

**THE ROLE OF PSYCHOLOGICAL OWNERSHIP, SELF ESTEEM AND ORGANIZATIONAL TRUST IN PREDICTING JOB SATISFACTION AMONG ACADEMIC STAFF OF BENUE STATE UNIVERSITY**

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**ABSTRACT**

*This study investigated the influence of psychological ownership, self esteem and organizational trust on job satisfaction among academic staff of Benue State University Makurdi. Four research objectives, questions and hypotheses were generated to guide the study. The study was a cross-sectional survey design. A total number of 210 participants were purposive sampled using Raosoft's formula to determine the sample size from the population out of which 84 (38.2%) were males and 126(57.3%) were females. Age ranged from 35-64 with the mean of 2.7, (SD=.64184). Psychological Ownership Questionnaire (POQ) developed by van Dyne and Pierce (2004), Rosenberg's Self-Esteem Scale developed by Rosenberg (1965), Organizational Trust Questionnaire proposed by Paliszkievicz, (2010) and Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Darwiss, England and Lofquist (1967) were used to collect data for the study. Data analysis was done using Linear and Multiple Regression Analysis via the Statistical Package for Social Science (SPSS). Finding revealed that psychological ownership significantly predict job satisfaction among academic staff of Benue State University Makurdi [ $R = .175$ ,  $R^2 = .031$ ,  $F = 6.565$ ;  $P < .05$ ]. Therefore, hypothesis one was confirmed. Also result revealed that self-esteem significantly predict job satisfaction among academic staff of Benue State University Makurdi [ $R = .377$ ,  $R^2 = .142$ ,  $F = 34.564$ ;  $P < .05$ ]. Therefore, hypothesis two was confirmed. Furthermore, result shows that; organisational trust significantly predict job satisfaction among academic staff of Benue State University Makurdi [ $R = .448$ ,  $R^2 = .201$ ,  $F = 52.310$ ;  $P < .05$ ]. Therefore, hypothesis three was confirmed. Finally, result revealed that psychological ownership, self-esteem and organisational trust jointly predicts job satisfaction among academic staff of Benue State University, Makurdi [ $R = .579$ ,  $R^2 = .336$ ,  $F = 34.681$ ;  $P < .05$ ]. Therefore, hypothesis four was confirmed. Based on the findings of this study, the following recommendations were thereby advanced amongst others: Institutional organizations should strive for a consistent message, which makes the employees feel that they are taken serious as and deserve to be owners.*

**Keywords:** Psychological Ownership, Self Esteem, Organizational Trust and Job Satisfaction

**INTRODUCTION**

Job satisfaction has been rated as one of the most frequently studied work attitude as well as a widely researched subject in industrial/organisational psychology (Aya & Hammal, 2014). This trend is perhaps not unconnected with the fact that job satisfaction is a key factor for employee productivity and business growth. Robbins and Judge (2007) noted that organisations with a greater number of satisfied employees have the tendency to be more effective and satisfied workers are found to be more productive as compared to the workers who are not satisfied with their job. Job satisfaction is typically measured after a change in an organization, such as a shift in management model, to assess how the change affects employees (Providence & Smith, 2009). It may also be routinely measured by an organization to assess one of many factors expected to affect the organization's performance (Saari & Judge, 2009). In addition, companies and institutional organizations regularly measure job satisfaction on a national scale to gather broad information on the state of the economy and the workforce (Saad, 2012). This trend is perhaps not unconnected with the fact that job satisfaction is a key factor for employee productivity and institutional organizational growth. Robbins and Judge (2007) noted that organisations with a greater number of satisfied staff have the tendency to be more

effective and satisfied; workers are found to be more productive as compared to the workers who are not satisfied with their job.

