

# Employee's lifestyle and organisational trust as predictors of job satisfaction among non-academic staff union members of the University of Ibadan, Nigeria

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## Abstract

The present investigation intends to explore the influence of employee's lifestyle and organisational trust on job satisfaction among non-teaching staff union (NASU) members of the University of Ibadan, Nigeria. Therefore, this paper plans to suggest ways of increasing employee job satisfaction within the Nigerian educational sector, especially, amongst the non-academic staff union members of the University of Ibadan, Nigeria. The current investigation adopted a quantitative research approach, as well as a cross-sectional research design. The empirical findings showed that both employee's lifestyle and organisational trust jointly predict job satisfaction; and that they both had a significant main influence on job satisfaction among the non-academic staff union members of the University of Ibadan. Likewise, the research showed that among the four demographic factors (age, work experience, gender, and marital status) that significantly jointly predict job satisfaction; only age exhibited a significant independent (main) influence on job satisfaction. Furthermore, this paper concluded that job satisfaction is a factor of employees' healthy lifestyle, trust in their organisation, and how old they are. This investigation is distinctive, as it significantly contributes to the body of knowledge in terms of appropriate management strategies of achieving healthy employee lifestyle and high organisational trust, which increases employee job satisfaction, not merely within the academic sector in Nigeria, but specifically amongst the non-academic staff union members of the University of Ibadan, Nigeria. Hence, the study highlighted the importance of employee's lifestyle, organisational trust, and age on employee job satisfaction.

**Keywords:** Employee's lifestyle, organisational trust, demographic factors, job satisfaction, University of Ibadan, Nigeria.

## Introduction

An increase in employees' good performances is a function of their job satisfaction levels, which vary from one employee to another, and from one job to the other. Hence, job satisfaction is dependent on employees' job nature, their behaviours, and attitudes towards assigned obligations; as well as how their colleagues in the organisation assess them (Rane, 2011). Furthermore, Rane (2011) posits that job satisfaction serves as an important and effective instrument in controlling job-induced tension, together with the adverse effects of role conflicts. Hence, it reduced employee turnover and is significantly, positively related to organisational commitments. Since organisations significantly depend on their workforce to achieve their goals and objectives, it is expedient that they make their work environment conducive and their workforce happy; as organisational factors such as lifestyles and trust can directly or indirectly predict employees' job satisfaction (McKenna, 2000). Job satisfaction is seen as the attitude of individuals towards a balance in their expectations of an organisation and the outcomes they receive. So, the appraisal of an individual about the degree to which his/her job fulfils his values signifies how satisfied he is on the job, which could result in either a positive satisfactory state of mind or a feeling of displeasure (McKenna, 2000). Employee-selection process and retention remain a critical subject-matter for researchers (Sehunoe *et al.*, 2015). In the current challenging global business environment, functional organisations are not finding it easy to deliver high-quality services, as well as achieving increased customer satisfaction with limited accessible resources. This makes employees' job satisfaction an important and strategic tool for achieving survival, profitability, and customer satisfaction (Spagnoli & Caetano 2012; Coetzee & Schreuder 2014). High job satisfaction is associated with a constructive attitude towards a job while low job

satisfaction is associated with a negative attitude to an employee's job in an organisation (Evans, Pucik & Bjorkman 2011).

Several scholars have conceptualised lifestyle and have described it in some similar ways. For instance, while young men link health with capability (that is, the ability to execute physical work), young women might consider it as keeping their fitness and diet routines to attain a good body shape (Wright *et al.*, 2006). However, Ajayi (2013) referred to lifestyle as all the attitudes, habits, and ways of life that individuals develop which could either actively promote or worsen their health. Nevertheless, it is not only pertinent to feel well but to also function effectively, as wellness makes individuals work effectively, increases their potentials to live, and makes them contribute positively to their societies. This suggests to organisations that guaranteeing health and safety of their employees is very important (Tehrani *et al.*, 2010). Lifestyle has been considered as a vital factor predicting health, as there has been an estimation that seven out of ten factors causing death could be controlled and averted by rational lifestyle change. For example, constant use of seatbelts when driving, a refusal to abuse drugs and alcohol, quitting smoking, and observing regular exercises reduce unwanted sicknesses and early deaths (Healthy People 2000).

