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IMPACT OF JOB SATISFACTION ON THE PERFORMANCE OF NON-ACADEMIC STAFF OF FEDERAL UNIVERSITY OYE-EKITI (FUOYE)

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Abstract

The study observed that variables (work-motivation strategies, job satisfaction and organizational performance) are shown in Table 2. Explicitly, promotion is positively related to job satisfaction ($r = 0.661$, $p < .01$) with a moderate effect size, as well as salary ($r = 0.371$, $p < .01$), while work atmosphere was found with low effect but positive relationship ($r = 0.117$, $p < .01$). Meanwhile, job satisfaction is positively related to organizational performance ($r = 0.512$, $p < .01$), with a moderate impact. Furthermore, the ordinary least square (OLS) regression result depicts that the motivational strategies; salary payment, promotion, and pleasant work atmosphere positively impacted job satisfaction with an adjusted R^2 value of 0.515, which is positively significant at 5% (PRM; $\beta = 0.394$, $t = 4.019$; WA; $\beta = 0.325$, $t = 3.226$; SAL; $\beta = 0.361$, $t = 3.251$, $p < 0.05$). Hence the R-squared value of 0.504 depicts that the motivational strategies on job explained only 50.4 percent while unaccounted variables or components amount to 49.6 percent. In conclusion, the findings reveal that promotion, pay (salary) and working atmosphere have significant impact on job satisfaction, which tends to increase performance recorded among non-academic staff of the university. Hence, all hypotheses are supported.

Key words: Motivation, Job Satisfaction, Promotion, Non- Academics and Salary

1. Introduction

The relevance of skilled employee in a nation's social, political, and economic development could be exaggerated without an adequate growth and development without Human Resources, which make Human Resources to be the most crucial component in unlocking the powers of economic and growth because without them, all other factors must wait (Okeke, 2010). A well-managed firm typically views the average worker as the source of quality and productivity increases; the importance of human resource management in an organization cannot be overstated. Any company or organization that does not prioritize the needs of its employees is jeopardizing its performance and working against its productivity (Aribaba et al., 2019; Olaniyan et al., 2022). The main goal of every business organization including institutions, according to Lee & Wu (2011), is to adopt effective methods to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness. Employee job performance has always been a significant challenge in organizational management.

Positive changes in workforce quality, according to Okeke, are accountable for advanced countries rapid economic development. Nwachukwu once remarked the "the huge capital stock of an industrially advanced nation is not just the physical technology but it is the body of knowledge accumulated from empirical science's tested findings and discoveries, as well as the public's competence retraining to apply this knowing.

Somewhere at institutional level, the goal of any workforce on a project is to promote worker's well-being by increasing their talents and also overall quality of job opportunities available to them and to increasing their strong economy (ibid). This will definitely progress the work and geared on workforce development production and utilization, with the understanding that the well-being and satisfied workforce remain a valuable important aspect of an organization that boosts productivity. (Okeke, 2010; Oyewole et al., 2023).

All business enterprise is made up of three fundamental elements: money, man, and material. Although each of these factors is vital in every business, people working in the organization are mostly important, that is the human factor, which is frequently key for a business survival. It is very unusual to find oneself in a group of two rival companies purchase commodities within the same marketplace, obtain their funds from the same providers, also hire the same employees in the very same location, however one must definitely appears as more efficient and effective than the other.

In most cases, an investigation of such situations indicates that perhaps the variation is attributed to the fact that one organization possesses a far more "satisfactory" labour force, than the other, which is therefore more efficient. Meaning, human resource really ensures either positive/negative outcome of business performance. Workforce administration becomes the functional area of business that is primarily concerned with the management of the human element. This human element infuses the entire company as a result, all employees and managers who have responsibility for the success of one or more employees in the corporation, has at least a significant portion for guiding them likewise responsible for the personal performance also to all management functions, such as planning, organizing, staffing and directing, likewise motivating, all are manpower functions that must be performed by all administrators.

Therefore, any manager who slacks in any of these areas is prone to failure in his or her principal obligation, whether that obligation is manufacturing, finance, or brand management (Iyayi 2015).

Nevertheless, just because all managers undertake personnel functions does not mean they are all personnel managers, but every corporation has a specialized division or unit tasked with creating and establishing policies, as well as rendering advise, services, and oversight over all professional matters. Personnel managers, for example, execute all of the personnel functions of all managers, but they also typically have wide human skills and specialized professional expertise for handling with people-related issues within the corporation. Job growth, training and development, transmit, promotion, and demotion, remuneration management, health & security, discipline and discharge, industrial and employee relationships, employee welfare benefits, and staff and behavioral investigation are some of the major areas where the personnel manager's expertise are put to use.

