Analysis of Determinants of Workers' Morale and Satisfaction among Industrial Workers in South-Western Nigeria

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Abstract: This study investigated the determinants of workers' morale and satisfaction with research conditions in industrial organizations in South-Western Nigeria. This was for the aim of ascertaining the causal-factors of satisfactory behaviour and morale among industrial workers in Nigeria. The descriptive survey method was adopted for the study. A total of 327 respondents, from public and private organizations were selected for the study using stratified proportionate sampling technique. For data collection, the researcher utilizes 2 set of questionnaires titled Determinants of Workers' Morale Scale (DWMS) which was developed by Clovin and the Causal-Factors of Job Satisfaction scale (CFJS), which was developed by Bakare. The findings of the study revealed that leadership behaviour, perception of research itself, autonomy on the job, interpersonal relations at workplace, organizational support system, training and development, working environment and provision for retirement benefit were perceived as factors that determine workers' morale and satisfaction. It was also found that no significant difference exist between the perceptions of male and female respondents' on factors influencing morale and satisfaction with work conditions. Furthermore, there was no significant difference found between the perceptions of male and female respondents' on factors influencing morale and satisfaction with work conditions. Moreover, no significant difference was found between the perceptions of respondents with high and low education on factors influencing morale and satisfaction with work conditions. The findings further revealed that there is no significant difference between the perceptions of experienced and less experienced respondents on factors influencing morale and satisfaction with work conditions. Based on the findings of the study; it is recommended that the organizational support programmes should be provided to embrace training and development, substantive welfare package and provision of adequate pension schemes for workers. This will definitely facilitate improved workers' morale and satisfaction with work conditions.

Key words: Morale, satisfaction, industrial workers, South-Western Nigeria

INTRODUCTION

Workers are often being stretched to the limit as a result of work load being imposed on them by their research organizations. Expectations placed on workers seem to be expanding exponentially. Increasingly, their roles encompass not only doing specific job and attending to customers in the interest of work relations, but functioning as frontline social workers (Linda, 1998).

Morale and satisfaction have been thought of variously as a feeling, a state of mind, a mental and emotional attitude (Mendel, 1997). Washington and Watson (2000) submit that morale and satisfaction are interrelated. The authors defined morale as the feeling a worker has about his job based on how the worker perceives himself in the organization and the extent to which the organization viewed expectation, the end result of which lead to satisfaction on the part of the worker. Similarly, Bentley and Rampel (2003) conceptualize morale as the professional interest and enthusiasm that a person displays towards the achievement of organizational goals in a given job situation.

Omole (2003) notes that a healthy organization or working environment and high workers' morale tend to be related. In order words, a managers ability to create a positive organizational climate and culture can affect workers' morale. Adams (1992) asserts that managers who control many of the contingencies in the research environment and are source of much reinforcement for working behaviour, are the keys to improving morale and satisfaction of the workers.

A recent report on job satisfaction and morale among American teachers identified more administrative support and leadership, good intergroup relations, positive school

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atmosphere and teachers autonomy, as working conditions associated with higher teacher satisfaction and morale (National Centre for Education Statistics, 2001). Odanye (2004) reported that favourable workplace environments were positively related to workers' job satisfaction regardless of workers' background characteristics or organizational demographics. Moreover, Stenlund (1995), Adedeji (2002) and Olaoye (2003) submit that teachers in any school setting, who receive a great deal of parental and organizational support, are more satisfied than teachers who do not. The authors reported a weak relationship among teacher' job satisfaction, salary and benefits.

Henceforth, Clement (2000) and Stanley (2003) reported that workers' perception of work itself and interpersonal relations at workplace tend to influence their morale. Similarly, in a cross-cultural study of teacher' enthusiasm and discouragement that included teachers from U.S. and 6 other nations: teachers clearly identified students as primary and central factor that has an impact on both their professional enthusiasms and discouragemen (Holland, 2000; Collins, 2003; Williams, 2003). The authors submit that teachers almost universally treasure student responsiveness to and enthusiasm as vital factor in their work morale and conversely perceived motivation in students as a source of discouragement.

