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IMPACT OF INSTITUTIONAL FACTORS ON ADMINISTRATIVE STAFF JOB SATISFACTION IN STATES COLLEGES OF EDUCATION IN NORTH CENTRAL, NIGERIA

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ARTICLE INFO
Article No.: 0564
Accepted Date: 17/08/2026
Published Date: 11/09/2026
Type: Research

ABSTRACT
This study investigated factors influencing administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria, with specific focus on promotion policies and welfare services. Two research questions guided the study and two hypotheses were formulated and tested for the study. The study adopted a descriptive survey research design. The population comprised 2,820 senior administrative staff in 11 State Colleges of Education in North Central Nigeria, while a sample of 350 senior administrative staff was selected from seven Colleges using the Taro Yamane formula. Data were collected using a researcher-structured questionnaire titled: Factors Influencing Administrative Staff Job Satisfaction Questionnaire (FIASJSQ). The instrument, comprising 10 items, was validated by three experts and yielded a Cronbach Alpha reliability coefficient of 0.93. Mean and standard deviation were used to answer the research questions, while Chi-square goodness-of-fit was used to test the hypotheses at 0.05 level of significance. The findings revealed that promotion policies and welfare services had a significant positive influence on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria. The study concluded that transparent promotion practices and adequate welfare services are important for enhancing administrative staff job satisfaction. It recommended merit-based promotion policies and improved healthcare, transport, accommodation and leave benefits for administrative staff.

Keywords: Promotion policies, welfare services, administrative staff, job satisfaction, State Colleges of Education

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Introduction

Administrative staff job satisfaction is an important concern in higher education because compensation, recognition, work–life balance, leadership, career development and participation in decision-making shape employees' morale, commitment and retention (Salami et al., 2026). In Africa, these concerns are particularly significant as higher education institutions continue to contend with resource constraints, changing work demands and human-resource management challenges. In Nigeria, organizational climate, training, rewards and other workplace conditions influence employees' job satisfaction and commitment, while recent evidence among administrative staff indicates that human-resource practices are important determinants of satisfaction (Abdulkareem et al., 2019). In Colleges of Education, job satisfaction is closely associated with staff performance and institutional effectiveness; however, empirical attention to administrative staff in State Colleges of Education in North Central, Nigeria remains comparatively limited, thereby creating a need for focused investigation of their level of job satisfaction and the factors influencing it (Lewis et al., 2020).

Colleges of Education are tertiary institutions established primarily to provide professional teacher education and prepare individuals with the knowledge, skills and competencies required for effective teaching and educational service (Issah, 2021). There are Federal, State and Private owned colleges of education in Nigeria including North Central. These colleges are financed and managed by the various owners to enhance administrative staff job satisfaction. Administrative staff in State Colleges of Education arenon-academic personnel responsible for supporting the day-to-day administrative, personnel, records, financial, communication and other institutional operations that facilitate the effective functioning of the College; they include officers in administrative units such as the registry, bursary and other support departments (Asogwa et al., 2024).

Administrative staff job satisfaction thus refers to the degree of positive feelings and contentment administrative employees derive from their jobs, based on factors such as the nature of the work, remuneration, supervision, promotion, working conditions and opportunities for development (Issah, 2021). Research indicates that administrative staff satisfaction is closely associated with favourable working conditions, effective management and opportunities for professional development (Hammed, 2022). In States Colleges of Education in North Central, Nigeria, the issue of administrative staff job satisfaction appears to create continuous worries among relevant stakeholders such as officials of National Commission for Colleges of Education (NCCE), college provosts, unions and donor agencies indicating that many administrative staff may be dissatisfied with their jobs. This issue could be linked to several factors that have the potential to reduce or enhance staff job satisfaction such as promotion policies and welfare services.

Promotion policies are the formal guidelines, rules and procedures organizations establish to regulate how employees move upward in rank, position, or responsibility within the workplace (Adeyemi & Adebayo, 2019). These policies serve as a framework for ensuring that promotions are based on fairness, transparency, merit and organizational needs rather than favoritism or bias. Akinyele and Afolabi (2020) assert that fair and transparent promotion policies enhance staff morale, foster professional development and improve job satisfaction. When staff perceive that promotions are based on merit and clear criteria, they are more likely to remain committed to their roles and actively contribute to the achievement of institutional objectives. On the other hand, ambiguity or favouritism in promotion practices can result in frustration, lowered motivation and decreased job satisfaction (Adeyemi & Adebayo, 2019). A study by Adebayo (2019) revealed that clear and consistent promotion policies were strongly associated with higher levels of job satisfaction among non-teaching staff. Similarly, Nwankwo (2021) also found that promotion policies have significant positive

influenced on job satisfaction. Given the significance of promotion policies they need to be closely linked to other organizational factors to improve staff job satisfaction. One of these factors may be welfare services.