The following are the staff conditions of service, which are at the heart of workforce planning, depending on industrial harmony, rapid industrialization, and the general health of workers and the company (Abah 2013). Staff conditions of service differ from organization to organizations, sector to sector, and, more importantly, between government and privatized business owners, which explains the wide range of job satisfaction and employee performance in the various companies and as well other organizations.

Non-academic staff employees, according to Smerek and Peterson (2007), are essential members of any academic community, since they are responsible for the university's day to day operations, management, and planning. According to Ogbulafor (2011), the declining level of employee performance, particularly among non-academic personnel in Nigerian higher institutions, is quickly emerging as a severe threat to the future of universities in Nigeria and must be immediately addressed. So, it is thought that employee performance is crucial to the development and success of an organization. They create the necessary conditions for successful teaching and learning, as well as overseeing the smooth operation of the institutions. The non-academic personnel are primarily responsible for administrative technical tasks. Many of the non-teaching employees work in roles that need a lot of information and have a lot of power on campus (Bradley, 2009). Some advice students on information and other needs, while others are high-level administrators who make critical choices that impact the institution's overall direction and, by implication, the students, the library, to be precise. As a result, the non-academic personnel of the university serves as the support structure that ensures the academicians and student's success (Adejare et al., 2020).

However, Works, bursary, register, student affairs, medical personnel, examinations and records, ICT unit, and security personnel are among the non-academic departments in a university system, Nonacademic staff play an equally significant role in students' success by providing a variety of crucial support and operational services. They assist students with admissions and registration, orientation, and housing, and they are frequently the point of contact for a large number of students who want assistance in some way. Promotion is one of many methods that companies use to inspire their staff. This is the process of promoting individuals from lower levels of the company to higher levels, with a corresponding rise in compensation and responsibility on one hand and on the other.

Promotion may be thought of as a reward for an employee's contributions to the company because of an employee's contribution to the company, promotion may be required in order to keep that employee.

Belfast (2004) He pointed out that promotion is one of the many methods that companies use to inspire their staff. This is the process of promoting individuals from lower levels of the company to higher levels, with a corresponding rise in compensation and responsibility on the one hand and on the other. Promotion may be thought as a reward for an employee's contributions to the company, because of an employee's contribution to the company, promotion may be required in order to keep that employee. Salaries paid to employees (academic and non-academic personnel) might be viewed as a means of encouraging them. This can be explained by the role of money as a condition reinforced, an incentive capable of satisfying needs, and an anxiety reducer that serves to erase feelings of dissatisfaction. According to Bassett-Jones & Lloyd (2005), early research into employee motivation was based on two views of human nature.

The physical working environment, which includes lighting, temperature, noise, office layout, and fresh air, can have an impact on employee performance. All of these disruptions might cause employee to become ill, resulting in lower employee performance. According to Temessek (2009), the practical and design of the office environment aided in improving employee experience and necessitating greater performance. Pay and promotion, employee empowerment, psychological environment, remuneration, health facilities, work burden, and working environment were all examined in previous research as one direct association with one general component that affected job satisfaction. Likewise, performance refers to the levels at which an organization, based on the sum of individual performance, is able to achieve its purpose in terms of effectiveness and efficiency in service delivery in order to meet the demands of stakeholders. According to Grassing (2002), performance involves effectiveness which refers to a firm's capacity to service and create what the market demands at a certain moment, and efficiency, which implies achieving goals with the least number of resources.

Non-academic personnel uses information for decision making and it helps them do their tasks successfully and efficiently," according to Jorosi (2006) and Aguolu (1998). They also use the information they have to make important contributions to group discussions and pass on information to their coworkers that will help them execute their jobs more efficiently. Non-teaching personnel may also utilize information to do research, recreation, and education, as well as to learn a new skill, produce new ideas, decrease uncertainty, raise awareness, and improve interpersonal skills. 'Senior non-academic staff members are able to respond and pro-actively adjust their institutions to environmental changes in order to survive and develop' through the use of information (Jorosi, 2006).

Despite their crucial responsibilities in the academic community, it is shocking to learn that these individuals have been neglected in some ways in their respective offices and roles playing, which are primarily concerned with the information requirements of students and faculty members. (Bradley, 2006). Researchers have also discovered that little or no regard was often given to them in terms of recognition and other means, especially the junior staff.

