



Effect of Essential Service Quality on Officers' Satisfaction and Morale in Navy Town, Lagos

Sani Audu Maiyaki¹, Bala Ishiyaku^{2*}, Muhammed Hayatu Yunusa³, Aisha Ibrahim⁴, Sani Inusa Milala⁵

¹Directorate of Projects, Nigerian Naval Headquarters, Armed Forces Complex, Abuja, 900101, NIGERIA

²Faculty of Environmental Technology,
Abubakar Tafawa Balewa University Bauchi, 740102, NIGERIA

³Ministry of Housing and Urban Development, Kaduna State, 800102, NIGERIA

⁴Academy Library, Nigerian Defense Academy, Kaduna State, 800102, NIGERIA

⁵Faculty of Technology Management and Business,
Universiti Tun Hussein Onn Malaysia, Parit Raja, 86400, MALAYSIA

*Corresponding Author

DOI: <https://doi.org/10.30880/jstard.2022.04.01.004>

Received 12 Disember 2021; Accepted 12 March 2022; Available online 20 June 2022

Abstract: The study aims to evaluate the effect of essential service quality on Junior Non-Commissioned Officers' satisfaction and morale in Navy Town, Lagos, to suggest measures of improvement. The study covers junior non-commissioned officers Quarters of Navy Town, Lagos. A quantitative method was adopted for this study. The population size in this study comprises about 1,000 apartments and the sample size is 400. The respondents were selected by the systematic sample method. The study employed a questionnaire as an instrument for the data collection. Data collected were analysed using descriptive statistics (mean and standard deviation). A total number of 372 questionnaires were retrieved from the respondents and 365 were used in the analyses after data screening. Bureaucracy and under-costing mostly influence the quality of essential service, with a delivery method such as contract contributing less. It is also recommended that Barrack Maintenance Unit (BMU) as well as the Nigerian Naval Headquarters should incorporate policies that would encourage the efficient use of services provided as it will help to increase the life span of the facilities. The barrack maintenance and services provided be carried out through direct labour to ensure effectiveness. The above recommendations are hopefully expected to reverse the current trend of junior non-commissioned officers' satisfaction, consequently improve to better sustainable improvement on barrack accommodation and facilities.

Keywords: Essential services, service quality, sustainable facilities, barrack facilities, satisfaction, morale

1. Introduction

Barracks or soldiers' accommodation is a core component of military institutions all over the world. Traditionally, soldiers' barracks in Nigerian military institutions are exclusively for military use and soldiers live in the barracks [47]. However, the explosion in soldiers' population over time led to excessive use of facilities on barracks and development of "off barrack" all over the country [3].

The quality of the essential services may have resultant effects on soldiers'/sailors satisfaction and morale. Satisfaction, according to [48][5][21] is a person feeling of pleasure that results from comparing the perceived performance of essential service quality to their expectations. It means that if the performance matches or exceeds the

expectations, soldiers/sailors would be satisfied. [52][2][4] went further to suggest that there can be better performance if there is a good living condition.

Soldiers'/Sailors' population explosion, degradation, and intentional misuse of facilities have caused changes to the quality of essential services provided in soldiers'/sailors' barracks, thus posing serious challenges to military institutions in Nigeria. However, the present issues in essential service quality in soldiers'/sailors' accommodation had, for a long, been complained about. Therefore, as there are numerous complaints about the level of essentials service quality, there is a need to empirically examine the provision of essential services and its effects on soldiers'/sailors' satisfaction and morale in Navy Town. Even though several studies were carried out which indicated that the existing barrack facilities are faced with problems such as dilapidation [35][8][19]S, but little is known on their effects on soldiers'/sailors' satisfaction and morale

1.1 Literature

In 1963, when Nigeria became a republic, the prefix "Royal" was dropped and the name became the Nigerian Navy (NN). The modern-day NN came into being legally through the Act of Parliament No 21 of 1964. At inception, the NN was statutorily required to patrol only 3 nautical miles, which was the limit of the territorial waters. The post-independence Navy Act of 1964, formally established the NN and removed the limitation of the NN operations to the country's territorial waters. However, the NN remained with few patrol boats without evolving significantly into a multi-mission maritime arm of the Nigerian Armed Forces. The 1999 Constitution of the Federal Republic of Nigeria and the Armed Forces Act CAP A20 Laws of the Federation of Nigeria as amended, and the National Defence Policy 2006 accordingly charged the NN with the defense of Nigeria by sea. These statutes also expanded NN roles to cover the full spectrum of military, policy, and diplomatic functions of a modern navy. Performing these roles efficiently and effectively entails linkage and synergy with the Nigerian Army, the Nigerian Air Force, and other relevant maritime security agencies.