Welfare services are various support systems provided to staff, including health benefits, housing allowances, retirement plans and other social services aimed at improving staff well-being. According to Okorie and Ajayi (2020), when administrative staff have access to comprehensive welfare services, they are more likely to feel valued and supported, which enhances their job satisfaction and loyalty to the institution. Conversely, inadequate or poorly managed welfare services may lead to feelings of neglect and dissatisfaction, potentially reducing staff motivation and performance. Research by Singh (2020) indicated that welfare services had a significant impact on job satisfaction. Kiptoo (2017) also found a positive significant influence of welfare services, performance appraisal and staff training on job satisfaction of non-teaching staff in public universities in Rift Valley Region, Kenya. Ultimately, welfare services form a foundation for other key aspects of staff satisfaction, including job security, which plays a critical role in enhancing staff retention and long-term commitment to the institution. It was against this background that this research investigated the factors influencing administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria.

Statement of the Problem

Administrative staff job satisfaction is a significant concern in State Colleges of Education in North Central Nigeria, as dissatisfaction may arise when employees perceive their working conditions and institutional practices as inadequate (Akinyele & Afolabi, 2020). In particular, inconsistencies or delays in promotion policies, limited opportunities for career advancement, and perceived lack of fairness in promotion decisions may reduce employees' morale, commitment and satisfaction with their jobs. The researchers also observed that inadequate welfare services, including healthcare, housing support, leave benefits, staff development opportunities and other welfare provisions, may negatively affect administrative staff's sense of security and well-being. If these challenges persist, they may contribute to low motivation, absenteeism, reduced productivity and turnover intentions. The problem, therefore, is the extent to which promotion policies and welfare services influence administrative staff job satisfaction in State Colleges of Education in North Central Nigeria.

Purpose of the Study

The purpose of the study was to investigate factors influencing administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria. Specifically, the study sought to:

1. determine the impact of promotion policies on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria.
2. investigate the impact of welfare services on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria.

Research Questions

The following research questions guided the study:

1. What is the influence of promotion policies on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria?
2. What is the influence of welfare services on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria?

Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance:

1. Promotion policies have no significant influence on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria.

2. Welfare services have no significant influence on administrative staff job satisfaction in state Colleges of Education in North Central, Nigeria.

Theoretical Framework

The theoretical framework of this study was anchored on Herzberg, et al. (1959) Two-Factor Theory of Motivation, also known as the Motivation-Hygiene Theory. In his influential work, *The Motivation to Work* (1959), Herzberg argued that employee satisfaction and dissatisfaction are influenced by two distinct sets of factors: motivators and hygiene factors. Motivators, such as achievement, recognition, responsibility, advancement, and the work itself, contribute to job satisfaction and motivation, while hygiene factors, such as salary, working conditions, interpersonal relationships, supervision, and organizational policies, primarily prevent dissatisfaction when adequately provided. The theory suggests that improving hygiene factors alone may reduce dissatisfaction but does not necessarily motivate employees; genuine motivation requires the presence of motivating factors.

However, this theory has been criticized for its methodological limitations, particularly its reliance on employees' retrospective accounts, which may produce biased explanations of job satisfaction and dissatisfaction. The theory's strict separation of motivators and hygiene factors may also be too simplistic because factors such as salary, supervision, and recognition can influence both satisfaction and motivation, depending on individual and organizational circumstances (Cai & Qu, 2026). Furthermore, the theory does not adequately account for individual differences, cultural contexts, or the complex relationship between job satisfaction and productivity. Peramatzis and Galanakis (2022) therefore suggest that its categories require reconsideration and that the theory should be applied flexibly rather than as a universal explanation of employee motivation.

This theory is relevant to the present study because promotion policies can serve as motivators that enhance administrative staff's sense of achievement, recognition, and advancement, thereby increasing job satisfaction. Welfare services, such as fair remuneration, healthcare, housing, and conducive working conditions, function as hygiene factors that prevent dissatisfaction. Thus, effective promotion policies and adequate welfare services can contribute significantly to administrative staff job satisfaction in State Colleges of Education in North Central Nigeria.

