

**ORGANISATIONAL CULTURE AND EMPLOYEE JOB
SATISFACTION: A STUDY OF FEDERAL POLYTECHNIC
NEKEDE, OWERRI, IMO STATE, NIGERIA**

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ABSTRACT: This study investigated the relationship between organisational culture and employee job satisfaction in Imo State organisations, using the Federal Polytechnic Nekede, Owerri, as the study site. The study adopted a descriptive survey design, utilising a structured four-point Likert scale questionnaire administered to a stratified random sample of 311 academic and non-academic staff. Key components of organisational culture examined were leadership style, communication patterns, and employee involvement in decision-making. Data were analysed using descriptive statistics and Multivariate Analysis of Covariance (MANCOVA) with SPSS version 23. The analysis revealed that leadership style has a significant impact on employee job satisfaction, as supportive and participatory styles contribute positively to employee morale. Organisational communication patterns were also found to significantly influence job satisfaction, with clear, timely, and transparent communication improving employees' workplace experience. Furthermore, employee involvement in decision-making was found to have a significant impact on job satisfaction, suggesting that staff who feel heard and included in institutional matters tend to experience higher levels of commitment and satisfaction. The demographic analysis revealed a balanced distribution of respondents across gender, age, and job category, with no significant bias affecting the results. Based on the findings, the study recommended adopting transformational leadership, strengthening communication systems, and institutionalising staff involvement in decision-making processes.

Keywords: Organisational Culture, Employee Job Satisfaction, Leadership Style, Decision-Making Participation

INTRODUCTION

Organisational culture plays a pivotal role in shaping the internal environment of any institution and has a direct impact on employee attitudes, behaviours, and overall job satisfaction. In Nigeria, particularly in tertiary institutions like Federal Polytechnic Nekede, Owerri, understanding the nuances of organisational culture has become increasingly vital for institutional success. Organisational culture encompasses shared values, beliefs, assumptions, and practices that influence how employees interact with one another and approach their work (Stephen & Stephen, 2016). It forms the backbone of institutional identity, often dictating the degree of motivation, productivity, and commitment exhibited by employees. Job satisfaction, on the other hand, is a psychological state that reflects how employees feel about their jobs, and it is influenced by various

factors, including leadership, communication, involvement in decision-making, and reward systems (Remijus et al., 2019).

Federal Polytechnic Nekede, as a government-owned tertiary institution, reflects certain organisational traits influenced by bureaucratic structures and public service norms. Employees in such environments often navigate a culture shaped by hierarchical relationships, procedural decision-making, and limited participatory engagement. These cultural patterns can either enhance or diminish job satisfaction, depending on the nature of interaction between institutional culture and employee expectations (Miss, 2020). Organisational culture that supports transparency, teamwork, and inclusion has been found to foster higher levels of job satisfaction among employees, whereas rigid and opaque cultures often lead to dissatisfaction, burnout, and disengagement (Abiodun & Olu-Abiodun, 2017). Therefore, analysing how organisational culture influences job satisfaction within the context of Federal Polytechnic Nekede becomes essential for institutional reforms, staff retention, and enhanced performance.

Studies have consistently shown that certain dimensions of organisational culture, such as leadership behaviour, communication style, innovation, employee recognition, and opportunities for personal development, play a central role in influencing how satisfied employees are with their jobs (Nwakoby et al., 2019). In academic environments, where intellectual autonomy and collegial support are highly valued, a mismatch between organisational values and individual expectations may result in reduced morale and productivity. Leadership, as a key component of culture, determines how vision is communicated, how conflicts are managed, and how decisions are made (Remijus et al., 2019). When leadership is inclusive and participatory, employees are more likely to experience a sense of belonging and purpose, thereby increasing satisfaction and institutional loyalty (Stephen & Stephen, 2016).

In addition, reward and recognition systems, another vital component of organisational culture, play a substantial role in shaping how employees perceive their value within the institution. When efforts are acknowledged and rewarded appropriately, employees feel motivated to maintain and improve their performance (Abiodun & Olu-Abiodun, 2017). In contrast, cultures that neglect employee recognition often breed dissatisfaction, high turnover, and poor morale. These elements underscore the importance of examining organisational culture not just as an abstract concept but as a measurable determinant of workplace satisfaction and effectiveness.

Importantly, the impact of organisational culture is not uniform across all organisations. Factors such as size, location, management style, and employee demographics can mediate how culture is experienced and interpreted by employees (Stephen & Stephen, 2016). For instance, what constitutes a supportive culture in one department may be perceived as rigid or unaccommodating in another. In the specific context of Federal Polytechnic Nekede, Owerri, the interplay between institutional norms and employee satisfaction is shaped by educational policies, funding structures, and administrative leadership styles. Hence, understanding how these cultural variables influence job satisfaction is essential for policy formulation and institutional development.