Job satisfaction among academic staff has been identified as a key factor in their turnover, low self esteem and trust with the empirical literature suggesting that it is related to a number of organisational, institutions, professional and personal variables (Lu, While, & Barriball, 2005). Job satisfaction increases productivity, trust, personality, guarantees physical and mental health, raises morale, brings life satisfaction, quickly trains new job skills, and creates fewer job events (Emmanuel, Achema & Afoi, 2012). In short, job satisfaction brings various positive individual and organisational results and it helps an individual's feelings about his interests and the organisation to participate in maintaining the solidarity. As well, job satisfaction has a significant impact on the way people behave in terms of their job and on their commitment and participation in the organisation's effectiveness (Iliopoulou & While, 2010). With all these benefits, job satisfaction has become a key factor in organisational effectiveness which needs to be constantly maintained among employees especially in institutions (Pardee, 2012). The 'affective revolution' taking place in organizational context the last decades has pointed out the importance of psychological constructs implicated in the process of job satisfaction, such as psychological ownership and organizational trust (Kingley, Meloney, & Kindom 2006). In addition to data about psychological ownership, there is also evidence that job satisfaction can influence the likelihood of managers conducting entrepreneurial behaviour (Kuswandi, 2015; Kuratko, 2005; Van Wyk & Adonisi, 2012) and that psychological ownership can act as a mediator in the possibility of a manager doing innovative behaviour (Bysted, 2013). Given that psychological ownership can also increase job satisfaction in organizations (Avey, 2009), there is a possible causal relationship between psychological ownership, job satisfaction, from middle managers.

A conventional wisdom suggests that people will take better care of, and strive to maintain and nurture the possessions they own. This "sense" of ownership, and this "motivation" to protect and improve the object of the ownership, has stimulated organizational behaviour scholars to better understand the positive construct of psychological ownership. For example, recent interest has focused on what constitutes employee ownership and the outcomes it may produce as noted by Christians and Marly (2002), "when managers talk about ownership, what they typically want to instill is not financial ownership but psychological ownership—a feeling on the part of the employees that they have a responsibility to make decisions that are in the long term interest of the company." More precisely, psychological ownership has been described as a cognitive-affective construct defined as, "the state in which individuals feel as though the target of ownership or a piece of that target is theirs," and reflects "an individual's awareness, thoughts, and beliefs regarding the target of ownership" (Pierce, Kostova, & Dirks, 2013). Though psychological ownership performs essential role within any organization, however, the importance of self esteem cannot be over-emphasized. Mocheche Bosire and Raburu (2017) in a correlation analysis established a weak but positive correlation between teacher self-esteem and level of job satisfaction, with higher self-esteem associated with high levels of job satisfaction.

Self-esteem is an overall evaluation of oneself in either positive or negative way and that the teacher plays a vital role in shaping the child's perception of himself and his environment therefore the teacher is bound to have a low self-esteem while performing his/her duty while Salim, Nasir, Arip & Mustafa (2012) point out that to better understand what self-esteem is will have a relation to, one should take a broader look of self and consider not only esteem level (high or low) but also self-esteem contingencies. A study in Ireland by Reilly & Eithne, (2012) revealed that lectures who are dissatisfied with their work exhibit lower commitment and therefore they are ultimately at a greater risk of leaving their profession. Reilly & Eithne (2012) further emphasize that while teaching may bring personal satisfaction, teachers with greater teacher stress have a lower self esteem, poor teacher-student relations and lower levels of effectiveness. The relationship between job satisfaction and organizational trust has been widely discussed, and the extent of the relationship depends on the measures used in order to access job satisfaction (Melike, 2017) found a meaningful positive relationship between job satisfaction and organizational trust. Organizational trust has

long been accepted and considered as an important factor for organizational effectiveness, stability and sustainability. It further revealed that organizational trust is associated with job satisfaction. On the contrary, researchers studying organizational trust claim that organizational trust effects employees' several work attitudes and behaviours such as psychological ownership, turnover intention, job satisfaction, self esteem and organizational commitment (Paliszkievicz, Koohang & Nord, 2014; Güçel, Tokmak & Turgut; 2012).