However, Linda (1998), Babajide (2001) and Ajaja (2004) report that the leadership style and communication climate in organization has significantly influenced workers' morale. In essence, the level of workers participation and involvement in making decisions that affect organizational interest tend to influence their morale. This implies that knowledge and level of awareness of workers on issues and problems affecting organization where they have invested their talents and skills tend to affect their morale, job satisfaction and intention to stay or quit an organization.

The literature reviewed for the aim of study focused on the factors affecting the workers morale and satisfaction. Most of the studies reviewed in the study focused on the factors that tend to affect workers morale and satisfaction in isolation. More so, most of the studies were conducted in developed countries of the world, while few of such studies were conducted in Nigeria, a developing country. Besides, while the previous studies focused on morale and satisfaction in isolation, the present study focused on investigation of morale and satisfaction (taken together) at the same time. The dwindling nature of workers effectiveness, efficiency and productivity in most of industrial organizations in Nigeria necessitate further studies on workers' morale and satisfaction at workplace.

Statement of the problem: The study investigated the determinants of workers' morale and satisfaction with work condition among industrial workers in South-Western Nigeria. This was for the aim of ascertaining the causal factors of satisfactory behaviour and morale among industrial workers in Nigeria.

Objectives of the study: Specifically, the objectives of the study are to:

- Identify the factors influencing workers' morale in industrial organizations in South-Western Nigeria
- Identify the factors influencing workers' satisfaction with work conditions in industrial organizations in South-Western Nigeria
- Establish the variation in the respondents perception of determinants of workers' morale and satisfaction with work conditions on the bases of gender, working experience and educational qualification
- Make recommendations towards improving workers' morale and satisfaction with work conditions in industrial organizations

Research questions: The following research questions were generated and examined for the purpose of the study:

- What are the factors influencing workers morale in industrial organizations?
- What are the factors influencing workers' satisfaction with work conditions in industrial organizations in South-Western Nigeria?
- Is there any significant difference between perception of male and female on factors influencing workers' morale and satisfaction with work conditions?
- Is there any significant difference between perception of experienced and less experienced respondents on factors influencing workers' morale and satisfaction with work conditions?
- Is there any significant difference between the perception of respondents with high education and low education on the factors influencing workers' morale and satisfaction with work conditions?

MATERIALS AND METHODS

Research design: The descriptive survey research method was adopted to investigate the determinants of workers' morale and satisfaction with work conditions in industrial organizations in South-Western Nigeria.

Participants: A total of 327 respondents were selected for the study using stratified proportionate random sampling technique. The respondents were selected from public and private organizations in South-Western Nigeria using stratified sampling technique. These organizations include Nigerian Breweries Plc., Nigerian Textile Industries Ltd., First Bank of Nigeria Plc., power holding Plc. and Nigerian Telecommunication Plc and Nigeria National Petroleum Corporation.

The proportionate random sampling technique was adopted to select respondents from industrial organizations on the basis of population. The age range of the respondents is between 28-65 with mean age of 18.71 and standard deviation of 8.63. The respondents consist of 191 (58.4%) males and 136 (41.6%) females. The 173 (52.9%) of the respondents have spent above 10 years, while 154 (47.1%) of them have spent below 10 years with their organizations. The respondents who had spent above 10 years on the job were ranked as experienced while those below 10 years were ranked less experienced. Also, 241 (73.7%) of the respondents had attained University education, while 86 (26.3%) of them had not. The respondents who had attained University education were rated as with high education while those who had not attained University education were rated as with low education.

Measures: The researcher utilizes 2 set of questionnaire for data collection. The researcher adopted questionnaire titled Determinants of Workers' Morale Scale (DWMS), which was developed by Clovis (2001). Section A of the questionnaire contain demographic information, such as: Name of organization, age, sex, educational qualification, working experience The questionnaire contains 14 items relating to factors that tend to influence workers' morale at workplace.