Despite the increasing recognition of employee job satisfaction as a critical factor in institutional effectiveness, many public tertiary institutions in Nigeria, including Federal Polytechnic Nekede,

Owerri, continue to grapple with persistent dissatisfaction among staff, often manifesting in low morale, poor performance, and high turnover rates. Preliminary observations suggest that this dissatisfaction may stem from deep-rooted issues within the organisational culture, particularly in areas such as leadership style, communication flow, and employee involvement in decision-making. However, the extent to which these cultural dimensions affect job satisfaction in the institution remains largely unexplored and poorly understood. Leadership style, for instance, is a central component of organisational culture that shapes employee perception, motivation, and engagement. Yet, little is known about how the leadership approach at Federal Polytechnic Nekede directly influences employee satisfaction levels. Similarly, communication patterns within the institution, whether top-down, inclusive, transparent, or restrictive, are suspected to significantly impact employees' sense of belonging and clarity of purpose, but empirical evidence supporting this assumption is lacking.

Furthermore, the degree to which staff are involved in decision-making processes may determine how valued and respected they feel in their roles; however, there is insufficient data to determine whether a participatory culture exists within the institution or how it correlates with employee job satisfaction. The absence of reliable, context-specific research on these key cultural variables creates a significant knowledge gap that hinders the development of effective human resource strategies and organisational reforms.

This lack of clarity underscores the need for a systematic investigation into how organisational culture, through the lenses of leadership style, communication patterns, and employee involvement in decision-making, influences job satisfaction among staff at Federal Polytechnic Nekede. Addressing this gap is crucial for developing evidence-based policies that can enhance employee experience, improve institutional performance, and contribute to a more stable and productive academic environment.

Specific Objectives

The specific objectives of the study are to:

1. To examine the relationship between organisational leadership style and employee job satisfaction at Federal Polytechnic Nekede.
2. To assess how communication patterns within the organisation influence employee job satisfaction.
3. To determine the effect of employee involvement in decision-making on their job satisfaction.

Research Hypotheses

H₀₁: There is a significant relationship between organizational leadership style and employee job satisfaction.

H₀₂: Organisational communication patterns significantly influence employee job satisfaction.

H₀₃: Employee involvement in decision-making has a significant effect on job satisfaction.

LITERATURE REVIEW

Concept of Organisational Culture

Organisational culture refers to the shared values, beliefs, principles, and norms that shape the behaviours, decisions, and practices within an organisation. It encompasses the way things are done in the organisation, shaping how employees interact with one another and with external stakeholders. At its core, organisational culture forms the unwritten guidelines that govern daily operations, providing employees with a sense of identity and belonging. This culture is expressed through rituals, language, symbols, leadership styles, and established systems. In the context of Nigerian public institutions such as Federal Polytechnic Nekede, culture plays a critical role in shaping employee attitudes, influencing job satisfaction, and determining overall organisational performance (Stephen & Stephen, 2016). Culture becomes especially important in institutions where hierarchical structures prevail, as it influences the level of communication, openness, and employee involvement in administrative affairs. When the prevailing culture promotes fairness, inclusivity, respect, and innovation, it leads to higher levels of morale, productivity, and retention (Remijus et al., 2019). Conversely, toxic or authoritarian cultures can stifle initiative and cause dissatisfaction among employees. It is therefore essential to develop a culture that aligns with strategic goals and enhances the work environment (Emengini et al., 2020). Federal Polytechnic Nekede, like other government institutions, must manage cultural dynamics carefully to foster a supportive environment where employees feel valued. A strong and adaptive culture encourages transparency, participation, and shared commitment to institutional values, which ultimately translates into improved service delivery and staff satisfaction. The current study explores how the culture at this institution influences the perceptions and satisfaction levels of both academic and non-academic staff. Through this investigation, it becomes clear that a positive organisational culture is not only desirable but necessary for institutional success (Fidyah & Setiawati, 2020).

Concept of Employee Job Satisfaction

Employee job satisfaction refers to the extent to which employees feel content and fulfilled with their roles, responsibilities, and work environment within an organisation. It encompasses emotional responses to job experiences, ranging from enthusiasm and pride to frustration and discontent. Job satisfaction is shaped by various factors such as working conditions, remuneration, interpersonal relationships, organisational culture, leadership style, and the opportunities for career growth (Miss, 2020). In academic institutions like Federal Polytechnic Nekede, job satisfaction is especially vital due to the intellectual and service-driven nature of work. Satisfied employees are more likely to exhibit commitment, high performance, creativity, and loyalty to the organisation (Abiodun & Olu-Abiodun, 2017). On the other hand, dissatisfaction often results in absenteeism, low morale, and high turnover rates. Satisfaction can also be linked to the alignment of personal values with the goals and practices of the institution, and this alignment is often facilitated by the organisational culture (Rozanna et al., 2019). The current study seeks to explore how job satisfaction is influenced by elements of culture, including leadership behaviour, communication practices, and participatory decision-making. In a polytechnic environment where teamwork, innovation, and academic rigour are crucial, satisfaction directly influences both individual and institutional effectiveness (Taşkıran et al., 2017). For both academic and non-academic staff,

feeling recognized, empowered, and respected plays a key role in determining their overall job experience. Empirical evidence has consistently shown that institutions with satisfied employees tend to outperform those with poor employee morale (Adeoye & Hope, 2020).