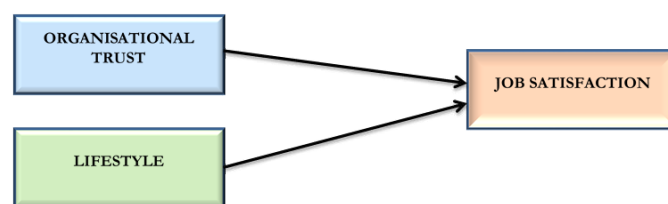
In recent times, satisfying the employees' higher-order needs remains a priority and it is achieved primarily by creating trust among employees and organisation (Lalatendu *et al.*, 2018). Hence, organisational trust can be used in different ways, such as a relationship that exists between employees and their senior leaders or the one that exists between employees and their immediate leaders or supervisors (Dirks & Ferrin, 2002). In that regard, Mayer *et al.* (1995, p.712) defined organisational trust as "the willingness of one party to be vulnerable to the actions of another party based on the expectation that the other party

will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party." Therefore, trust involves the readiness of an individual to be susceptible and take a risk about the likelihood that the other individual will replicate the generous behaviour (Shockley-Zalabak *et al.*, 2000; La"msa" & Pucetaite, 2006). Furthermore, Mayer and Davis (1995) noted the three core antecedents of organisational trust, which could be regarded as factors of apparent dependability: benevolence, ability, and integrity. Firstly, Mayer and Davis (1995, p.719) posited that benevolence is an indication of an individual's positive personal attachment and commitment to giving care and attention to the well-being of their trustors. They further referred to ability as the trustee's role capability within the organisation. This is because, if supervisors are not capable of achieving performance, a trust may be farfetched even in the face of benevolence and integrity. Thirdly, Mayer and Davis (1995, p.719) referred to integrity as the uniformity of the trustees' previous actions, the belief that trustees have some robust sense of justice, credible external testimonies about the trustees, and the degree to which trustees' words corroborate their actions. Consequently, the worth of trustworthy managers is seen as an antecedent of trust, which leads to positive behaviours and attitudes within workplaces. Trust in itself increases subordinates' acquiescence to rules and voluntary respect (Kramer, 1999). However, the present paper refers to the concept of organisational trust as honesty and fairness.

Research has suggested that the perceived lifestyle remains a significant cause of fluctuations in employee job satisfaction, resulting in an increase or decrease in satisfaction for one's health and wellbeing (Ajayi, 2013). Ajayi (2013) established a significant link between job satisfaction, employee's lifestyle, and both physical and psychological health. Also, scholars have identified functional belief and healthy lifestyle as influencers of job satisfaction among workers in the United States of America (Allen *et al.*, 2000; Frone, 2013). Research has also shown that a sustained increase in the proportion of employees who attend to their jobs when it was time to go for their usual smoking resulted in a decrease in their job satisfaction (Higgins *et al.*, 2013). High level of organisational trust increases in proportion to a rise in employees' job satisfaction (Byron, 2005). Furthermore, in his research, Zetlin (2014) indicated that organisational trust, rewards, and feedback significantly impact changes in the employees' attitudes towards fraud and job satisfaction among bank tellers. Notably, AbuAlRub *et al.* (2016) established a positive correlation between job satisfaction and organisational trust among Lebanese nurses. Their findings revealed that the core cause of dissatisfaction amongst the nurses was negatively related to trust in their organisation's leadership styles and compensation packages.

Owing to the productivity of the university, the staff is assessed by its operational efficiency instead of profits or revenue accumulated, it is vital to focus on the factors promoting employee job satisfaction. Thus, it becomes imperative to know the pattern with which employee's lifestyle and organisational trust of non-academic staff affect their job satisfaction within the university environment. However, a lot of researchers have acknowledged numerous predictors of job satisfaction, but the influence of employee's lifestyle and organisational trust remains inconclusive. Hence, this paper will examine employee's lifestyle and organisational trust as influencers of job satisfaction among the non-academic staff union members of the University of Ibadan, Nigeria.

The present research aims to examine the influence of employee's lifestyle and organisational trust on job satisfaction among non-academic staff union members of the university. Therefore, the objectives of the current paper are listed below (Figure 1):



**Figure 1.** Assumed conceptual framework

- To investigate the joint and independent influence of employee's lifestyle and organisational trust on job satisfaction among the non-academic staff union members of the University of Ibadan, Nigeria;
- To examine if job satisfaction differs with the age, work experience, gender, and marital status of the non-academic staff union members of the University of Ibadan, Nigeria.

## Literature Review

This section presents relevant theories and a review of the relationship among the variables of the present investigation.

### Lifestyle theory

Cockerham theory combines the ideas of agency and structure to validate that in modern society, not everyone has an equal chance to be healthy (Cockerham, 2014). He further specifies that agency is known as the individual's aptitude to choosing an action around which there are other alternative options he will not choose; whereas structure is referred to as sets of jointly sustaining plans and resources that empower or constrain social action (Cockerham, 2014). Cockerham's agency-structure theory of healthy lifestyles suggests that aspiring to be healthy is not always adequate, but a personal change can result in a healthier life for an individual. Supposing such individual cannot make those changes due to economic challenges or other significant obstacles, a poor healthy lifestyle could be its consequence. Therefore, this model suggests that an employee's lifestyle is capable of affecting his health, finances, and perception of his level of job satisfaction. Hence, employees' lifestyles have the capacity of influencing their job satisfaction level.