For instance, the following factors tend to enhance work morale: work environment, leadership behaviour, perception of work itself, autonomy on the job, organizational support system, interpersonal relations at workplace etc. The author reported 0.78 reliability co-efficient for the scale. However, for the present study, 0.83 cronbach α was obtained.

Moreso, the Causal Factors of Job Satisfaction scale (CFJS) was developed by Bakare (1994). Section A of the questionnaire contains demographic information such as: Name of organization, age, sex, marital status, educational qualification etc. The scale contains 17 items relating to factors influencing workers' satisfaction on the job. For instance, the following factors tend to enhance your satisfaction with work conditions: conducive work environment, provision of adequate incentives, promotion

at appropriate time, autonomy on the job, management style, nature of the job etc. The author reported 0.81 co-efficient α for the scale. For the present study, 0.82 Cronbach α was obtained.

Procedure: The questionnaires were administered by the researcher and three trained research assistants. The researcher consulted the personnel managers of the selected organizations for support and assistance on the administration of the questionnaire. The personnel managers assisted in sustaining the interest and support of the respondents. All aspects of the questionnaire were explained to the respondents and the confidentiality of the information being supplied was guaranteed.

However, out of 339 copies of the questionnaire being administered, the 327 duly completed copies were utilized for the study. It took the researcher complete 3 weeks to administer the questionnaires due to the geographical nature of South-Western Nigeria.

RESULTS

The results of the data analyzed for the study were presented on the basis of the research questions generated for the study.

Research question 1: What are the factors affecting workers' morale in work organizations in South-Western Nigeria?

Table 1 shows that 291 (89%) of the respondents agreed that leadership behaviour has influenced their morale while 36 (11%) of them disagreed with this notion. The Table 1 further reveals that 187 (57.2%) of the respondents agreed that perception of work itself has influenced their morale while 140 (42.8%) of them disagreed with this statement. Moreso, 166 (50.8%) of the respondents disagreed that autonomy on the job has influenced their research morale while 161 (49.2%) of them agreed with this statement. A 236 (72.2%) of the respondents agreed that interpersonal relations at workplace has influenced their morale while 91 (27.8%) of them disagreed with this idea. Also, 319 (97.6%) of the respondents agreed that organizational support system has influenced their morale while (7.8%) of them disagreed with this statement. Henceforth, 229 (70%) of the respondents agreed that training and development has influenced their morale while 98 (30%) of them disagreed with this statement. However, 197 (60.2%) of the respondents agreed that working environment and provision for retirement benefit had influenced their morale while 130 (39.8%) of them disagreed.

Table 1: Respondents' perception of factors is influencing workers' morale in industrial organizations

Items	Response			
	Agree	(%)	Disagree	(%)
Leadership behaviour	291	89.0	36	11.0
Perception of work itself	187	57.2	140	42.8
Autonomy on the job	161	49.2	166	50.8
Interpersonal relations at work place	236	72.2	91	27.8
Organizational support system	319	97.6	8	2.4
Training and development	229	70.0	98	30.0
Working environment	1971	60.2	130	39.8
Adequate provision for retirement	197	60.2	130	39.8

Research question 2: What are the factors influencing workers satisfaction with work conditions in industrial organizations?

Table 2 reveals that 230 (70.3%) of the respondents agreed that conducive work environment has influenced their satisfaction with work conditions while 97 (29.7%) of them disagreed with the statement. Also, 314 (96%) agreed that provision of adequate incentives has influenced their satisfaction with work conditions while 4.13 (4 %) of them disagreed with the statement. Meanwhile, 195 (59.6%) of the respondents agreed that management style of the managers has influenced their satisfaction with work conditions while 132 (40.4%) of them disagreed with the notion. Moreover, 271 (82.9%) of the respondents agreed that communication climate has influenced their satisfaction with work condition while 56 (17.1%) of them disagreed with this statement. A 306 (93.6%) of the respondents agreed that promotion at appropriate time has influenced their satisfaction with work conditions. The results further reveals that 196 (59.9%) of the respondents disagree that nature of the job has influenced their satisfaction with work conditions while 131 (40.1%) of them agreed with this statement. Furthermore, 167 (51.1%) of the respondents agreed that autonomy on the job has influenced their satisfaction with work conditions while 160 (48.9%) of them disagreed with this notion. However, 188 (51.5%) of the respondents agreed that provision of capacity building programmes has influenced their satisfaction with work conditions while 139 (42.5%) of them disagreed with this statement.