The Relationship Between Organisational Leadership Style and Employee Job Satisfaction

The relationship between organisational leadership style and employee job satisfaction has been widely documented as a significant determinant of workplace harmony and performance. Leadership style refers to how leaders interact with employees, make decisions, provide direction, and influence the organisational climate. At Federal Polytechnic Nekede, where authority structures often shape workplace dynamics, leadership style is a key factor influencing employee satisfaction levels. Transformational and participative leadership styles, which focus on collaboration, inspiration, and empowerment, are often associated with higher job satisfaction (Abiodun & Olu-Abiodun, 2017). In contrast, autocratic or transactional styles that emphasise control and compliance may lead to dissatisfaction, especially among skilled professionals who value autonomy and growth opportunities. When leaders involve staff in decision-making, show appreciation, and support their career development, employees feel valued and motivated (Remijus et al., 2019). In academic settings, where employees are often self-driven, leadership must be facilitative rather than directive to enhance productivity and satisfaction (Mac-Ozigbo & Daniel, 2021). Research by Emengini et al. (2020) found that democratic leadership significantly increases employee job satisfaction, especially in education-based institutions. Leaders who communicate clearly, listen actively, and resolve conflicts constructively also contribute to a positive work environment. Therefore, the style of leadership adopted at Federal Polytechnic Nekede plays a critical role in shaping the job attitudes of both academic and non-academic staff.

The Influence of Communication Patterns Within the Organisation on Employee Job Satisfaction

Organisational communication patterns significantly affect employee job satisfaction by shaping how information flows, decisions are conveyed, and employee feedback is addressed. Effective communication ensures that employees are well-informed, engaged, and feel connected to organisational goals, while poor communication leads to misunderstandings, frustration, and disengagement (Stephen & Stephen, 2016). At Federal Polytechnic Nekede, where both academic and non-academic staff play critical roles, the communication culture determines the effectiveness of departmental coordination and staff performance. Transparent, timely, and two-way communication creates an atmosphere of trust and inclusivity, enabling employees to contribute ideas, receive feedback, and understand their roles clearly (Eniola et al., 2019). Conversely, top-down or bureaucratic communication structures may hinder participation and reduce morale. Research by Ahmed and Wiadi (2022) revealed that employees in organisations with open communication channels reported significantly higher satisfaction levels. For public institutions, adopting an open-door communication policy, promoting interdepartmental collaboration, and using digital tools for real-time updates are essential strategies for boosting job satisfaction. Furthermore, an organisational culture that values honest feedback and inclusive dialogue fosters psychological safety, allowing staff to express concerns without fear of retaliation (Olonade et al., 2021). This study focuses on how communication practices within Federal Polytechnic Nekede

influence the job satisfaction of its employees. It evaluates whether staff feel heard, informed, and supported through the institution's communication channels. When communication is participative and respectful, employees are more likely to stay committed, work with purpose, and contribute to institutional success (Arogundade, 2020). Thus, the patterns of communication in the institution are central to employee well-being and satisfaction.

The Effect of Employee Involvement in Decision-Making on Their Job Satisfaction

Employee involvement in decision-making is a key component of participatory organisational culture and has a profound effect on job satisfaction. It refers to the degree to which employees are allowed and encouraged to contribute ideas, participate in setting goals, and take part in solving work-related problems. At Federal Polytechnic Nekede, allowing both academic and non-academic staff to influence policies and decisions that affect their work is essential for fostering ownership and motivation. According to Miss (2020), employees who participate in decision-making are more engaged, productive, and satisfied because they feel their opinions are respected and valued. When organisations empower their staff to take initiative and contribute to strategic discussions, it enhances their sense of relevance and commitment to organisational goals (Remijus et al., 2019). Participation also reduces resistance to change, builds trust, and improves relationships between management and employees.

In contrast, institutions where decisions are made in secrecy or imposed hierarchically often face apathy, dissatisfaction, and high turnover. Research by Fidyah and Setiawati (2020) confirms that decision-making involvement has a strong positive correlation with job satisfaction across sectors. At Federal Polytechnic Nekede, the extent to which staff are involved in curriculum planning, administrative reforms, and welfare-related policies can significantly shape their work experience. By involving employees in decision-making, the institution can tap into diverse perspectives, enhance problem-solving capabilities, and foster a collaborative culture. This study, therefore, evaluates the impact of staff involvement in decisions on their satisfaction, exploring whether inclusion leads to increased morale and retention. Promoting participatory management is thus not only a democratic practice but also a strategic imperative for improving job satisfaction in academic institutions (Stephen & Stephen, 2016).

Theoretical Framework

Organisational Culture Theory

Organisational Culture Theory, propounded by Edgar Schein in 1985, is adopted as the theoretical framework for this study. This theory provides a comprehensive lens through which organisational culture and its impact on employee attitudes, such as job satisfaction, can be examined. Schein, a renowned organisational psychologist, developed the theory to explain how culture is formed, sustained, and transformed within organisations (Schein, 1985). His model presents organisational culture as a pattern of shared basic assumptions that a group has learned as it solves problems of external adaptation and internal integration.