Trust is critical to organizational excellence in the 21st century (Shockley-Zalabak, Morreale & Hackman, 2010). Organizational trust often is linked to improved economic performance, job satisfaction and the achievement of organizational goals (Covey & Merrill, 2008). A broad range of studies, conducted in different contexts, cultures, and disciplines, argue that trust is essential for successful cooperation and effectiveness and satisfaction in an organizations (Paliszkievicz, 2011). It is a known fact that both non-profit and for-profit organizations experience more success, if they have high trust profiles. Several studies have been found in the research literature on job satisfaction and related factors among employees, but no research is without pitfall, however, no such studies conducted in Benue State, specifically Makurdi metropolis that linked psychological ownership, self esteem and organizational trust to job satisfaction. It is in view of the above that the researcher wishes to investigate the influence of psychological ownership, self esteem and organizational trust as predictors of job satisfaction among academic staff of Benue State University, Makurdi.

### **Statement of the Problem**

In recent years, the most important challenges facing organisations in this contemporary world is management, job satisfaction, trust, self esteem of the employees and motivation of workers (Thrash, 2011). Employees have remained causal or contributory in success and failure of any organisations. Psychological ownership, self esteem and organizational trust is an important element in influencing a firm's performance. This is because high level of job satisfaction will produce a positive attitude towards job commitment, which in turn can reduce the level of absenteeism, termination of service, negligence at work and increase productivity as well as efforts towards work excellence. Job satisfaction is recognized as fundamental component influencing the overall effectiveness of an organization. In addition, Packard & Kauppi (2014) mentioned that a psychological ownership and organizational trust have a definite influence on an employee's job satisfaction. However, employees are no longer satisfied with their job.

Job satisfaction is considered an important factor in the recruitment and retention of employees in addition to the productivity and quality of services provided by them. However, there seems to be a general consensus among researchers that job satisfaction of lectures in Nigeria is declining Emmanuel, Achema & Afoi, (2012) reported in their study on general employees' job satisfaction in Nigeria that 33.4% were satisfied generally with their job while 66.6% were not satisfied, 83.6% were not satisfied with their organizational trust while 53.9% were not satisfied with the organizational ownership of their organization. This has led to the incessant strikes and picketing among lecturers which have become a worrisome scenario in Nigeria. This has a tendency to affect students' satisfaction with lectures and adversely influence academic performance leading to reduction in the quality of lectures delivery.

Evidence from previous researches has shown that there seem to be variation in the expression of job satisfaction among employees and that many factors could be responsible for it. Literature on psychological ownership, self esteem, organizational trust and job satisfaction are very rear particularly in Makurdi metropolis and even the few available ones were rather on population other than employees. It is as a result of this that the researcher decided to embark on this study.

### **Aim and Objectives of the Study**

The objective of this study is to investigate the influence of psychological ownership, self esteem and organizational trust as predictors of job satisfaction among academic staff of Benue State University, Makurdi. This study is aimed at: (i) Investigating the influence of psychological ownership as predictor of job satisfaction among academic staff of Benue State University, Makurdi. (ii) Examining the influence of self esteem as predictor job satisfaction among academic staff of Benue State University, Makurdi (iii)

Ascertaining the influence of organizational trust as predictor of job satisfaction among academic staff of Benue State University, Makurdi. (iv) Examining psychological ownership, self esteem and organizational trust as predictors of job satisfaction among academic staff of Benue State University, Makurdi. Hypotheses were tested based on the three specific purposes of the study.

## **METHOD**

### **Design**

The study utilized the cross sectional survey design to investigate psychological ownership, self esteem and organizational trust on job satisfaction among academic staff of Benue State University Makurdi. Cross sectional survey is an observational study; it is the collection of information from respondents at a single period in time using questionnaires, snap shot or recorder. This type of design utilizes different groups of people who differ in the variable of interest. The independent variables for the study are psychological ownership, self esteem and organizational trust while job satisfaction was measured as the dependent variable.