Most researcher has placed a strong emphasis on the information requirements of students and lecturers. As a result, the requirements of the other persons who are equally important participants in the everyday operations of these institutions are often overlooked, and this is the gap that the current study aims to fill. Non-academic staff information requirements are critical because they help the institution achieve its goals. The study will consider two objectives which are;

1. To determine the impact of promotion on employee work satisfaction of Non-academic staff in Federal University Oye- Ekiti, Nigeria.
2. To examine the effect of salary on employee job satisfaction of Non-academic staff in Federal University Oye- Ekiti.
3. To examine the effect of work atmosphere on employee job satisfaction of Non-academic staff in Federal University Oye-Ekiti.

2. Research Hypotheses

H1: there is no significant relationship between promotion of non-academic staff and performance.

H2: there is no significant relationship between salary of non-academic staff and performance.

H3: there is no significant relationship between work atmosphere of non-academic staff and performance.

3. Literature Review

Ejiofor (2010) identifies four requirements that must be satisfied in order to use the instrumentality theory to achieve maximum motivation:

- I. The employer/organization must provide the worker the benefits that he or she desires.
- II. The employee must believe that the desired reward can only be reached by exerting greater effort on his side.
- III. The prize must be attainable and as soon as feasible.
- IV. The employee must be

Intellectually and physically capable of achieving the goal.

The question now is whether or not the employer/organization can continue to offer incentives. Is it willing to hand out rewards as soon as they have been acquired honestly? Is the worker under the impression that the desired reward can only be reached by putting in more effort? Workers are motivated to the degree that these questions are addressed affirmatively.

According to Adetayo (2012), motivation is defined as a method of motivating people to take action in order to attain desired goals or complete a task. It also refers to efforts done to meet an individual's essential physical, psychological, economic, emotional, spiritual, political, or mental urge or need, whether as a community or as an individual. It's a compilation of how employees feel about their jobs, their working circumstances, their bosses, their company, and their coworkers. Motivation is defined by apply by in his book "Modern Business Administration" as "human beings' desires, aspirations, drives, and wants that direct or explain their behavior." Motivation, he claims, can be defined as a strong desire to engage in a specific pattern of behavior. Vroom defines motivation as "a process of directing a person's or a lower organism's choice among different types of voluntary action."

Furthermore, motivation is recognizing the wants or desires that drive people to act in certain ways and devising strategies to help them meet those needs through the organization, while also harnessing their contribution to meet the company's needs. Employee productivity and motivation are significant concerns for management in both government and commercial businesses across the world.

According to a study of the literature, only a few studies have explored the information demands and usage of non-academic personnel to date. Bradley (2009) conducted research at the University of Regina, Canada, on academic libraries and the information requirements, abilities, and habits of non-teaching university personnel. The findings of this study show that non-teaching university personnel have large information demand and are open to library assistance in satisfying those needs. Sprague (1994) surveyed a group of non-academic employees at Ohio State University

3.1 Theoretical Review

Based on this study the following theories will be considered

- 1) Frederick Taylor, dubbed "The Father of Scientific Management" and inextricably linked to the classical idea, believed that men might perform more if they were paid more. His strategy was one-of-a-kind in that it significantly boosted the incentive for high output. As a result of the method, men were able to quadruple their salaries. It is obvious that the classical theory assumes that money is the most effective motivator. The effectiveness of money as a motivator has never been universally acknowledged. There are those who can be driven by money as well as those who cannot be motivated by money.
- 2) Abraham Maslow's Need Theory: Most people never reach a point when they are content with their current financial situation. However, there comes a point when we begin to believe that life is more than just a series of paychecks. Abraham Maslow (1970, p.35-50) developed a continuum of human motivational requirements. The Need Hierarchy is a well-known example of this. These requirements are as follows:
 - (a) Physical Needs: These needs are linked to man's strong need to survive. Shelter, food, and water are among them.
 - (b) Physical and economic security demands are the two categories of security requirements. People, as vital as physical security is, place a higher focus on economic security. They want to be protected from job loss, unemployment, and a lack of income in old age.
 - (c) Social Needs: People want to belong to and be accepted by the groups with which they identify. They must also have some sway on the other members of the group.
 - (d) Esteem Needs: These are emphasized by the fact that man needs acknowledgment, position, and prestige in everything he undertakes.
 - (e) Needs for Self-Actualization: This refers to the desire to do what one is most equipped for. Some people strive to be politicians, leaders, or dictators, and as a result, they have a strong desire for power. In terms of talent and ability, these people feel they are most qualified for them. Higher levels of responsibility/promotion, tough work, and opportunities for growth are all variables that are considered.