### Social exchange theory

This theory emanates from the research of Thibaut and Kelley (1959) and it posits that every human relationship is shaped by making use of a personal examination of reward-cost along with the evaluation of variations or substitutes. They further noted that "*for a dyadic relationship to be viable it must provide rewards and/or economies in costs which compare favourably with those in other competing relationships or activities available to the two individuals*" (p. 49). The core functional principle in social exchange is that shared favour of equal worth is to be given back for the same favour received. Hence, Blau (1964) posited that social reward is completely dependent on the individual relationship. Molm (1991) opined that contemporary social exchange theory indicates that organisational trust could be drawn from the motivation perceived by employees, in addition to the leadership styles espoused in the organisation. Therefore, the social exchange theory sees organisational trust as emanating from the relationship between employees and their employers. Trust could be farfetched if the decision-making process and organisational policies are faulty. Employees could increase trust in their organisations based on the degree to which their organisations value them and according to the welfare package provided for them (Brinkmann & Stapf, 2005).

### Equity theory

The main concern of this theory is about compensation, hence the reason for equity or inequity in a lot of situations in organisations

(Dugguh & Ayaga, 2014). Globally, employees want to feel a significant measure of reward for their contributions and work performances. Should they feel underpaid, they remain dissatisfied and consequently turn hostile towards their organisations as well as to their colleagues, which may eventually result in lack of motivation and reduced job satisfaction (Dugguh & Ayaga, 2014). However, equity in nature is multidimensional. For instance, equity does not only rest on our input-to-output but others' assessment of our input-output ratio and theirs. Hence, it has to do with perception. Consequently, when employees perceive that their inputs are equally rewarded with outputs, they become pleased and are better motivated to discharge fulfil their duties. But they lose interest in their job as well as to their organisations when they perceive that their proportion of inputs-outputs is not equal to the one enjoyed by the referent others (Schultz & Schultz, 2010; Ball, 2014).

In the present paper, the aforementioned theories will be used to investigate employee's lifestyle and organisational trust as influencers of job satisfaction among non-academic staff union members of the University of Ibadan. Nevertheless, the concepts of employee's lifestyle, organisational trust, and job satisfaction are reviewed in the sections below.

**Job satisfaction and lifestyle:** Research has suggested the perceived employee's lifestyle as a major source of instabilities in employee job satisfaction (Frone *et al.*, 2013). This has led to the phenomena of healthy lifestyles, as well as generated an increased interest in the research regarding the effect of lifestyle on employees' job satisfaction (Karimi, Karimi & Nouri, 2011). There have been some studies on healthy lifestyles and work-life balance as influencers of job satisfaction and job continuity among employees (Tharmalingam *et al.*, 2014; Karatepe & Tekinkus, 2006). Mark and Smith (2012) studied the link between a healthy lifestyle and job satisfaction among employees in some manufacturing firms. Their findings indicated that poor lifestyle is related to poor performance and low level of employee job satisfaction. In another research conducted by Fisher (2000), it was suggested that job satisfaction significantly correlated with a healthy lifestyle and rates of psychological wellbeing of industrial attachment trainees and staff. Furthermore, Eleswed and Mohammed (2013) had a comparative study on the link between job satisfaction, work-life balance, job stress, and a healthy lifestyle among groups in an academic teaching hospital. They noticed that job satisfaction and work-life balance positively correlate with healthy lifestyles. Besides, some scholars have identified predictors of job satisfaction to be a healthy lifestyle, flexible work schedule, and high salaries/fringe benefits (Coomber & Barriball, 2007; Hayes *et al.*, 2006). From this literature, the hypothesis below is derived:

**H<sub>1</sub>:** The non-academic staff union members of the University of Ibadan who report a high healthy lifestyle significantly score higher on job satisfaction than the members with a low healthy lifestyle.

**Job satisfaction and organisational trust:** A meaningful link is between organisational trust and employee job satisfaction, as suggested by (Perry & Mankin, 2007; Omarov, 2009; Yilmaz & Sünbül, 2009; Çağlar, 2011). Also, a high organisational trust level significantly correlates with the development of collaboration, organisational loyalty, and job satisfaction (Afşar, 2013: 95). In a study conducted by Amabile (2005) in examining psychosocial factors affecting employee's job satisfaction in 4 multi-national organisations in Uganda, it was established that employees' trust in their organisation played a vital role in their job satisfaction. His results also showed that less satisfied employees had a poor score on healthy-lifestyles behaviour measures. Furthermore, Callaway (2007) opined that employees' trust in the organisation led to their job satisfaction and that a notable relationship was between organisational trust and job satisfaction. Similarly, Purani and Sahadev (2007) found that employees who have been working with

their organisations at length, who had high organisational trust and were satisfied with the compensation packages they received specified a higher level of job satisfaction and had a significant minimal likelihood to engage in fraudulent behaviours. Their findings further suggested organisational trust and job satisfaction as predictors of employees' ethical behaviours. Also, in their investigation, Angelo and Smith (2014) opined that employees with a high level of organisational trust significantly testified to a higher level of job satisfaction and a negative attitude towards fraudulent behaviours. Hence, they recommended that organisations should effectively support their employees, as well as influence them to develop organisational trust which helps in bringing out the best in their employees. Tzeng (2002) suggested that lower organisational trust, emotional exhaustion and burnout jointly predicted job satisfaction in Taiwan's hospitals. Therefore, this information has inspired the following hypotheses within the Nigerian non-academic job:

**H<sub>2</sub>:** The non-academic staff union members of the University of Ibadan who report a high organisational trust significantly score higher on job satisfaction than the members with a low organisational trust.

**H<sub>3</sub>:** Employee's lifestyle and organisational trust jointly and independently predict job satisfaction amongst the non-academic staff union members of the University of Ibadan.

**Demographic factors and job satisfaction:** Employee demographic factors could also indicate their job satisfaction levels. This is because the study of Bamberger (2013) showed that age, income level, educational qualification, job status, and healthy lifestyle jointly predicted 57.3% of the change in job satisfaction, using multiple regression analysis; while gender and income level had a significant and independent influence on job satisfaction. Also, Sheridan and Abelson (2009) opined that age, educational achievements, job status, and employee's lifestyle jointly accounted for 23.4% of the variance in employee job satisfaction. Similarly, Daniels and Guppy (1994) investigated the effects of demographic factors (for instance, age, gender, education, and work type) on job satisfaction among factory workers. Their results showed that gender did not predict job satisfaction but age, education and work type jointly and independently predicted employee job satisfaction. However, the female participants reported a higher and better job satisfaction level than their male colleagues. Rehman *et al.* (2009) researched the effect of marital status, family size, and age of employees on job satisfaction. They noted that older participants had a lower mean score on job satisfaction when compared with that of the younger participants. So, this information stimulated the following hypothesis:

**H<sub>4</sub>:** Demographic factors (age, work experience, gender, and marital status) have a significant joint and independent influence on job satisfaction amongst the non-academic staff union members of the University of Ibadan, Nigeria.

The research methodology of the present paper is discussed next.

## Research methodology

A research design answers to questions that would decide the course a scholar's research should take (Kumar, 2010). Therefore, a research design is meant to relate to the research purpose (Denscombe, 2010). In the present paper, the researcher adopted a cross-sectional survey research design.

A quantitative research approach was utilised in the present paper to examine the influence of employee's lifestyle and organisational trust on job satisfaction amongst the non-academic staff union (NASU) members in the University of Ibadan. Research methods

contain techniques for gathering data. So, a survey research method was exploited in the current study. A questionnaire, which is an official list of questions for eliciting responses from respondents on a certain topic of study (Babbie & Mouton, 2001), was self-administered and floated in the present investigation. Furthermore, participants of the present research were 350 NASU members of the University of Ibadan, Nigeria. The reason for choosing a purposive sampling technique is because the target population has distinctive parameters which make it purposive, that is, NASU members.

## Research instruments

The present researcher adopted a structured questionnaire to measure the variables under investigation. Hence, this questionnaire had four (4) segments, that is, section A, B, C, and D.

**Section A: Demographic questions :** This section deals with the respondents' demographic data (for instance, job status, age, religion, educational qualifications, number of years spent in the organisation, gender).

**Section B- Healthy lifestyle questionnaire (LSQ) :** This scale was developed by MeiZhu (2014), to measure healthy lifestyles among several groups of the population. The author reported high construct validity and adequate reliability for the instrument. LSQ has a five-point Likert scale of never (1), almost never (2), sometimes (3), almost always (4), and always (5). Also, the tool contains 26 items categorised into six sections: eating habits, cigarette smoking, alcohol/drugs, stress control, exercise/fitness, and safety. A higher score indicates a healthier lifestyle. The range of possible scores for each section was: nutrition (5 questions, score range 5-25), smoking (2 questions, score range 2-10), safety (5 questions, score range 5-25), alcohol and drugs (3 questions, score range 3-15), exercise (4 questions, score range 4-20), and stress (7 questions, score range 7-35). The range of the total score of LSQ was between 26 and 130.

**Section C: Organisational trust scale (OTS):** This section comprised 6-items adapted from Gruber (2010), to measure organisational trust. It is a 5-point Likert scale. The developer of the scale reported a reliability coefficient of 0.84 as well as construct validity. High scores indicate high trust in the management of the organisation, and vice-versa. In the current research, a Cronbach's alpha reliability of 0.82 was gotten.