### **Setting**

This study was carried out among lecturers in Benue State University, Makurdi. Makurdi is the capital town of Benue State with a projected population figure of about 34, 64, 648 million people as of 2011(NPC, 2011). Benue State University was established by the Benue State Government with the enactment of the Benue State University Edict No. 1 of 1991. The University took off in the 1992/93 academic year with four faculties, namely, Arts, Education, Science and Social Sciences. Two Faculties, Law and Management Sciences came on stream in the 1993/94 academic year. Being part of Makurdi town, the University experiences sticky debilitating conditions both in the wet and dry seasons, a characteristic of the Benue trough The Benue State University is located between the south bank of River Benue and the Makurdi Gboko high way. These institutions have provided employment for hundreds of lecturers who will serve as the population of interest in this study.

### **Participants**

The participants for this study consists of 210 Benue State University lecturers from different faculties and department out of which 84(38.2%) were male, 126(57.3%) were female and 10 (4.5%) did not indicate their sex. Going by the participants age 84(38.2%) were between 35-44years, 105(47.7%) were from 45-54years, 21(9.5%) were from 55-64years, and 10(4.5%) did not indicate their age range. According by their marital status, 21(9.5%) reported to be single, 147(66.8%) were married, 21(9.5%) were divorced and 10(4.5%) did not indicate their marital status. The participants religion was also sampled and 189(85.9%) were Christians, 21(9.5%) were Islam and 10(4.5%) did not indicate their religion. A majority of them comprises of 105(47.7%) were from Tiv speaking tribe, 63(28.6%) were from the Idoma speaking tribe, 42(19.1%) were from the Igede speaking tribe and 10(4.5%) did not indicate their tribe. Educational qualification was also sampled and 42(19.1%) had M.sc, 105(47.7%) had Ph.D, 63(28.6%) are professors and 10(4.5%) did not indicate their education qualifications.

### **Sampling**

In order to obtain participants for the study, purposive sampling technique was used. Purposive sampling is the procedure in which the researcher identifies individuals who are considered to be typical of the population and selects them as the sample. For example, in order to obtain participants for the study, only Benue State University lecturers who volunteered were recruited for the study. The researcher adopted Raosoft's formula in determining the sample size. Raosoft's formula is an online search engine that tells how to determine and obtain sample size when data are entered and the result comes out automatically in a scientific manner from the total population. The researcher administered 229 questionnaires to the participants, however only 210 were collected and valid for analysis.

### **Instruments**

Four standardized instruments were used in collecting data for the study, there includes;

(i) **Psychological Ownership Questionnaire (POQ):** It is a 12-item scale developed by van Dyne and Pierce (2004) which was used for alternatively measuring psychological ownership in a sample. This is a unidimensional scale with seven-items and sample of item is, 'I feel a very high degree of personal ownership for this organisation'. There are four items for each of the 12 components for the promotion-oriented psychological ownership scales and four items each for the feelings of affection, connectedness and obligation. Internal reliability of scale across all three dimensions was assessed using Cronbach's alpha on two independent samples and the values are .852, .838 and .798 for affection, connectedness and obligation for the first sample. The second sample has .889, .907 and .894 as the corresponding values. All these values exceed the suggested cut-off of .70. The reliability is confirmed again. Thus, the scale is reliable and fulfils the necessary condition for validity. a 7-point Likert response format (1 =Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5=Neither agree nor disagree, 6 = Strongly Agree and 7= Neutral) with Cronbach alpha of .77. This means that the inventory is reliable and can be used to measure what it is designed to measure and as well can stand the test of time. All the items in the POQ were retained for the study. The score were obtained by summing up all items scores.

(ii) **Rosenberg's Self-Esteem Scale:** Developed by Rosenberg (1965) is a 10-item scale meant to measure self esteem of every category of persons both the general and special population. It measures global self-worth by measuring both positive and negative feelings about the self. The scale is believed to be unidimensional. The instrument with a likert format rating style of Strong Agree to Strongly Disagree has a cronbach alpha's of ( $\alpha=.90$ ) and test validity of .70, .79 on different sample population.