Combining physiological and security demands into lower or "economic" wants may be more convenient at this point.

3. McGregor's X and Y Theories According to earlier beliefs, there are various variables that encourage humans. The way any of the theories is used will be governed by our ideas about man. (McGregor 1960) has proposed two hypotheses to describe man's motivation, dubbed Theory X and Theory Y. Assumptions x

Theory According to McGregor, the ordinary man despises work and will avoid it to the greatest extent possible; ii. as a result, most individuals must be pushed or threatened with penalty in order to put up the effort required to achieve organizational goals. iii. Because the normal person is essentially passive, he or she wants to be guided rather than take on any risk or responsibility. He values security beyond anything else. A manager who belongs to the theory X group prefers a culture of centralized authority, tight control, and automatic leadership.

The following are the Theory Y Assumptions:

- i. Work is as much a part of man's nature as recreation or relaxation, and hence cannot be avoided.
- ii. In cases when the individual is devoted to organizational goals, self-motivation and innate enjoyment in work will be obtained. As a result, coercion isn't the only type of influence that may be employed to achieve corporate objectives. iii. Commitment is a key aspect in motivation, and it is a consequence of the benefits that come with it.
- iii. Given the right circumstances, the normal person learns to accept and even crave responsibility.
- iv. Contrary to common belief, the capacity to be creative and inventive in the solution of organizational challenges is widely dispersed in the population rather than narrowly distributed.
- v. Human intellectual potentialities are only partially fulfilled in modern industry and organizations.

An effective organizational environment, according to the manager who operates on Theory Y, has greater decentralization of power, depends less on coercion and control, has a democratic leadership style, and more involvement in the decision-making process.

Employee satisfaction and performance

The goal of all motivating activities is to boost staff productivity and performance. Workers who are driven outperform those who are not employees. Employee productivity is influenced by a variety of variables, the elements that have an impact on satisfaction Factors that affect an organization's productivity. Among, the employees are:

1. Capacity
2. Having or not having technological know-how or competence
3. Physiological drive (possession or lack thereof)
4. Leadership and management skills
5. Attitude and the technologies used (Nwachukwu 1988)

4. Methodology

This study employs a quantitative methodology to probe the link between job satisfaction and performance. This study focused on the education industry with an emphasis on non-academic staff at the Federal University of Oye-Ekiti (FUOYE) in Ekiti State, Nigeria. The university houses ten (10) faculties and sixty-one (61) departments, with over two thousand staff. The non-academic staff encompasses administrators,

technical staff, technologists, health-related personnel, cleaners and gardeners, and drivers. A non-probability random sampling technique of the purposive type was adopted, where 200 questionnaires were distributed but 172 responses were collected. The variables were measured using already-existing scales, which were adopted and modified. To measure the various constructs explored in this research, a questionnaire was carefully developed based on earlier research. According to earlier studies, Goetz et al. (2016), Goetz et al. (2018), and Malik et al. (2012) developed a scale to measure job satisfaction, while Singh et al. (2021) used six items from Delaney and Huselid (1996) to measure organizational performance.

Using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), in this study, descriptive statistics were used to describe the sample population frame in terms of frequency and percentage, and correlation and multiple regression were used to find out the extent of the relationship existing between the variables concerned. Finally, the suggested structural model was tested for reliability and psychometric validity using appropriate analytical techniques

5. Results

Descriptive Statistics (Demographic Profile)

Out of this sample, 62.2% were male and 37.8% were female. On average, the majority had age falling within 31-40 years, while the least age was of those between 20 - 30 years. Meanwhile, the marital status profile revealed that majority of the respondents were married occupied with several responsibility, while workers surveyed possessed some level of literacy, with majority (55.8%) attaining BSC/HND, followed by OND/NCE (23.3%) and the least (2.3%) was for those with postgraduate degree.