**Section D- Job satisfaction scale (JSS):** This scale is a 20-item scale, namely, Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss *et al.* (2015) to assess job satisfaction. For this scale, respondents are required to respond to three (3) classes of job satisfaction. The Cronbach's alpha of these items was 0.94. The response format for the scale consisted of a 5-point Likert type scale ranging from quite unsatisfied (1) to quite satisfied (5) to which the respondents expressed their degree of satisfaction. A high score on the scale shows a high level of satisfaction, whereas a low score suggests a low level of satisfaction. In the present investigation, the Cronbach's alpha coefficient for the reliability of this scale is 0.714.

## Research procedure

Just before questionnaires were administered, the researcher sought permission from the management of the selected departments and participants' informed consent was sought. Participants indicated their interests by signing the agreement form on the front page of the questionnaire. Questionnaires were handed out to 380 non-academic staff union members of the University of Ibadan. An introduction letter/cover note was made available, showing the details describing the aim of the investigation and confidentiality of responses. Data collected was analysed and presented in tables. The current researcher

considered the ethical issues related to collecting, assessing, and storing confidential data. Hence, voluntary partaking was encouraged. Furthermore, the current researcher acted reliably and in a professional manner when distributing the questionnaires, and ensured the safety of the data. Altogether, 350 questionnaires were retrieved and considered as perfect for use.

The data retrieved from the participants were analysed with the statistical package for social sciences (SPSS v 25). The data was cleaned before analysis. Inferential statistics such as a t-test for independent samples and a multiple regression were adopted when verifying the stated hypotheses. In this research, reliability analyses were done to analyse the local reliability of the research tool.

## Results

The following sections show the results of the analysed data:

### Inferential statistics (hypothesis testing)

**Hypothesis one:** Hypothesis one, which states that the NASU members of the University of Ibadan, Nigeria, who report high healthy lifestyle significantly score higher on job satisfaction than the members with a low healthy lifestyle, which was tested with the use of a t-test for independent samples and the results are shown in Table 1:

**Table 1:** T-Test Summary that shows the influence of healthy lifestyle on job satisfaction

DV	Healthy Lifestyle	N	Mean	SD	df	t	P
Job satisfaction	High	170	38.33	5.59	348	6.562	<.05
	Low	180	27.91	5.18			

Table 1 above shows that healthy lifestyle significantly predicts job satisfaction amid the non-academic staff union members of the University of Ibadan, Nigeria at ( $t(348) = 6.562; P < .05$ ). These results further indicate that participants who reported a high healthy lifestyle significantly scored higher on job satisfaction (Mean = 38.33) than participants who reported poor lifestyle (Mean = 27.91). Therefore, the hypothesis which states that the NASU members of the University of Ibadan who report a high healthy lifestyle significantly score higher on job satisfaction than the members with low a healthy lifestyle was accepted in the current research. Furthermore, the results above have achieved a part of the first objective of the current investigation, which is to investigate if employee's lifestyle and organisational trust have significant main and interactional influence on job satisfaction amongst the NASU members of the University of Ibadan, Nigeria. Hence, an employee's lifestyle significantly predicts job satisfaction among the non-academic staff union members of the University of Ibadan, Nigeria.

**Hypothesis two:** Hypothesis two, which states that the NASU members of the University of Ibadan who report a high organisational trust significantly score higher on job satisfaction than the members with a low organisational trust., was tested with the use of a t-test for independent samples and the results are shown in Table 2:

**Table 2:** T-Test summary that shows the influence of organisational trust on job satisfaction.

DV	Organisational Trust	N	Mean	SD	df	t	P
Job satisfaction	High	185	34.75	5.65	348	4.824	<.05
	Low	165	27.4	5.1			

Table 2 above indicates that organisational trust significantly predicts job satisfaction at ( $t(348) = 4.824; P < .05$ ). These results further suggest that participants who reported a high organisational trust significantly scored higher on job satisfaction (Mean = 34.75) than the participants who reported a low organisational trust (Mean = 27.40). Therefore, the hypothesis which states that the non-academic staff union members of the University of Ibadan, Nigeria who report high organisational trust significantly score higher on job satisfaction than the members with low organisational trust, was accepted in the current research. Also, the results above have achieved a part of the first objective of the current investigation, which is to investigate if an employee's lifestyle and organisational trust have significant main and interactional influence on job satisfaction. Therefore, organisational trust has a significant influence on job satisfaction amongst the non-academic staff union members of the University of Ibadan, Nigeria.

**Hypothesis three:** Hypothesis three, which states that employee's lifestyle and organisational trust jointly and independently predict job satisfaction among the non-academic staff union members of the University of Ibadan, Nigeria was tested with multiple regression analysis, and findings are shown in Table 3:

**Table 3:** The summary of the multiple regression analysis of employee's lifestyle and organisational trust as influencers of job satisfaction among the NASU members of the University of Ibadan, Nigeria.