Research question 3: Is there any significant difference between male and female respondents' perception of factors influencing workers' morale and satisfaction with work conditions?

Table 3 reveals that there is no significant difference between male and female respondents' in their perception of factors influencing morale and satisfaction with work conditions (t (325) = 3.12; p>0.05). They equally agreed that leadership behaviour/style, provision of adequate incentives, retirement benefits and work environment has significantly influenced their morale and satisfaction with work conditions.

Table 2: Perception of respondents on factors influencing satisfaction with work conditions

Items	Response			
	Agree	(%)	Disagree	(%)
Conducive work environment	230	70.3	97	29.7
Provision of adequate incentives	314	96.0	13	4.0
Management style	165	50.5	162	49.5
Communication climate	271	82.9	56	17.1
Promotion at appropriate time	306	93.6	21	6.4
Nature of the job	131	40.1	196	59.9
Autonomy of the job	167	51.1	160	48.9
Provision of capacity building programmes	188	57.5	139	42.5

Table 3: Summary of t-test analysis on perception of male and female respondents' on factors influencing morale and satisfaction with work conditions

Gender	N	Mean	SD	df	t	p-value	Remark
Male	191	26.71	9.61	325	3.12	0.017	Not significant
Female	136	25.26	8.12				(p>0.05)

Table 4: Summary of t-test analysis on perception of experienced and less experienced respondents on factors influencing morale and satisfaction with conditions

Variable	N	Mean	SD	df	t	p-value	Remark
Experienced	173	16.32	7.81	325	2.26	0.016	Not significant
Less experienced	154	15.76	7.06				(p>0.05)

Table 5: Summary of t-test analysis on perception of respondents with high education on factors influencing morale and satisfaction with work conditions

Variable	N	Mean	SD	Df	t	p-value	Remark
High education	241	22.16	9.61	325	1.86	0.017	Not significant
Low education	86	26.28	8.01				(p>0.05)

Research question 4: Is there any significant difference between experienced and less experienced respondents perception of factors influencing morale and satisfaction with work conditions?

Table 4 reveals that there is no significant difference between the perceptions of experienced and less experienced respondents on factors influencing morale and satisfaction with work conditions, t (325) 2.26; p>0.05). This implies that both the experienced and less experienced respondents equally agreed that management style, autonomy on the job, adequate incentives, communication climate and interpersonal relations at work place had significantly influenced their morale and satisfaction with work conditions.

Research question 5: Is there any significant difference between the perceptions of respondents with high and low education on factors influencing their morale and satisfaction with work conditions?

Table 5 reveals that there is no significant difference between the perception of respondents with high and low education on factors influencing morale and satisfaction with work conditions (t (325) = 1.86). Respondents with high and low education were equally found to have perceived management style, autonomy on the job,

provision of adequate incentive, training and development as factors influencing morale and satisfaction with work conditions.

DISCUSSION

The findings of the study revealed that leadership behaviour, perception of work itself, interpersonal relations at workplace, organizational support system, training and development programmes, working environment and adequate provision for retirement benefits had significantly influenced workers' morale in industrial organizations. The finding implies that organizational and interpersonal related factors are significant factors through which workers' sustainable interest and their morale could be boosted for achievement of organizational goals. The finding corroborates Omole (2003), Adams (1992), Linda (1998), Babajide (2001), Holland (2000), Colins (2003), Williams (2003) and Ajaja (2004), who reported that conducive work environment attenuated with good condition of service, opportunity for training and development, provision of adequate retirement benefits and interpersonal relations had significantly influenced workers' morale towards improved productivity.