Methodology

The research design adopted for this study is descriptive survey research design. The population of this study consisted of 2,820 senior administrative stafffrom11 State Colleges of EducationinNorth Central, Nigeria(National Commission for Colleges of Education [NCCE], 2025). The sample size for this study was 350 senior administrative staff, selected from a total population of 2,820 in seven of State Colleges of EducationinNorth Central, Nigeria. This sample size was determined using the Taro Yamane (1967) formula for calculating sample size for a known population at a 5% margin of error. The instrument used for the study was researchers-structured questionnaire titled "Factors Influencing Administrative Staff Job Satisfaction Questionnaire (FIASJSQ)". It was made up of 10 items divided into two clusters: A and B which covers promotional policies and welfare services. The instrument was validated by three experts in Faculty of Education, Rev. Fr. Moses Orshio Adasu University, Makurdi. It was trial tested on 30 staff using Cronbach Alpha reliability. The result of the trial test yielded reliability co-efficient of 0.93. The instrument was structured on four point rating scale of Strongly Agree (4), Agree (3), Disagree (2) and Strongly Disagree (1). Mean and Standard Deviation were used to answer the research questions. Any item with a Mean score of 2.50 and above was considered agreed but any item with a Mean score of less than 2.50 was considered not agreed. Chi-square (χ^2) test of goodness of fit was used to test the hypotheses at 0.05 level of significance. The null hypothesis was rejected when the p-value was below the

predetermined alpha level ($p < 0.05$) and was retained with a positive impact when the p-value was equal to or greater than the alpha level ($p \geq 0.05$).

Discussion of Findings

Research Question 1: What is the impact of promotion policies on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria?

Table 1:*Mean Scores and Standard Deviation Rating on Impact of Promotion Policieson Administrative Staff Job Satisfaction in State Colleges of Education inNorth Central, Nigeria*

S/No	Item Description	N	SA	A	D	SD	$\bar{X}$	*SD*	Decision
1	feel more motivated when promotions are based on merit.	350	114	102	96	38	2.85	1.00	Agree
2	Staff feel discouraged when promotions are influenced by favoritism.	350	117	116	80	37	2.93	0.96	Agree
3	Creating opportunities for promotion encourage staff to work harder.	350	116	117	76	41	2.91	0.98	Agree
4	Lack of clear promotion guidelines reduces morale among administrative staff.	350	118	116	74	40	2.92	0.98	Agree
5	Administrative staffs are more committed when they see real chances for career advancement.	350	109	126	76	39	2.89	0.98	Agree
	Cluster Mean						**2.90**		**Agree**

Source: Field Work, 2026

Table 1 shows mean ratings of 2.85, 2.93, 2.91, 2.92, 2.89 and cluster mean of 2.90 with a corresponding Standard Deviation ratings of 1.00, 0.96, 0.98, 0.98 and 0.98 respectively. The result indicated that the respondents agreed that staffs feel more motivated when promotions are based on merit while they feel discouraged when promotions are influenced by favoritism, creating opportunities for promotion encourage staff to work harder, lack of clear promotion guidelines reduces morale among administrative staff and administrative staffs are more committed when they see real chances for career advancement. The cluster mean value of 2.90 was above the mean score benchmark of 2.50. This shows positive impact of promotion policies on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria.

Research Question 2:

What is the impact of welfare services on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria?

Table 2:*Mean Scores and Standard Deviation Rating on Impact of Welfare Serviceson Administrative Staff Job Satisfaction in State Colleges of Education inNorth Central, Nigeria*

S/No	Item Description	N	SA	A	D	SD	$\bar{X}$	*SD*	Decision
6	Access to good health care services increases staff satisfaction with their jobs.	350	117	124	77	32	2.93	0.96	Agree
7	Provision of transport allowances makes administrative staff feel supported.	350	112	125	76	37	2.91	0.97	Agree
8	Staff are more committed when they benefit from accommodation support.	350	112	123	77	38	2.90	0.98	Agree
9	Administrative staff feel more valued when their job needs are considered by management.	350	117	121	75	37	2.94	0.95	Agree
10	Paid leave policies contribute to a better work-life balance for staff.	350	118	119	78	35	2.93	0.97	Agree
	Cluster Mean						**2.92**		**Agree**

Source: Field Work, 2026

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Table 2 shows mean ratings of 2.93, 2.91, 2.90, 2.94, 2.93 and cluster mean of 2.92 with a corresponding Standard Deviation ratings of 0.96, 0.97, 0.98, 0.95 and 0.97 respectively. The result indicated that the respondents agreed that access to good health care services increases staff satisfaction with their jobs, provision of transport allowances makes administrative staff feel supported, staffs are more committed when they benefit from accommodation support, administrative staff feel more valued when their job needs are considered by management and paid leave policies contribute to a better work-life balance for staff. The cluster mean value of 2.92 was above the mean score benchmark of 2.50. This shows positive impact of welfare services on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria.

Test of Hypotheses

Hypothesis 1: Promotion policies have no significant influence on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria.