Model	$\beta$	t-value	P	R	R <sup>2</sup>	F	Sig
Employee's lifestyle	.319	3.492	<.01	0.260	.083	5.479	<.05
Organisational trust	.231	2.271					<.05

Dependent variable: Job satisfaction

Table 3 above shows the joint and independent influence of employee's lifestyle and organisational trust on job satisfaction. The result indicates that employee's lifestyle and organisational trust have a substantial, joint effect on job satisfaction at ( $R = .260; R^2 = .083; F(2, 346) = 5.479; P < .01$ ). This implies that employee's lifestyle and organisational trust collectively accounted for about 8% of the change in job satisfaction amongst the NASU members of the University of Ibadan, Nigeria; whereas the remaining 95% may perhaps be assigned to other alienated factors that are not measured in this research. Then, a continuous analysis indicated that both employee's lifestyle and organisational trust had a significant, independent (main) influence on work motivation ( $\beta = .319; t = 3.492; P < .01$ , and  $\beta = .231; t = 2.271; P < .01$  respectively). Consequently, the above results addressed the third hypothesis as well as attained the first objective of the present investigation which is to examine if employee's lifestyle and organisational trust have a substantial main and interactional influence on job satisfaction. Moreover, the summary of the multiple regression which focuses on job satisfaction and demographic factors (age, work experience, gender, and marital status) amongst the non-academic staff union members of the University of Ibadan, Nigeria, is stated in Table 4.

**Hypothesis four:** Hypothesis four, which states that demographic factors (age, work experience, marital status, and gender) have a significant joint and independent influence on job satisfaction amongst the NASU members of the University of Ibadan, Nigeria, was tested with the use of a multiple regression analysis.

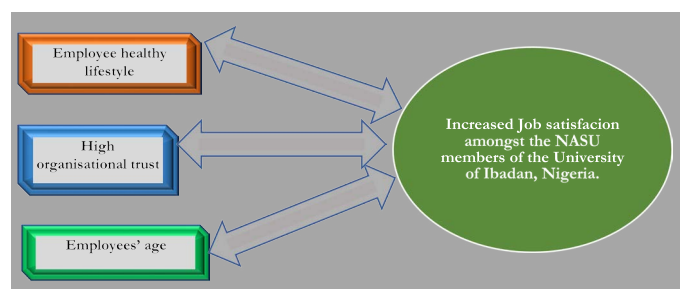
**Table 4:** The summary of the multiple regression analysis of employee's lifestyle and organisational trust as influencers of job satisfaction among the NASU members of the University of Ibadan, Nigeria.

Model	$\beta$	t-value	P	R	R <sup>2</sup>	F(4, 346)	Sig
Gender	.071	1.046	<.05	.249	.062	3.468	>.05
Age	.233	3.382					<.01
Work experience	-.021	-.300					>.05
Marital status	-.055	-.817					>.05

Dependent variable: Job satisfaction

**Table 4:** The summary of the multiple regression analysis of employees' demographic factors as predictors of job satisfaction among the non-academic staff union (NASU) members of the University of Ibadan, Nigeria.

Table 4 shows the joint and independent influence of demographics (gender, work experience, age, and marital status) on job satisfaction among the NASU members of the University of Ibadan, Nigeria. The results suggest that demographic factors (age, work experience, gender, and marital status) have a significant, joint influence on job satisfaction at ( $R = .249, R^2 = .062, F(4, 346) = 3.468; p < .05$ ), which is an indication that demographic variables (age, work experience, gender, and marital status) collectively account for about 6% of the change experienced in job satisfaction. Whereas, the other 84% could be allocated to other factors not considered in the current investigation. Furthermore, continuous analysis showed that only age had a significant main influence on job satisfaction ( $\beta = .233, t = 3.382; P < .05$ ). Therefore, the above results addressed the fourth hypothesis, as well as achieved the second objective of the present investigation which is to find out if demographic factors (work experience, age, gender, and marital status) predict job satisfaction amongst the non-academic staff union members of the University of Ibadan, Nigeria (Figure 2).



**Figure 2:** Model showing the factors that have higher influences on job satisfaction amongst the NASU members of the University of Ibadan, Nigeria.

## Discussions

This section discusses the study's findings, which stemmed from the data analysis outlined in the previous section.