(iii) **Organizational Trust Questionnaire.** The instrument was proposed by Paliszkiwicz, (2010). The Organizational Trust (OT) measure comprised of 15 items that strived to measure organizational trust among all levels of management. It included the following Likert-type scale: strongly agree = 5, agree= 4, neither agree nor disagree = 3, disagree = 2, and strongly disagree = 1. The items comprised of the OT measure were as follows: Cronbach's coefficient alpha showed acceptable internal consistency reliability (.69, .82, and .87) in test retest.

(iv) **Minnesota Satisfaction Questionnaire:** Overall job satisfaction was measured using an adopted version of the Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Darwiss, England and Lofquist (1967). The questionnaire was designed to measure satisfaction levels for various personal and job related facets. The questionnaire consisted of 20 questions, all of which utilized a five-point Likert measurement scale, with "very dissatisfied" forming the one end of the continuum and "very satisfied", the other end. Instructions were given regarding the rating of the questions. "Very dissatisfied" indicated low levels of job satisfaction while "very satisfied" indicated high levels of job satisfaction. Respondents were required to tick the selected box for very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied and very satisfied, respectively. The instrument was used for the work conducted by Patterson, War and West (2004) where they reported an alpha coefficient of 0.92.

### **Procedure**

The researcher personally visited the institution where data was collected. Before going out for data collection, the researcher used his school identity card with an introduction letter from the Department of Psychology, Benue State University, Makurdi which was used for the purpose of identification. In each of the office visited, the researcher introduced himself to the lecturer, briefs him/her about the study and sought permission to collect data. Those who agree to participate were given questionnaire which they filled and returned to the researcher on the spot and some at a particular period of time. A total number of 229 questionnaire copies were administered. However, only 210 were collected and valid for analysis.

### **RESULT**

**Hypothesis 1:** stated that psychological ownership will significantly predict job satisfaction of academic staff of Benue State University Makurdi.

**Table 4.1: Linear Regression analysis summary table showing Psychological Ownership as predictor of Job Satisfaction among Academic Staff of Benue State University, Makurdi**

Variable	R	R <sup>2</sup>	F	β	T	P	Remark
Constant	.175	.031	6.565		20.119	.000	Significant
Psychological Ownership				-.175	-2.562	.011	

Table 4.1 shows the result of a linear regression indicating that psychological ownership significantly predict job satisfaction among academic staff of Benue State University Makurdi [R = .175, R<sup>2</sup> = .031, F = 6.565; P<.05]. This implies that That is, as psychological ownership increases, the job satisfaction decreases while as psychological ownership decreases job satisfaction increases. Therefore, hypothesis one was confirmed.

**4.2 Hypothesis 2:** stated that self-esteem will significant predict job satisfaction among academic staff of Benue State University Makurdi.

**Table 4.2: Linear Regression analysis summary table showing that Self-esteem will predict Job Satisfaction among Academic Staff of Benue State University, Makurdi**

Variable	R	R <sup>2</sup>	F	B	t	P	Remark
Constant	.377	.142	34.564		16.355	.000	Significant
Self-esteem				.377	5.879	.000	

Table 4.2 shows the result of a linear regression indicating that self-esteem significantly predict job satisfaction among academic staff of Benue State University Makurdi [R = .377, R<sup>2</sup> = .142, F = 34.564; P<.05]. Therefore, hypothesis two was confirmed.

**4.3 Hypothesis 3:** Organisational trust will significantly predict job satisfaction of academic staff of Benue State University Makurdi.

**Table 4.3: Linear Regression analysis summary table showing that Organisational trust will predict job satisfaction of academic Staff of Benue State University, Makurdi**

Variable	R	R <sup>2</sup>	F	B	t	P	Remark
Constant	.448	.201	52.310		19.488	.000	Significant
Organisational Trust				.448	7.233	.000	

Table 4.2 shows the result of a linear regression indicating that organisational trust significantly predict job satisfaction among academic staff of Benue State University Makurdi [R = .448, R<sup>2</sup> = .201, F = 52.310; P<.05]. Therefore, hypothesis three was confirmed.

**4.4 Hypothesis 4:** Psychological ownership, self-esteem and organisational trust will jointly predict job satisfaction among academic staff of Benue State University Makurdi.