The major assumptions of Schein's Organisational Culture Theory are threefold. First, culture is learned and evolves over time; it is not innate but developed through shared experiences (Schein, 1985). Second, culture operates at three distinct levels: artifacts, which are visible organizational structures and processes; espoused values, which reflect the strategies, goals, and philosophies; and basic underlying assumptions, which are unconscious, taken-for-granted beliefs and values that truly drive behaviour in the organisation. Lastly, the theory assumes that culture influences all aspects of organisational life, including communication, decision-making, leadership style, and ultimately employee satisfaction and performance (Schein, 2010). These assumptions are particularly relevant in educational institutions like Federal Polytechnic Nekede, where formal and informal practices, leadership conduct, and shared beliefs greatly influence employee motivation and job satisfaction.

The relevance of this theory to the current study is profound. Federal Polytechnic Nekede, like many public institutions, has an entrenched culture that shapes how employees relate with leadership, communicate, and participate in institutional governance. Schein's theory provides a clear framework for examining how visible cultural elements and deeply held institutional values influence employee perceptions of their roles and emotional responses to work. Through the theory, the study can assess how leadership style, communication patterns, and employee involvement each reflect different cultural layers, either fostering or hindering job satisfaction. This helps to understand why certain practices improve employee morale while others breed dissatisfaction or disengagement (Fidyah & Setiawati, 2020).

Applying the theory to this study, one can examine the artefacts of the Polytechnic, such as bureaucratic processes, administrative hierarchies, and formal communication channels, to see how they influence job satisfaction. The espoused values, such as inclusivity, professionalism, and academic excellence, can also be analysed in terms of their consistency with actual practices. More importantly, the basic underlying assumptions, such as beliefs about authority, employee autonomy, and staff welfare, can be explored to understand the root causes of staff satisfaction or dissatisfaction (Ahmed & Wiadi, 2022). This application enables the study to move beyond surface-level observation to the deeper, often invisible forces that shape employee attitudes.

Despite its usefulness, Schein's theory is not without criticism. Critics argue that the model may be too rigid or overly descriptive, lacking prescriptive power for managing cultural change (Mac-Ozigbo & Daniel, 2021). Others believe it underestimates the role of external factors such as socio-political dynamics or economic pressures, which are often critical in public institutions like those in Nigeria. Moreover, the three-level framework may oversimplify the complexities and fluidity of real organisational cultures, which are often dynamic and contested (Stephen & Stephen, 2016).

Nevertheless, the theory is adopted for this study because it offers a structured and empirically grounded approach for analysing organisational culture. Its ability to break down complex cultural elements into analyzable levels makes it especially suitable for educational environments where culture plays a dominant role in influencing behaviour. By applying Schein's framework, the study is able to systematically evaluate how various dimensions of culture relate to job satisfaction among the workforce of Federal Polytechnic Nekede. This supports evidence-based

recommendations for cultural improvement strategies aimed at enhancing employee satisfaction, engagement, and productivity (Remijus et al., 2019).

METHODOLOGY

This study adopts a descriptive survey research design, which is most suitable for investigating the influence of organisational culture on employee job satisfaction. A descriptive survey allows for the collection of data from a representative sample of a larger population, providing insight into existing conditions, perceptions, and relationships among variables without manipulating them. Since the study aims to examine how aspects of organisational culture, such as leadership style, communication patterns, and employee involvement, influence job satisfaction, a non-experimental, observational approach, like the survey design, is ideal. This design facilitates the use of structured questionnaires to gather quantifiable data from employees of Federal Polytechnic Nekede, Owerri. It enables statistical analysis of the relationship between the independent and dependent variables using MANCOVA. The design is also time- and cost-efficient for a study involving a relatively large population in a public institution.

The area of this study is Federal Polytechnic Nekede, Owerri, located in Imo State, Nigeria. This institution represents one of the leading federal-owned polytechnics in the South-East. It serves as a typical example of public tertiary education institutions in Nigeria with diverse departments, administrative units, and a large workforce. The choice of this institution as the study area is based on its relevance to the research focus on organisational culture within government institutions and its structural complexity, which provides a fertile ground for assessing the relationship between cultural variables and job satisfaction. Additionally, the institution is undergoing ongoing reforms in administration and workforce management, creating a critical environment for understanding how institutional culture impacts employee experiences. This setting allows the researcher to gather diverse opinions across academic and non-academic staff, which supports the generalisation of findings and policy recommendations applicable to similar institutions.

The study population comprises the entire workforce of Federal Polytechnic Nekede, Owerri, including both academic and non-academic staff. The estimated population is approximately 2,100 employees, spread across various faculties, departments, administrative offices, and support units. This comprehensive inclusion ensures that different categories of employees are represented in the study, thereby capturing varied perspectives on leadership, communication, and participation in decision-making. The choice of this population is crucial because job satisfaction levels and experiences of organisational culture can differ across staff categories. Academic staff may experience organisational culture differently from administrative personnel due to variations in leadership exposure and work routines. Therefore, studying the full population ensures a balanced understanding of how organisational culture impacts job satisfaction in the institution as a whole.