Statistics on cadre of position, showed that the majority of the respondents (56.4%) occupy administrative cadre, followed by executive cadre (17.4%), and technologist (14%), and the least (12.2%) comprises other cadre which entails health-rank positions, clerical etc. Finally, the year of experience denoted the professional expertise developed by the respondents. It had been revealed that on average, the majority (52.8%) had an experience falling within 5-10 years, while the least (10.5%) opined on experience above 10 years. Hence, the demographic profile is presented in table 1 below:

Table 1: Demographic profile of the respondents

Variables	Categories	Freq (n=72)	Percentage
Gender	Male	107	62.2
	Female	65	37.8
Age	20- 30 years	13	7.6
	31 - 40 years	44	25.6
	41 - 50 years	71	41.2
	Above 50 years	44	25.6

Marital Status	Single	41	23.8
	Married	126	73.3 2.9
	Divorced	5	18.6
Educational Qualification	O' level	32	23.3
	OND/NCE	40 96	55.8
	BSc/HND	4	2.3
	Postgraduate	97 24	56.4
Position	Administrative	30	14.0
	Cadre	21	17.4
	Technical Cadre	63	12.2
	Executive Cadre	91	36.7
Years of Experience	Others	18	52.8
	Below 5 years		10.5
	5-10 years		
	Above 10 years		

Source: Author's survey and computation, 2022

Hypotheses Testing

Measurement and Structural Models

Both measurement and structural models were examined using Andersen and Gerbing's (1988) two-stage partial least squares (PLS) model. The measurement model was tested using convergent validity. The validity of an instrument evaluating the same notion is determined by how well many items in the instrument agree. Convergent validity was used to determine the factor loading (λ), average variance extracted (AVE), and composite reliability (CR).

The overall measurement shows an acceptable fit and moderate predictive power, as all items have outer loadings (λ) above 0.5 as suggested by Lin & Wang (2012) and Igbaria et al. (1995), and for composite reliability and its sister metrics (Cronbach's alpha and rho_A), all constructs provided values above the threshold of 0.7 as suggested by Dijkstra & Henseler (2015). The measurement model's item-construct structure is convergent. In addition, the values of AVE are greater than 0.5, with the least AVE from salary (0.586). Hence, this indicates that construct's convergent validity is still adequate, as shown in previous research (Olaleye et al., 2021; Fornell & Larcker, 1981). Hence, Table 2 summarizes the findings.

Table 2: Measurement model

Latent Variables	Convergent validity		Internal consistency			
	Indicators	Loadings(λ)	CA	rho_A	CR	AVE
PROMOTION	PRM1	0.752***	0.796	0.815	0.823	0.707
	PRM2	0.826***				

	PRM3	0.803***				
	PRM4	0.793***				
	PRM5	0.748***				
WORK ATMOSPHERE	WA1	0.757***	0.826	0.824	0.831	0.614
	WA2	0.772***				
	WA3	0.792***				
	WA4	0.747***				
SALARY	SAL1	0.852***	0.852	0.857	0.862	0.586
	SAL2	0.896***				
	SAL3	0.870***				
	SAL4	0.793***				
	SAL5	0.788***				
JOB SATISFACTION	JS1	0.823***	0.804	0.815	0.824	0.617
	JS2	0.899***				
	JS3	0.856***				
	JS4	0.804***				
	JS5	0.861***				
ORGANIZATIONAL PERFORMANCE (OP)	OP1	0.862***	0.819	0.807	0.823	0.714
	OP2	0.922***				
	OP3	0.814***				
	OP4	0.865***				

Source: Author's Computation, 2022 OP5, OP6 were deleted due to poor loadings.

Notes: CA=Cronbach's Alpha, CR=Composite Reliability, rho= rho_A reliability indices, AVE= Average Variance Extracted.

Discriminant Validity

Fornell-Larcker's (1981) principle was applied in ascertaining discriminant validity, inter-construct correlation values, and the square root of AVEs for each construct. Meanwhile, the square root of all AVE is presented in the diagonal in Table 3, and the inter construct correlation is depicted below. The measurement model is said to be accepted since the square root of AVE is greater than the inter-construct correlation of each construct, indicating the presence of incidence of discriminant validity amidst constructs in the model.

Table 3: Discriminant validity (Fornell-Larcker's criterion)

Variables	ALS	DLS	LZS	JS	OP
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Promotion (PRM)	0.841				
Work Atmosphere (WA)	0.732	0.784			
Salary (SAL)	0.420	0.544	0.766		
Job Satisfaction	0.661	0.117	0.371	0.785	
Operational Performance (OP)	0.595	0.619	0.685	0.512	0.845

Source: Author's Computation, 2022

*Diagonal values in bold are the square root of AVE, when using Fornell-Larcker's criteria.