**Table 4.4: Multiple regression analysis summary table showing that psychological ownership, self-esteem and organisational trust jointly predicts job satisfaction among academic staff of Benue State University, Makurdi**

Variable	R	R <sup>2</sup>	F	B	T	P	Remark
Constant	.579	.336	34.681		19.569	.000	Significant
Ownership				.410	4.931	.000	
Self-esteem				.444	6.174	.000	
Org. trust				.535	7.635	.000	

Table 4.4 shows the result of a Multiple regression analysis summary table showing that psychological ownership, self-esteem and organisational trust jointly predicts job satisfaction among academic staff of Benue State University, Makurdi [R = .579, R<sup>2</sup> = .336, F = 34.681; P<.05]. Hypothesis four was confirmed.

### Discussion of Findings

Hypothesis one stated that; Psychological ownership will significantly predict job satisfaction of academic staff of Benue State University Makurdi. This hypothesis was tested using linear regression and the result indicated that, psychological ownership significantly predict job satisfaction among academic staff of Benue State University Makurdi, this implies that, as psychological ownership increases, the job satisfaction decreases while as psychological ownership decreases job satisfaction increases. Therefore, hypothesis one was confirmed.

The finding of this hypothesis is consistence with the study by Budi and Lucia (2019) that conducted a study on the effects of psychological ownership manager on job satisfaction and entrepreneur behavior in Manajemen Supratman University – Indonesia: the study found out that psychological ownership was positively related to job satisfaction. Furthermore research found that job satisfaction is positively related to entrepreneurial behavior and mediates the relationship between psychological ownership and entrepreneurial behavior. This study contributes to the literature by showing the relationship between psychological ownership and pro-organizational behavior, extending psychological ownership research to the field of corporate entrepreneurship through managerial entrepreneurial behavior. Finding is in agreement with the result by Nichodemus, (2012) that researched on psychological ownership and organizational trust as predictors of job satisfaction among Bank workers in Nsuka, Enugu State. Results indicated that psychological ownership and organizational trust independently and significantly predicted job satisfaction of bank workers respectively. Limitations of the study and recommendations for further research were also included in the study. Finding also agrees with the result by Dyne and Pierce (2014) in their favourable results reported that there was a positive relationship between psychological ownership for the organisation and job satisfaction. They also reported that the correlation between psychological ownership for the organisation and job satisfaction was significant.

Hypothesis two stated that, Self-esteem will significant predict job satisfaction among academic staff of Benue State University Makurdi. This hypothesis was tested using linear regression analysis and the result revealed that, self-esteem significantly predicts job satisfaction among academic staff of Benue State University Makurdi. This implies that as self-esteem increases, the job satisfaction increases while as self-esteem decreases job satisfaction decreases. Therefore, hypothesis two was confirmed.

Finding of this hypothesis is in collaboration with the result by Esther, Joseph and Pamela (2017) that conducted a study on the influence of self-esteem on job satisfaction of Secondary School Teachers in Kenya. The correlation analysis established a weak but positive correlation between teacher self-esteem and level of job satisfaction, with higher self-esteem associated with high levels of job satisfaction. Finding also agrees with the result by Hamid and Mohammad (2014) that examined the relationship between self-esteem and job satisfaction of personnel in government organizations. The results indicated that there is a meaningful (significant) relationship between self-esteem and the following factors: The degree of job satisfaction; the degree of satisfaction from the kind and the nature of work; the degree of satisfaction from the manager or the supervisor; the degree of satisfaction from the co-workers; the degree of self-esteem and the degree of satisfaction from promotion; and the degree of satisfaction from salary and wages. There is no significant difference between the degree of job satisfaction and its five dimensions, in the different levels of each of the

modifying variables: sex, age, salary, marriage, the number of family and the record of service. Finding is also consistent with that by Smith, (2018) that examined the relationship between self-esteem (SE) and job satisfaction among black and white employees. Result shows that there was a positive relationship between SE and job satisfaction for members of both racial groups. In addition, the correlation between need satisfaction and job satisfaction was stronger for high SE persons than for low SE persons. The relationships between two social reference variables (the perceived satisfaction of other employees and improved standard of living) and job satisfaction were, as predicted, stronger for low SE whites than for high SE whites. Among blacks, however, the social reference variables were strongly related to job satisfaction regardless of level of SE.