The sample size for this study is 321 respondents, determined to be statistically representative of the estimated 2,100 employees of Federal Polytechnic Nekede. The stratified random sampling technique was used to ensure proportional representation from both academic and non-academic staff categories. The institution was first divided into two strata: academic and non-academic staff. Each stratum was further divided based on faculties, departments, or administrative units, and

respondents were randomly selected from each subgroup. This method was chosen to eliminate bias and ensure that the sample accurately reflects the composition of the institution's workforce. Stratified sampling enhances the reliability of results by ensuring that each relevant subgroup is adequately represented, especially when assessing variables such as leadership style and communication, which may be experienced differently across roles. This technique also supports the generalizability of findings to the wider population.

This study uses primary data as the main source of information. Data were collected directly from respondents using structured questionnaires administered to 321 staff members selected from Federal Polytechnic Nekede. The decision to use primary data is based on the need for current, firsthand information that accurately reflects employees' perceptions and experiences regarding organisational culture and job satisfaction. Primary data is essential for answering the research questions and testing the hypotheses with precision. It also provides the flexibility to design the questionnaire items in line with the study's variables, leadership style, communication, and decision-making involvement, ensuring that responses are relevant and context-specific. Secondary data sources, such as institutional reports or policy documents, may be consulted for background information; however, they are not the primary data source for analysis.

The main method of data collection for this study is the questionnaire. Structured questionnaires will be distributed physically to the selected respondents across various departments and units. The questionnaire is divided into sections that capture demographic details, organisational culture dimensions (leadership style, communication, decision-making), and job satisfaction indicators. Each item is arranged on a four-point Likert scale: Strongly Agree, Agree, Disagree, and Strongly Disagree, which allows for the quantification of attitudes and perceptions. This method is preferred because it is cost-effective, enables data collection from a large sample within a short time, and is easy to administer and analyse. It also ensures standardisation of responses, which is critical for the application of multivariate analysis techniques such as MANCOVA. Respondents will be assured of confidentiality to encourage honest and unbiased responses.

The research instrument used in this study is a structured questionnaire designed specifically to measure the independent variables (organisational culture indicators) and the dependent variable (job satisfaction). The instrument is divided into three main sections: Section A collects demographic data; Section B addresses organisational culture using items on leadership, communication, and employee involvement; and Section C focuses on job satisfaction dimensions. Each item is rated using a four-point Likert scale (Strongly Agree to Strongly Disagree) to capture degrees of agreement. The instrument is self-administered and standardised to ensure reliability and ease of analysis. This format enables quantitative analysis and is suitable for large sample sizes, allowing comparisons across respondent categories and facilitating hypothesis testing using statistical tools such as MANCOVA.

To ensure content and face validity, the questionnaire was subjected to expert review by professionals in human resource management, educational administration, and research methodology. The instrument was assessed for clarity, relevance, and alignment with the study's objectives and hypotheses. The experts evaluated whether each item effectively represented the conceptual dimensions of organisational culture and job satisfaction. Based on their

recommendations, ambiguous items were revised, and unnecessary questions were eliminated to improve focus. Pretesting was also conducted with 15 staff members not included in the final sample to identify inconsistencies. This validation process ensures that the instrument accurately measures what it is intended to measure, thereby enhancing the credibility of the research findings.

The reliability of the questionnaire was determined through a pilot test using 20 randomly selected staff members from similar institutions in Imo State who were not part of the final sample. The data collected from the pilot study were subjected to Cronbach's Alpha test using SPSS version 23 to assess the internal consistency of the instrument. The overall reliability coefficient obtained was 0.83, indicating a high level of reliability. This value exceeds the acceptable threshold of 0.70, confirming that the questionnaire items are consistent and dependable for measuring organisational culture and job satisfaction. Ensuring reliability strengthens the trustworthiness of the data and allows for a valid interpretation of results from the main study.

Data collected will be analysed using Multivariate Analysis of Covariance (MANCOVA) with SPSS version 23. This statistical technique is most suitable for this study because it allows for the simultaneous analysis of multiple dependent variables while controlling for covariates. MANCOVA is particularly effective in identifying how independent variables, such as leadership style, communication patterns, and employee decision-making, influence various aspects of job satisfaction. It accounts for interaction effects and controls for potential confounding variables such as age, gender, or job rank. This method provides robust statistical insights into the relationship between organisational culture and employee job satisfaction and is ideal for studies involving multiple predictors and outcomes.

Ethical compliance is critical in research involving human subjects. In this study, ethical clearance will be obtained from the research ethics committee of Federal Polytechnic Nekede. Informed consent will be obtained from all participants before questionnaire administration. Respondents will be assured of voluntary participation, the right to withdraw at any time, and complete anonymity and confidentiality of their responses. No identifying information will be collected, and data will be stored securely and used strictly for academic purposes. Participants will also be briefed on the purpose and importance of the study, and care will be taken to ensure that no harm, psychological, professional, or emotional, results from their participation.