The findings further showed that conducive work environment, provision of adequate incentives, management style, communication climate, promotion at appropriate time, capacity building programmes and autonomy on the job were found to have significantly influenced workers' satisfaction with work conditions. The finding implies that for job satisfaction to be achieved on the part of the workers, their wages and salaries coupled with opportunity for career progression should be provided.

Also, the workers tend to be satisfied with work conditions when their interest and development are sustained and harmonious work relations are guaranteed. The finding corroborates Odanye (2004), Olaoye (2003), Adedeji (2002) and Stenlund (1995), who reported that workers tend to be satisfied with work conditions, when organizational supports and environmental favourableness and guaranteed.

Moreover, the finding revealed that both male and female respondents equally agreed that leadership behaviour/style, adequate incentives, provision of adequate retirement benefits and conducive working environment had significantly influenced their work morale and satisfaction with work conditions. The finding of the study implies that morale and satisfaction of the workers could be fostered through promotion of their interests, rights and effective leadership style that tends

to promote participatory management. The finding tallies with Stenlund (1995), Odanye (2004) and Ajaja (2004), who reported that both male and female workers perceived leadership style, equitable reward system and consideration for retirement benefits as factors influencing workers' morale and satisfaction at work place.

Furthermore, the finding showed that the experienced and less experienced respondents perceived leadership style, adequate incentives, retirement benefits and working environment as factors influencing workers' morale and satisfaction with work conditions in any work organizations. This implies that the working environment, adequate incentives, leadership style and retirement benefits need to be considered in managing organizational resources for competitive advantage in labour market. The finding corroborates Omole (2003) and Babajide (2001), who reported that both experienced and less experienced workers tend to be satisfied and found their morale boosted, when the management style is participatory in nature and the working environment is conducive as to accommodate equitable reward system, career progression and preparation of workers for retirement.

Similarly, the finding revealed that the respondents with high and low education equally perceived working environment, provision of adequate incentives, management style and autonomy on the job as causal factors of satisfaction with work conditions and boosting of their morale. The finding implies that organizational support system, style adopted by the manager in managing organizational resources and the extent to which workers are allowed to independently initiate ideas and perform their duties tend to influence their morale and satisfaction with work conditions. The finding corroborates Washington and Watson (2000), who submit that educational qualification is significantly correlates with work conditions. This finding implies that the skills and knowledge acquired through on-the-job and off-the job tends to create room for boosting of their morale and satisfaction on the job with corresponding effect on the job.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

The organizational support programmes should embrace training and development, provision of adequate pension payment, substantive welfare package and provision of adequate pension schemes for workers. This will definitely facilitate improved workers' morale and satisfaction with work conditions.

Also, the democratic style of management that could be people-oriented and production-oriented should be adopted by the managers in managing organizational resources. This will afford the workers opportunity to participate actively in decision making process and virtually sustain their interest, morale and satisfaction with the working conditions.

Training and development programmes that could build the capacity of the workers in terms of updating their skills and knowledge of the jobs should be introduced on regular basis in order to boost them.

CONCLUSION

The finding of the study established that conducive working environment, management style, communication climate, nature of the job, autonomy on the job, capacity building and provision of adequate incentives are significantly correlates with workers' morale and satisfaction with work conditions. In essence, organizational and environmental factors tend to influence the morale of the workers vis-a-vis their satisfaction in the work conditions.

IMPLICATIONS

The implication of these findings is that for promotion of workers improved morale and their satisfaction on the job, there is a need for effective organizational support programmes which could embrace incentives, training and development programmes, flow of information across board in any goal-oriented organization.

Also, for effectiveness and efficiency on the job, appropriate strategies for promoting the workers' morale and satisfaction need be entrenched in the cardinal goals of the organization. The management style of the managers need to foster workers' participation in decision making process in order to boost their morale, efficiency and satisfaction with work conditions in any work organization.

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