Hypothesis three stated that, Organisational trust will significantly predict job satisfaction among academic staff of Benue State University Makurdi. This hypothesis was tested using linear regression analysis and the result is revealed that, Organisational trust significantly predict job satisfaction among academic staff of Benue State University, Makurdi. This implies that as organisational trust increases, the job satisfaction increases while as organisational trust decreases job satisfaction decreases. Therefore, hypothesis three was confirmed.

The finding of this hypothesis is consistent with the result by Masoud and Maryam (2016) that examining the relationship between organizational trust, organizational citizenship Behavior and Job Satisfaction (Case study of Customs Department) Islamic Azad University, Kerman, Iran. The results showed that there is a significant relationship between organizational trust and job satisfaction. Also there was a significant relationship between organizational citizenship behaviour and job satisfaction. Finding is also in agreement with the result by Yadav, (2017) that carried out a study on organizational trust and job satisfaction: analyzing gender as a moderator: Organizational trust is one of the most fundamental concepts in evoking positive work related attitude among employees. Statistical techniques like simple linear equation and hierarchical multiple regression were used to find the results. The results indicate that trust significantly predicts job satisfaction and gender moderates their relationship. The outcomes are discussed and scope for further research is delineated. Finding also agrees with the result by Olamiposi, Adedeji and James (2015) that examined organizational trust, job performance and job satisfaction among Teachers in Ekiti State, Nigeria. Four hypotheses were tested using the independent t-test and the two way Analysis of Variance. Results showed that organizational trust significantly influences job satisfaction among teachers in Ekiti State. Also, it was revealed that job satisfaction significantly influences job performance among teachers. However, no significant interaction effect of job performance and organizational trust was found on job satisfaction.

Hypothesis four: stated that, psychological ownership, self-esteem and organisational trust will jointly predict job satisfaction among academic staff of Benue State University Makurdi. This hypothesis was tested using multiple regression analysis and the result revealed that; psychological ownership, self-esteem and organisational trust jointly predict job satisfaction among academic staff of Benue State University, Makurdi. Result further shows that, psychological ownership, self-esteem, organisational explains 33.6% of variability on job satisfaction. Therefore, hypothesis four was confirmed.

## **Conclusion**

The study investigated the influence of psychological ownership, self esteem and organizational trust as predictors of job satisfaction among academic staff of Benue State University, Makurdi. Four hypotheses were stated and tested. The result accepted all the hypotheses. From the findings of the study, it is concluded that; Psychological ownership, self-esteem and organisational trust significantly and independently predicts job satisfaction among academic staff of Benue State University Makurdi.

## **Recommendations**

Based on the findings obtained and discussed above, the following recommendations were made:

- i. It is recommended that school management should consider psychological ownership as a determinant of job satisfaction among academic staff.
- ii. Government and institutional managements should improve on seminars to enhance self esteem of lecturers who seemed to be struggling with low levels of job satisfaction as this also affected their productivity.
- iii. Lecturers should be given responsibilities and authority with less supervision to boost their sense of belongingness, respect and commitment which sustains trust in organizations and enhance performances. It



is also recommended that; job satisfaction of lecturers can be increased by training and improving their sense of ownership along with providing facilities and satisfying their needs.

### **Limitations of the Study**

Although the study made lots of contributions, it has some limitations which were considered to be the hurdle on the way of getting maximum generalization on the population of study. First, this research was limited to lectures in Benue State University, Makurdi so its finding might not be generalized. Secondly, data collection was by the use of questionnaires which some participants might hide their feelings on items contained in the instrument. Another setback was that of poor responses from participants, convincing participants towards participation was indeed a core challenge faced in the study. Another limitation was inadequate fund and time constraints in carrying out this research work.

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