The NN is currently structured into 8 Branches at its Headquarters, 5 commands, and a number of autonomous units. The 5 Commands are the Western Naval Command, Eastern Naval Command, and Central Naval Command with headquarters located at Apapa, Calabar and Yenogoa, while Naval Training Command and the Logistics Command have their Headquarters at Apapa and Oghara respectively. Each of the 5 Commands is headed by a flag officer of the rank of Rear Admiral. The NN autonomous units include Naval Ordnance Depot (NOD), Naval Doctrine and Assessment Centre (NDAC), and Navy Holdings Limited (NHL). Navy Holdings has 9 subsidiary companies. These include Naval Dockyard Limited (NDL), Naval Shipyard Limited (NSYL), Naval Building & Construction Company Limited Suites Limited (NBCCL), Navy Hotels & Suites Limited (NHSL), Navy Micro Finance Bank Limited (NMFBL), Navy Maritime Services Limited (NMSL), Navy Exchange (NAVEX), Naval Engineering Services Limited (NESL) and Navy Clearing and Forwarding Services Limited (NCFSL). The autonomous units and facilities enable the NN to maintain the fleet and personnel for sustained operations. The NN has also established a Project Implementation, Monitoring and Evaluation Directorate for better management of NN projects. Nigerian Navy Manning Plan, 2010-2020, Nigerian Navy Order (NNO 02/07).

The word 'quality' has different meanings and definitions depending on the context in which it is used. The concept of quality is hard to define because quality means different things to different people. The manner a particular user or customer of a product or service will experience a product or service might not be the same as another person's experience. This conforms to [30] consideration of the concept of quality as an elusive concept that is distinct and complex which is often mistaken with other related concepts. Quality can be categorized in terms of various perspectives like Judgement, product, user, value, or manufacturing perspective [53] Judgmentally, the quality of a product is not easily defined but a person can identify it once he comes across it. The user perspective is about how the needs of a user of a particular product are met. From a product/service perspective, a product/service that fails to meet the intended need is considered of lower quality. The value perspective, on the other hand, considers quality in relation to product/service characteristics and price. The manufacturing perspective views quality as meeting product specifications [39].

Various authors offer different definitions of quality from different contexts. [1] International Standard Organisation (ISO) (1994) defines quality as the entirety of "features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs". This definition incorporates both products and services and their users. In the same vein, The American Society for Quality (ASQ) defines quality as the overall features and characteristics of a product or service that bear on its ability to satisfy given needs. This definition is synonymous with that of ISO in that they both considered the characteristics and features of a product or service that distinguish them from others which give them the ability to meet the needs of their users.

[29] put forward the definition of quality from different scholars such as [51]. who considers quality as conformance to standard; fitness for use by the user [16]. [25] adopted the definition of quality is given by [33] as a characteristic of products and freedom from deficiencies that meet users' needs and provides them satisfaction. [49] define quality as the extent to which a set of inherent features of a product or service meets requirements. [7], on the other hand, define quality from the construction point of view as meeting the legal, aesthetic, and functional requirements of a project. Similarly, [9] considers quality from a project standpoint as the ability of the project to fulfil the expectation and satisfaction of the project stakeholders. [47][24] provided the definition given by ISO.

Quality can also be defined as fineness in goods and services, particularly to the extent they fit into requirements and satisfying users [23]. [54] consider quality as the comparison between expectation and performance. The expectation is a function of what the user needs from the product or services before its use, performance, on the other hand, is what the user derived from using the product or services.

From the above definitions, and from facilities management point stand, the meaning of quality can be summarized to mean effectiveness and efficiency of facilities and services rendered that enable it to conform to the standard, meet users need and/or exceed their expectation. Thus, the role of the facilities manager is to ensure that facilities and services meet the needs and requirements of the end-users. The role encompasses determining Service quality by evaluating performance against expectations [11]. Service quality can also be viewed in terms of measurements. [43] categories these measurements as disconfirmation approaches, performance-only measures, and importance-performance analysis. The disconfirmation model refers to the difference between expected and perceived quality. Thus, facilities managers must abreast themselves with the determinants of quality so as to improve the quality of the services.

1.2 Soldiers/ Sailors Satisfaction

Satisfaction, according to [22] means “The state of being pleased or contented”. Satisfaction is a thing of the mind; it is conditioned by perception. Perception is the process by which we become aware of changes through the sense of sight, hearing, etc. The way people perceive things is different from one another; that is to say, what satisfies one might not satisfy the other person.[15][44]. Satisfaction is defined in the Explanatory Dictionary of the Romanian Language as a feeling of contentment and pleasure. Therefore, satisfaction is the consequence of effectiveness and laborious effort of identifying values, attitudes and soldiers/ sailors expectations and achieving them. This is necessary to ensure quality in barrack life.