Table 3:*Chi-square Analysis of Influence of Promotion Policieson Administrative Staff Job Satisfaction in State Colleges of Education inNorth Central, Nigeria*

Responses	Observed Frequency	Expected Frequency	*P*	df	χ^2	Decision
SA	120	87.5				
A	115	87.5	0.000	3	39.070[a]	Sig.
D	79	87.5				
SD	36	87.5				

Source: Field Work, 2026

Table 3 shows Chi-square calculated value of 39.070[a] at 3 degree of freedom;P=0.000 is less than 0.05. With this result, the null hypothesis which states that promotion policies has no significant influence on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria was therefore, rejected. This means that promotion policies have positive significant influence on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria.

Hypothesis 2: Welfare services have no significant influence on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria.

Table 4: *Chi-square Analysis of Influence of Welfare Serviceson Administrative Staff Job Satisfaction in State Colleges of Education inNorth Central, Nigeria*

Responses	Observed Frequency	Expected Frequency	*P*	Df	χ^2	Decision
SA	115	87.5				
A	126	87.5	0.000	3	57.930[a]	Sig.
D	74	87.5				
SD	35	87.5				

Source: Field Work, 2026

Table 4 shows Chi-square calculated value of 57.930[a] at 3 degree of freedom;P=0.000 is less than 0.05. With this result, the null hypothesis which states that welfare services have no significant influence on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria was therefore, rejected. This means that welfare services have positive significant influence on administrative staff job satisfaction in state Colleges of Education inNorth Central, Nigeria.

Discussion of Finding

The finding of the study revealed that promotion policies have a positive and significant impact on administrative staff job satisfaction in State Colleges of Education in North Central Nigeria. This finding implies that promotion policies based on merit, transparency, and clearly defined criteria can motivate staff, encourage hard work, and

strengthen their commitment to institutional goals. Conversely, favouritism, delayed promotion, and unclear promotion guidelines may reduce morale, create feelings of unfairness, and discourage employees from giving their best at work. The finding is in line with the findings of Adebayo (2019), whose study revealed that clear and consistent promotion policies were strongly associated with higher levels of job satisfaction among non-teaching staff. Staff who perceived the promotion process as transparent, timely, and merit-based expressed greater motivation, commitment, and morale. The finding is also consistent with Nwankwo (2021), who found that promotion policies had a significant positive influence on job satisfaction. However, the finding contrasts with that of Okoro (2020), whose study found that promotion policies had no significant influence on job satisfaction among administrative staff, suggesting that other factors, such as salary, working conditions, and leadership style, may be more important determinants of employees' satisfaction. The finding aligns with the theoretical foundation of this study because, according to Herzberg's Two-Factor Theory, opportunities for advancement and recognition serve as motivators that enhance employees' sense of achievement and job satisfaction. Nevertheless, a limitation of this study is that its descriptive research design and reliance on self-reported responses make it difficult to establish a causal relationship between promotion policies and job satisfaction or to rule out the influence of other factors.

The finding revealed that welfare services have a positive and significant impact on administrative staff job satisfaction in state Colleges of Education in North Central Nigeria. Healthcare services, transport allowances, accommodation support and paid leave enhance staff commitment, work-life balance and positive attitudes towards work. This finding agrees with Singh (2020) and Kiptoo (2017), who reported that welfare services significantly improved employees' job satisfaction. However [Izah and Christian (2023) found a significant negative relationship between occupational stress arising insufficient welfare services and lecturers' job satisfaction among lecturers in selected universities in South-Eastern Nigeria. The finding is also consistent with Herzberg's Two-Factor Theory, which identifies welfare-related conditions as hygiene factors that prevent dissatisfaction. Despite the study's descriptive survey research design and reliance on self-reported data, the findings underscore the importance of strengthening welfare services to improve administrative staff job satisfaction.

Conclusion

The study concluded that factors such as promotion policies and welfare services have significant positive influence on administrative staff job satisfaction in State Colleges of Education in North Central, Nigeria. This is to say that effective promotion policies and adequate welfare services can enhance administrative staff job satisfaction by improving their motivation, sense of recognition and overall work experience in State Colleges of Education in North Central Nigeria.

Recommendations

Based on the findings, the following recommendations were made:

1. Colleges of Education governing council should establish and enforce transparent, merit-based promotion policies in state Colleges of Education in North Central, Nigeria. This will motivate administrative staff, increase their commitment to work and improve their overall job satisfaction.
2. Thestate governments inNorth Central, Nigeria should improve welfare services in state Colleges of Education by providing adequate healthcare support, transport allowances, accommodation assistance and leave benefits. This will make staff feel supported and increase their satisfaction and loyalty.

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3. A replica study should be conducted on influence of institutional factors affecting administrative staff job satisfaction in both federal and state Colleges of Education in North Central Nigeria.

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