Firstly, the hypothesis of the current research which states that the NASU members of the University of Ibadan who report high healthy lifestyle significantly score higher on job satisfaction than the members with a low healthy lifestyle, which was tested by a t-test for independent measures. The results reveal that a healthy lifestyle significantly predicts job satisfaction amongst the non-academic staff union members of the University of Ibadan, Nigeria. Also, the results show that the NASU members of the University of Ibadan with a healthy lifestyle have higher job satisfaction than their colleagues with an unhealthy

or a low lifestyle. The agency-structure theory of healthy lifestyles as earlier explained, further suggests that an employee's lifestyle is capable of affecting his health, finances, and perception of his level of job satisfaction (Cockerham, 2014). Therefore, the current paper confirms the position of agency-structure of lifestyle theory concerning the effect of employee lifestyle on employee job satisfaction. Also, the current findings sustain the perspective of Mark and Smith (2012) who posited that a poor or an unhealthy lifestyle is associated with poor performance and low level of job satisfaction. Also, the current results support the positions of Tharmalingam *et al.*, (2014), who established that a healthy lifestyle predicts job satisfaction, and Karatepe and Tekinkus (2006) who suggested that healthy lifestyles and work-family conflict predicted about 67.3% of the change in employee job satisfaction. Furthermore, the results above re-affirms the position of Allen, Herts, Bruck, and Sutton (2000) and Frone (2013) who established that healthy lifestyle among workers influences job satisfaction in the United States, and Fisher (2000) who found that low level of job satisfaction with training content significantly correlated with a healthy lifestyle and psychological wellbeing rates of industrial attachment trainees and staff. However, the current research did not just confirm the perspectives of the aforementioned scholars, but also contextualises its results within the Nigerian non-academic job, specifically among the NASU members of the University of Ibadan, Nigeria. Therefore, employee's lifestyle significantly, positively influences job satisfaction amongst the NASU members of the University of Ibadan, Nigeria. Besides, the stated results achieved a part of the first objective of the present research, which is investigating if an employee's lifestyle and organisational trust have a noteworthy main and interactional effect on job satisfaction. Hence, the findings suggest a significant main influence of employee's lifestyle on job satisfaction amongst the NASU members of the University of Ibadan, Nigeria.

Concerning the second hypothesis, which states that the non-academic staff union members of the University of Ibadan who report a high organisational trust significantly score higher on job satisfaction than the members with low organisational trust, a t-test for independent measures was conducted to verify this hypothesis. The findings show that organisational trust has a significant influence on job satisfaction. Likewise, the results show that the NASU members of the University of Ibadan who reported a high organisational trust had higher job satisfaction than the members who reported a low organisational trust. The hypothesis is therefore accepted in the current study. The equity theory as earlier stated, further explained that when employees perceive that their inputs are equally rewarded by outputs, they trust the organisation the more, become satisfied, and are more motivated to discharge their duties. But they remain de-motivated to their job as well as to their organisations when they perceive that their ratio of inputs -outputs is not equal to the ratio enjoyed by the referent others, as the level of their trust in the organisation reduces (Schultz & Schultz, 2010; Ball, 2014). Therefore, the current findings confirm the position of equity theory concerning the effect of organisational trust on employee job satisfaction. The current findings re-affirm the position of Zetlin (2014) who reported that reward, organisational trust and feedback contributed significantly to change in employees' attitudes towards fraud and job satisfaction among banks' tellers. Also, according to Zetlin (2015), organisational trust in the workplace is also identified as a factor that affected high creativity among IT staff. The current findings affirm the position of AbuAlRub *et al.* (2016) who asserted a positive correlation between job satisfaction and organisational trust among Lebanese nurses. Also, the current results corroborate the position of Angelo and Smith (2014) who opined that employees with a high level of organisational trust significantly

reported a higher job satisfaction level and a negative attitude towards fraudulent behaviours, as well as that of Tzeng (2002) who suggested that a lower organisational trust, predicted job satisfaction in Taiwan's hospitals. However, as aforementioned, the current investigation did not just confirm the perspectives of these scholars, but also contextualises its results within the Nigerian non-academic job, specifically among the NASU members of the University of Ibadan, Nigeria. Therefore, organisational trust significantly, positively influences job satisfaction amongst the NASU members of the University of Ibadan, Nigeria. Moreover, the stated results achieved a part of the first objective of the present research, which is to investigate if an employee's lifestyle and organisational trust have a significant main and interactional influence on job satisfaction. Hence, the findings suggest a significant main influence of organisational trust on job satisfaction amongst the NASU members of the University of Ibadan, Nigeria.

Regarding the third hypothesis, which projected that employee's lifestyle and organisational trust jointly and independently predict job satisfaction among the non-academic staff union members of the University of Ibadan, Nigeria, the hypothesis was tested with a multiple regression analysis. The result showed that an employee's lifestyle and organisational trust have a significant, joint effect on job satisfaction. Consequently, these results addressed the third hypothesis and attained the first objective of the present investigation which is to examine if employee's lifestyle and organisational trust have significant main and interactional influence on job satisfaction amongst the non-academic staff union members of the University of Ibadan, Nigeria. However, the current paper has localised its results within the Nigerian non-academic environment; which also makes it a recent finding within the Nigerian academia.