This study may face several limitations, including the possibility of biased responses, as some staff may fear retribution despite assurances of confidentiality. Additionally, the use of self-reported data could introduce response bias, especially if respondents aim to present their institution in a favourable light. Time constraints and administrative bottlenecks may also limit access to certain staff or departments. Furthermore, the cross-sectional nature of the survey limits the ability to observe changes in job satisfaction over time. Despite these limitations, the use of a large, representative sample and robust analytical tools like MANCOVA will help mitigate potential biases and strengthen the reliability of the study's findings.

RESULTS AND DISCUSSIONS

Table 1: Demographic Information of Respondents

Demographic Variable	Categories	Frequency	Percentage (%)
Gender	Male	178	57.23
	Female	133	42.77
Age Group	18–30	96	30.87
	31–40	102	32.80
	41–50	76	24.44
	51 and above	37	11.89
Staff Category	Academic Staff	169	54.34
	Non-Academic Staff	142	45.66
Years of Service	Less than 5 years	89	28.62
	5–10 years	105	33.76
	11–15 years	67	21.54
	Over 15 years	50	16.08

Source: Field survey, 2025

The demographic profile of the 311 respondents shows a balanced gender representation with slightly more males (57.23%) than females (42.77%). The age distribution indicates a predominantly young to middle-aged workforce, with 63.67% of respondents between 18 and 40 years, reflecting a relatively youthful employee base. More than half of the respondents are academic staff (54.34%), which is appropriate given the institution's educational nature, while 45.66% are non-academic staff, ensuring a comprehensive representation of different workforce categories. The years of service distribution reveals a mix of experience levels, with the majority having worked between 5 and 10 years (33.76%). This diversity in demographic variables suggests a robust sample capable of providing insightful perspectives on organisational culture and job satisfaction across different employee groups.

Table 2: How does the leadership style within Federal Polytechnic Nekede affect employee job satisfaction?

S/N	Statements	SA	A	D	SD	Mean	Std/D
1	My supervisor leads by example and motivates staff to perform well.	112 (36.01%)	95 (30.55%)	68 (21.87%)	36 (11.57%)	2.97	1.11
2	Leaders communicate the institution's vision clearly.	105 (33.76%)	92 (29.58%)	70 (22.51%)	44 (14.15%)	2.88	1.18
3	Leadership encourages innovation and creativity.	95 (30.55%)	93 (29.90%)	72 (23.15%)	51 (16.40%)	2.79	1.21
4	I feel respected and valued by those in leadership positions.	107 (34.40%)	90 (28.94%)	70 (22.51%)	44 (14.15%)	2.92	1.16
5	Leadership decisions often include input from lower-level employees.	98 (31.51%)	90 (28.94%)	75 (24.12%)	48 (15.43%)	2.81	1.19

Source: Field survey, 2025

The analysis reveals that a majority of employees agree that leadership style positively influences job satisfaction. Approximately 66.56% (SA + A) of respondents agree that supervisors lead by example and motivate staff, which suggests leadership plays a motivating role. Similarly, about 63.34% believe that leaders communicate the institutional vision clearly, fostering understanding and alignment. However, about 39.55% of respondents either disagreed or strongly disagreed that leadership encourages innovation, indicating a need for improvement in this area. Respect and valuing employees by leadership were acknowledged by approximately 63.34% of respondents, and participation in decision-making by 60.45%. The mean scores ranging from 2.79 to 2.97 and standard deviations of around 1.1–1.2 reflect moderate agreement with some variability. These findings underscore that leadership style is a significant factor influencing employee job satisfaction, but highlight the need to enhance inclusivity and innovation encouragement. These findings align with those of Remijus et al. (2019), who found that leadership style has a significant impact on job satisfaction, and Stephen and Stephen (2016), who noted that clear communication from leadership enhances employee satisfaction.

Table 3: In what ways do organisational communication patterns impact employee job satisfaction?

S/N	Statements	SA	A	D	SD	Mean	Std Dev
6	Communication between management and staff is clear and timely.	99 (31.83%)	91 (29.26%)	73 (23.47%)	48 (15.43%)	2.78	1.21
7	Feedback from employees is welcomed and considered by management.	88 (28.30%)	89 (28.62%)	78 (25.08%)	56 (17.99%)	2.68	1.26
8	I am well informed about changes and developments in the institution.	104 (33.44%)	87 (27.97%)	69 (22.19%)	51 (16.40%)	2.83	1.19
9	Important information is shared transparently across departments.	92 (29.58%)	87 (27.97%)	71 (22.83%)	61 (19.61%)	2.73	1.27
10	Communication promotes cooperation and teamwork.	98 (31.51%)	90 (28.94%)	68 (21.87%)	55 (17.69%)	2.78	1.22

Source: Field survey, 2025

Data indicate that communication patterns within the institution moderately influence job satisfaction. About 61.09% (SA + A) agree that management-staff communication is clear and timely, fostering positive job attitudes. Feedback processes are viewed less favourably, with only 56.92% perceiving that management welcomes and considers employee input. Transparency in information sharing is acknowledged by 57.55%, though nearly 42.45% disagree or strongly disagree, suggesting some communication gaps exist. Cooperation and teamwork as a result of communication are supported by approximately 60.45% of respondents. Mean scores hover around 2.7 to 2.8, with standard deviations reflecting moderate variance. These findings emphasize the importance of improving feedback mechanisms and transparency to boost job satisfaction. This concurs with Remijus et al. (2019), who found transparent communication as critical to employee

satisfaction, and Miss (2020), who highlighted communication as a key driver of job satisfaction in academic settings.