Table 4: Correlation for the observed and latent variables

Variables	Mean	SD	PRM	WA	SAL	JS	OP
Promotion (PRM)	4.274	0.581	1	0.732	0.420	0.661	0.595
Work Atmosphere (WA)	4.538	0.946		1	0.544	0.117	0.619
Salary (SAL)	4.436	1.163			1	0.371	0.685
Job Satisfaction (JS)	4.402	0.863				1	0.512
Operational Performance (OP)	4.469	1.186					1

Survey: Author's Computation. SD =Standard Deviation

Table 5: Multiple Regression result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.192	2.162		5.019	.001
Work Atmosphere	.302	.112	.325	3.226	.003
Salary	.315	.119	.361	3.251	.002
Promotion	.388	.206	.394	4.019	.007

Dependent Variable: Job Satisfaction, P *** <0.05

Table 6: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.504	.515	3.192

a. Predictors: (Constant), Work Atmosphere, Salary, Promotion

6. Discussion of Findings

This section took an in-depth look at the work structure and job engagement practiced by the university with emphasis on interaction between motivational strategies; salary payment, pleasant working atmosphere and promotion.

Hypothesis one revealed a positive relationship between promotion of non-academic staff and performance. The study also said that management recognize diligence and achievement by non-academic staff being a supporting staff of the university, Hence, their input becomes inevitable when evaluated. T test results for promotion on performance show the Sig value of 0.007 and t count shows of 4.019, and Sig value is less than the probability value of 0.05 so that $0.007 < 0.05$, and the t value is greater than t table ($4.019 > 1.960$), then the conclusion that can be explained is H1 is accepted and H0 is rejected. Hence, H1 is supported as well. Since the beta coefficient for promotion is highly statistically and positively significant, this variable contributes greater to the overall explanation. That's why it's a direct cause of job satisfaction, with large effect size. The conclusion is promotion has a significant positive influence on the performance of non-academic staff of FUOYE.

The findings indicate that non-academic levels of job satisfaction are affected by the independent variable "salary," with a beta coefficient of 0.361. Because of this, H2 is accepted. Since the value is positive and ttest is greater than 1.96. Based on the results of this study which is consistent with the results of research conducted by Malik, Danish and Munir (2012). The dependent variable is also impacted by the variable "Meanwhile pleasant work atmosphere," with which it has a beta coefficient of 0.325. It is also statistically significant, even though with the lowest effect size, so the researcher can only conclude that H3 is somewhat supported.

According to the data, both criteria of correlation and regression have little bearing on understanding educators' job satisfaction had been evidenced. This suggests that factors other than pay and benefits may play a role in determining how satisfied an employee is with their current job. Hence, higher performance tends to be recorded once the staff are satisfied with the pay, working environment and promotional terms implemented by the management of the university (FUOYE).

7. Conclusion

This research examined the impact of job satisfaction on performance of non-academic staff of Federal University Oye-Ekiti, Nigeria. Non- probability random sampling technique of purposive type was adopted, where 200 questionnaires were distributed but 172 responses were collected. Using a 5-points Likert scale to measure the scale, reliability and validity test was conducted on the scale and appropriate analytical technique was applied.

In describing the respondents, the result revealed that majority of non-academic staff of FUOYE surveyed were male and married, with age falling within 41-50 years. Meanwhile, information regarding nature of worked showed that majority of their rank was in administrative cadre, with bachelor degree certificate. In conclusion, the findings reveal that promotion, pay (salary) and working atmosphere has significant impact on job satisfaction, which tends to increase performance recorded among non-academic staff of the university. Hence, all hypotheses are supported.

8. Recommendations and Suggestion for Further Studies

Based on the research, discussion, and conclusions, the researcher can make the following suggestions:

- i. It's not just salary, working atmosphere, and promotion opportunities that can be taken into account. Non-academic personnel at Nigeria's Federal University Oye-Ekiti (FUOYE) were the focus of this study, which looked into the relationship between job satisfaction and factors like salary, working atmosphere, and promotion opportunities. A better study could be done with a bigger sample size and more universities from all over Nigeria.
- ii. The university continues to maintain and pay attention to the level of the core needs and selfdevelopment of the educational personnel in order to increase performance in relation to compensation (salary). Management at the institution should make an effort to provide incentives and other motivationalpay schemes (such as hazard allowances, earned allowances, shift allowances, and free or subsidized transportation fares) even if the federal government chooses not to make the work satisfying. Last but not least, a merit-pay system can be put in place. This gives pay raises when productivity goes up or when there are other signs of better job performance.

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