Concerning the fourth hypothesis, which states that demographic factors (age, work experience, marital status, and gender) have a significant joint and independent effect on job satisfaction among the NASU members of the University of Ibadan, Nigeria, a multiple regression analysis was done, and its outcome shows that demographic variables have a significant, joint influence on job satisfaction, which is an indication that demographic variables (gender, age, work experience, and marital status) collectively account for about 6% of the change experienced in job satisfaction. Whereas, the other 84% could be allocated to other factors not considered in the current investigation. Furthermore, the results revealed that only age had a substantial independent influence on job satisfaction. Thus, age contributed about 23% change in employee job satisfaction, indicating older staff reporting higher job satisfaction in the current research. These results support the position of Bamberger (2013), who found that demographic factors (for instance, age, income level, educational qualification, job status, and healthy lifestyle) jointly predicted 57.3% of the variance in job satisfaction, but failed to support his results which stated that gender and income level had a significant independent influence on job satisfaction. Also, the current findings go along with the results of Sheridan and Abelson (2009), who opined that demographic factors (age, educational achievements, job status, and employee's lifestyle) jointly accounted for 23.4% of the variance in employee job satisfaction, Daniels and Guppy (1994), who suggested that demographic factors (for instance, age, gender, education, and work type) predict job satisfaction among factory workers, as well as Rehman *et al.* (2009), who found that demographic factors of employees do influence job satisfaction. The results of the current investigation did not only confirm the positions of the previous scholars who indicated the significant joint influence of employees' demographic factors on job satisfaction but also indicated a

significant main influence of age on job satisfaction within the Nigerian academia. Hence, these results have achieved the second objective of the current paper, which is to examine if job satisfaction differs with the age, work experience, gender, and marital status of the non-academic staff union members of the University of Ibadan, Nigeria.

## Practical Implications

The findings of the current paper apply to the management of the Nigerian educational sector. The management and leadership of the NASU members of the Universities in Nigeria need to adopt some more specific approaches to ensuring employee's healthy lifestyle, and to build their trust in the Universities where they work; as it has been established that these would help the non-academic staff union (NASU) members achieve higher job satisfaction within the Universities.

## Limitation

The results of this investigation are susceptible to some limitations. Firstly, the current sample was restricted to the non-academic staff union members of the University of Ibadan, Nigeria. Hence, future investigation should look into combining Universities in other regions of Nigeria. Second, the current research adopted a cross-sectional survey design. Thus, future studies need to consider the use of a triangulation design which includes a mixed method of data collection.

The next section, however, shows the paper's conclusion and recommendations.

## Conclusion and Recommendation

This current investigation concludes that employee's lifestyle and organisational trust significantly predict job satisfaction amongst the non-academic staff union members of the University of Ibadan, Nigeria. Also, this paper concludes that demographic factor (age) significantly predicts job satisfaction amongst the NASU members of the University of Ibadan, Nigeria. Therefore, this paper suggests that the non-academic staff union members of the University of Ibadan with a healthy lifestyle will have higher job satisfaction than their colleagues with an unhealthy or a low lifestyle and that the NASU members of the University of Ibadan who report a high organisational trust will have a higher job satisfaction than the members who report a low organisational trust. Furthermore, the current paper concludes that older non-academic staff union members of the University of Ibadan, Nigeria are more satisfied on the job than their younger colleagues. The current findings have contributed significantly to the psychological roles of leaders and management in addressing organisational issues, such as achieving job satisfaction among NASU staff within the educational sector of a growing economy. Thus, the following recommendations are useful for future implications:

Educational seminars and workshops on maintaining healthy lifestyles, which enhances employee job satisfaction with implication for job performance and job continuity should be periodically organised for the NASU members of the University of Ibadan, Nigeria, and also within the Nigerian academic sector.

It is recommended that organisations, employers and academic institutions should consider employee trust and loyalty as vital factors that can be used to reduce employee dissatisfaction and turnover, as lack of trust in the management and organisations leads to low job satisfaction among employees. Therefore, organisations are advised to adopt appropriate management styles that can help build employees' trust in the organisation, by upholding their part of the job contract as

well as ensuring unbiased approaches to how employees (for instance, non-academic staff) are treated on the job. Some of the methods for increasing employees' job satisfaction within the educational sector may include the adoption of motivational packages such as incentives, housing and car loan; prompt payment of salaries; effective employee training and promotional scheme, and many more. However, these must all be tailored to fit the needs of individual NASU member.

Also, the management of academic institutions should encourage the practice of having older NASU members of the University of Ibadan mentor the younger ones in different work requirements and strategies, and in developing helpful personal attributes which could help achieve job satisfaction.

Furthermore, although the current paper has offered references based on the empirical findings as to achieving job satisfaction within the non-academic staff union of the University of Ibadan, Nigeria, an extensive qualitative study is needed to elicit recommendations for job satisfaction from the non-academic staff union members within this sector. Moreover, although this study has added knowledge regarding job satisfaction at the University of Ibadan, Nigeria, there is a need to conduct the same study in other cosmopolitan Nigerian higher institutions of learning.

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