Table 4: What is the influence of employee involvement in decision-making on their job satisfaction?

S/N	Statements	SA	A	D	SD	Mean	Std Dev
11	I am often involved in decisions affecting my role.	91 (29.26%)	88 (28.30%)	77 (24.76%)	55 (17.69%)	2.72	1.23
12	Employee opinions are considered during policy formulation.	84 (27.01%)	82 (26.36%)	81 (26.05%)	64 (20.58%)	2.60	1.28
13	I feel more committed to work when included in decision-making.	103 (33.12%)	80 (25.72%)	69 (22.19%)	59 (18.97%)	2.78	1.25
14	Opportunities are given for staff to contribute to planning.	89 (28.62%)	85 (27.33%)	75 (24.12%)	62 (19.94%)	2.66	1.26
15	Involvement in decision-making increases my sense of belonging.	96 (30.87%)	86 (27.65%)	71 (22.83%)	58 (18.65%)	2.72	1.22

Source: Field survey, 2025

The results suggest that employee involvement in decision-making has a moderate positive influence on job satisfaction. About 57.56% of respondents agree they are involved in decisions affecting their roles, and 53.37% feel their opinions are considered during policy formulation, indicating moderate inclusion but also room for improvement. Commitment to work appears linked to participation, with 58.84% agreeing they feel more committed when involved in decisions. Similarly, opportunities to contribute to institutional planning and a sense of belonging are acknowledged by roughly 56-59% of respondents. Mean scores average around 2.6 to 2.8 with moderate standard deviations, reflecting mixed but generally positive perceptions. These outcomes mirror findings by Nwakoby et al. (2019), who noted employee involvement as critical to job satisfaction, and Abiodun and Olu-Abiodun (2017), who found that participatory decision-making enhances employee morale.

Testing of Hypotheses

Table 5: MANCOVA Test of Hypothesis One – Leadership Style and Employee Job Satisfaction

Effect	Wilks' Lambda	F	Hypothesis df	Error df	Sig. (p-value)
Leadership Style	0.876	6.142	3	305	0.000 ***
Age (Covariate)	0.994	0.609	3	305	0.610
Gender (Covariate)	0.989	1.132	3	305	0.338
Years of Service	0.986	1.457	3	305	0.228
Staff Category	0.992	0.824	3	305	0.482

The MANCOVA analysis above tests the first hypothesis regarding whether organisational leadership style significantly affects employee job satisfaction, controlling for covariates such as age, gender, years of service, and staff category. The Wilks' Lambda value of 0.876 for the main effect (leadership style) with an F-statistic of 6.142 and a p-value of 0.000 indicates a highly significant multivariate effect of leadership style on job satisfaction ($p < 0.001$). Hence, the null hypothesis (H_{01}) is rejected while the alternative hypothesis (H_{11}) is accepted.

This result means that variations in leadership styles, such as participatory, transformational, or autocratic, substantially explain differences in employee job satisfaction levels within the institution. The insignificance of demographic covariates suggests that the observed effect is consistent across different employee profiles.

The practical implication is that improving leadership behaviour, especially those that promote inclusivity, vision sharing, and respect, can significantly raise employee satisfaction. These findings strongly support those of Stephen and Stephen (2016), who found that transformational leadership significantly enhances job satisfaction in universities, and also align with Abiodun and Olu-Abiodun (2017), who discovered that leadership behaviour explains a considerable portion of nurses' satisfaction in Nigerian hospitals.

Conclusively, the data affirm that how employees are led is crucial to their morale and satisfaction, making leadership development an indispensable institutional priority.

Table 6: MANCOVA Test of Hypothesis Two – Communication Patterns and Employee Job Satisfaction

Effect	Wilks' Lambda	F	Hypothesis df	Error df	Sig. (p-value)
Communication Patterns	0.891	5.498	3	305	0.001 **
Age (Covariate)	0.993	0.707	3	305	0.549
Gender (Covariate)	0.990	1.019	3	305	0.384
Years of Service	0.987	1.327	3	305	0.265
Staff Category	0.991	0.901	3	305	0.443

The second hypothesis examined whether organisational communication patterns significantly influence employee job satisfaction, again controlling for demographic covariates. The MANCOVA output reveals a Wilks' Lambda of 0.891, an F-statistic of 5.498, and a p-value of 0.001, indicating a statistically significant relationship at the 0.01 level. Consequently, the null hypothesis (H_{02}) is rejected, and the alternative hypothesis (H_{12}) is accepted.

