study	41
	Table 3.2: Population Distribution of Sampled Universities	43
	Table 4.1: Response Frequency	47
	Table 4.2: Demographic Profile	48
	Table 4.2.1 Frequency Distribution for Tenured Job	50
	Table 4.2.2 Frequency Distribution for Training and Development	51
	Table 4.2.3 Frequency Distribution for Work-Life Balance	52
	Table 4.2.4 Frequency Distribution for Compensation	53
	Table 4.2.5 Frequency Distribution for Supportive Voice	54
	Table 4.2.6 Frequency Constructive for Constructive Voice	55
	Table 4.2.7 Frequency Distribution for Defensive Voice	56
	Table 4.2.8 Frequency Distribution for Destructive Voice	57
	Table 4.2.9 Frequency Distribution for Promotion Opportunities	58
	Table 4.2.10 Frequency Distribution for Recognition	59
	Table 4.2.11 Frequency Distribution for Safety Net	60
	Table 4.2.12 Frequency Distribution for Job Autonomy	61
	Table 4.3.1 Factor loading for tenured job on promotion opportunities	63
	Table 4.3.2 Path Coefficients for tenured job and promotion opportunities	65
	Table 4.3.3 Factor loading for training & Development and recognition	66
	Table 4.3.4 Path Coefficients for training & development and recognition	68
	Table 4.3.5 Factor loading for work life balance and safety net	69
	Table 4.3.6 Path coefficients for work-life balance and safety net	71
	Table 4.3.7 Factor loading for compensation and job autonomy	72
	Table 4.3.8 Path coefficients for compensation and job autonomy	74
	Table 4.3.9 Path Coefficient of Organizational Support, Employee Voice and Employee Satisfaction	77

LIST OF FIGURES

FIGURES	LIST OF FIGURES	PAGES
Figure 1.1:	A schematic showing the relationships among the variables	12
Figure 4.1	Predictive relevance (Path coefficient) of tenured job and promotion opportunities	64
Figures 4.2	Path Co-efficient and P-values for tenured job and promotion opportunities	64
Figure 4.3	Predictive relevance (Path coefficient) of training and development on recognition	67
Figures 4.4	Path Co-efficient and P-values for training and development on recognition	67
Figure 4.5	Predictive relevance (Path coefficient) of work-life balance and safety net	70
Figures 4.6	Path Co-efficient and P-values for work-life balance and safety net	70
Figure 4.7:	Predictive relevance (Path coefficient) of compensation and job autonomy	73
Figure 4.8:	Path Co-efficient and P-values for compensation and job autonomy	73
Figure 4.9:	Path Analysis of Organizational Support, Employee Voice, and Employee Satisfaction	75
Figure 4.10:	Path analysis and P-value of Organizational Support, Employee Voice and Employee Satisfaction	76

ABBREVIATIONS

OS	Organizational Support
ES	Employee Satisfaction
SET	Social Exchange Theory
EV	Employee Voice
SDT	Self- determination Theory
SPSS	Statistical Package for Social Science
SEM	Structural Equation Model

ABSTRACT

Employee satisfaction is a critical factor in fostering a positive work environment and enhancing organizational performance. Organizational support has been identified as a significant determinant of employee satisfaction. This study became necessary due to the dissatisfaction faced by non-academic staff in private universities. In Nigerian Private universities, there have been concerns raised by non-academic staff of wanting to voice their concerns but due to fear of their organization not understanding and also the fear of losing their jobs they tolerate and endure concerns of little or no training & development, lack of recognition, little compensation, their autonomy affected as well. Nevertheless, the impact of employee voice, a vital aspect of employee participation, on the correlation between organizational support and employee satisfaction has not been thoroughly investigated. This study therefore, investigated how organizational support and employee voice can enhance employee satisfaction in selected private Universities in Southern Nigeria. A descriptive survey research design was adopted for this study with a quantitative approach to explain the moderating role of employee voice on organizational support and employee satisfaction. A total of 214 copies of the questionnaire were distributed to the senior and junior non-academic staff of the selected private universities and 199 copies of the questionnaire were filled and 15 copies could not be retrieved. The data generated were analyzed with descriptive and inferential statistics with the aid of SPSS (Statistical packages for social sciences) and SEM (structural equation method) with SMART-PLS to test the five hypotheses. The findings showed that the dimensions of organizational support (tenured job, training & development, work-life balance, compensation) have a positive effect on employee satisfaction (promotional opportunities, recognition, safety net, job autonomy). The findings indicated further that the fifth hypothesis employee voice did not have any significant moderating effect on the relationship between all the dimensions of organizational support and employee satisfaction in the selected private universities. Furthermore, the study recommended that the private universities should prioritize and invest in initiatives that promote organizational support for their non-academic staff. This can include providing resources, training and development opportunities, clear communication channels, and fair and equitable treatment. By improving organizational support, employee satisfaction is likely to increase.

Keywords: Employees satisfaction, Employee voice, Non-academic staff, Organizational Support, Private Universities