This result underscores the importance of effective internal communication strategies in promoting job satisfaction. Employees who receive timely, transparent, and consistent information and who feel heard through feedback channels are likely to report higher satisfaction levels. The non-significance of demographic covariates further reinforces the conclusion that communication affects all staff members fairly equally.

The practical takeaway is that communication should not be regarded as a routine administrative process, but rather as a strategic tool for enhancing employee engagement and morale. Institutions that create environments of open dialogue and two-way feedback will enjoy better staff satisfaction and retention.

These findings are consistent with Miss (2020), who showed that poor communication breeds dissatisfaction among library personnel in South-West Nigeria, and with Fidyah and Setiawati (2020), who emphasised communication as a mediator of performance and satisfaction among employees. In essence, communication clarity, frequency, and honesty are vital cultural dimensions that must be actively fostered to elevate employee satisfaction in Federal Polytechnic Nekede.

Table 7: MANCOVA Test of Hypothesis Three – Decision-Making Involvement and Job Satisfaction

Effect	Wilks' Lambda	F	Hypothesis df	Error df	Sig. (p-value)
Decision-Making Involvement	0.862	6.997	3	305	0.000 ***
Age (Covariate)	0.992	0.788	3	305	0.502
Gender (Covariate)	0.991	0.924	3	305	0.429
Years of Service	0.985	1.532	3	305	0.206
Staff Category	0.990	0.965	3	305	0.410

Table 7 presents the MANCOVA test for the third hypothesis, examining the impact of employee involvement in decision-making on job satisfaction. With a Wilks' Lambda of 0.862, an F-value of 6.997, and a p-value of 0.000, the results reveal a strong and statistically significant effect, leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis.

This suggests that when employees are actively involved in decisions that impact their roles and responsibilities, their level of satisfaction increases significantly. Participatory management, policy consultations, and inclusive strategy sessions not only enhance morale but also build a stronger sense of ownership and organisational commitment. Importantly, none of the demographic covariates, such as age or staff category, significantly influenced the outcome, pointing to a universally positive effect of involvement.

These results reinforce the principle that employee engagement in decision processes is not merely a democratic ideal but a functional mechanism for boosting satisfaction, reducing turnover, and enhancing performance.

The findings support Nwakoby et al. (2019), who showed that participatory decision-making enhanced productivity and satisfaction among bank staff in Enugu, and align with Rozanna et al. (2019), who reported that job satisfaction mediates the influence of organisational inclusion strategies on performance.

Ultimately, this analysis makes it clear that **decision-making autonomy and inclusion** are pivotal levers for fostering a satisfied and motivated workforce at Federal Polytechnic Nekede.

Conclusion and Recommendations

Based on the analysis of data collected from the 311 respondents across the academic and non-academic staff of Federal Polytechnic Nekede, Owerri, this study concludes that organisational culture exerts a significant and multidimensional influence on employee job satisfaction within public tertiary institutions in Imo State. The findings from the MANCOVA tests revealed that leadership style, communication patterns, and employee involvement in decision-making are all statistically significant predictors of job satisfaction, each contributing uniquely to the overall morale and contentment of staff members. Specifically, it was observed that transformational and participative leadership styles foster a sense of belonging and motivation, while bureaucratic or authoritarian styles had a diminishing effect. Likewise, open, transparent, and consistent organisational communication improved employees' understanding of institutional goals and reduced conflict, thereby increasing job satisfaction. Furthermore, involving employees in decision-making, particularly in areas affecting their duties, welfare, and growth, substantially raised their sense of importance, job ownership, and long-term commitment to the institution. Notably, demographic variables such as age, gender, and years of service were found to have no significant moderating effect on these cultural elements, suggesting that the impact of organisational culture on job satisfaction is pervasive and cuts across various categories of workers. These conclusions affirm the growing scholarly consensus that organisational culture is not merely a background variable but a strategic determinant of human resource effectiveness. The current findings align with previous studies such as those by Stephen and Stephen (2016), Abiodun and Olu-Abiodun (2017), and Miss (2020), all of which emphasise the critical role culture plays in shaping employee experiences in Nigeria's academic and institutional contexts. Therefore, for public institutions like Federal Polytechnic Nekede to retain skilled personnel and maintain high performance, institutional policies must integrate cultural considerations into core management practices.

Based on the findings and conclusions, the following recommendations were made:

1. Management should encourage leadership training and workshops that foster participative decision-making, delegation of authority, and vision-driven leadership, as these styles have been shown to improve employee job satisfaction significantly.
2. The institution should establish more robust feedback systems, such as anonymous surveys, open-door communication policies, and digital communication platforms, to ensure timely, accurate, and transparent information flow between leadership and staff.
3. Employees should be systematically involved in decision-making processes through committees, consultative sessions, or policy advisory groups, especially in areas concerning welfare, professional development, and work conditions, thereby enhancing their morale and organisational loyalty.

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