Individuals tend to choose a housing environment where they can maximize the realization of certain qualities they associate with their homes and home environment. Nonetheless, in a country where choices and means are limited, what seems crucial is the “satisfaction” people tend to associate with aspects of their housing environment. [13] viewed that satisfaction and happiness in housing are often viewed as an entity involving a large number of accommodation units displaying aspects such as physical quality of essential service and the standard of service as well as neighbourhood characteristics.

In soldiers'/sailors' barrack, satisfaction is the positive value or outcome derived from living in a soldiers'/sailors' barrack environment. It is a product of soldiers'/sailors' perceptions, attitude and experience. Thus, satisfaction tends to be relative, and there is evidence that people with different social characteristics perceive satisfaction in soldiers'/sailors' barracks differently. Such characteristics include socio-economic class, the stage in residents' life cycle, and degree of social interaction, lifestyle and sense of self-satisfaction with service quality is a state or level of contentment with current barrack conditions. The term may refer to the whole continuum of satisfaction from very satisfied to very dissatisfied.

Barrack satisfaction does not only evaluate the quality of essential service in the barrack environment, it measures the satisfaction level of soldiers'/sailors' barrack environment and its value. It is a valid method to improve the design and develop policies to improve the quality of service in the barrack environment. Though, the quality of a barrack environment results from the overall perception of soldiers/sailors. Therefore, in arriving at the satisfaction associated with soldiers'/sailors' barracks, the overall perception of the soldiers'/sailors (or of a significantly representative number of them) needs to be assessed. Such an assessment of satisfaction in soldiers'/sailors' barrack has to encompass physical and social characteristics.

The basic factors which determine the relative habitability of soldiers'/sailors' barrack are recognized as elements of essential services quality, being broadly interpreted to include physical facilities and services [17]. Elements of essential services quality cut across structural stability, meaningful planning of spaces & facilities to promote adequate security and psychological satisfaction in the use of spaces and facilities. Classification of such factors should provide a guide to judgment on measures adequate to relative habitability of soldiers'/sailors' barrack. Research has shown that factors such as family size and composition, stage in the life cycle, income, level of education, age, and number of children do influence the relative satisfaction of people with housing [37][45][34].

Soldier satisfaction with their barracks depends on some factors. These factors depend on soldier's/sailor's background and expectations. Factors that influence soldier's/sailor's satisfaction with their environment include good quality of essential services, opportunities for participation and involvement, and a sense of community [36][21]. An investigation of perceptions on the living environment at Kuwait University revealed how perception could be affected by gender and duration of the residency. The study further revealed that significant differences were found between male and female responses on the way they perceived their living environment, while years of residence were also a significant factor which could predict the perception of their living environments. Nonetheless, no significant differences were reported among the responses based on their nationalities in the same study.

Furthermore, [14] explored the impact of social density (an increase in the number of roommates sharing a double occupancy) on the perception of crowding. The results revealed that residents living with more than two roommates expressed greater feelings of crowding, perceived less control over room activities, more negative interpersonal attitudes, and experienced a more negative room condition. [28] also found in their study how floor level could have an effect on satisfaction and friendship formation. Findings from the study also revealed that residents of low-rise dormitories were

significantly more satisfied and they suggested that institutions should establish more dormitory-based friendships than residents of a mega-dorm setting. Similarly, [36] revealed that those living on the highest floor perceived their rooms larger and found them less crowded in comparison to those on the lowest floor. Further, they concluded that perception of their privacy led to an increase in the level of satisfaction with their hall of residence. [42] specified that residence satisfaction is achieved from high-quality facilities, positive roommate relationships, strong floor communities, and quiet environments in their living accommodations. However, [36][46] submit that satisfaction is based on having wider and brighter rooms with less noise and stress in the living areas. A similar and more generalized study in Nigeria by [6] on housing satisfaction in South-Western Nigeria revealed that the morphological configuration influenced satisfaction. Like other studies, that study does not address a broad spectrum of satisfaction with soldiers’/sailors’ barrack and its effect on satisfaction. Thus, they are unable to provide meaningful guidance for soldiers’/sailors’ barrack managers. For this reason, this study was devised to take a holistic approach to examine soldier/sailor barrack satisfaction.

2. Methodology

The study adopted the use of exploratory and descriptive design because it will use objective methods to uncover facts about its background and problems. The study approach considered most appropriate for this study is quantitative as numerical data was collected and analysed. Survey research strategy which uses questionnaire as an instrument of data collection was adopted in this research. The study covers Junior Non-Commissioned Officers apartments of Navy Town, Lagos. The target respondents are the junior non-commissioned officers of the study area from each of the selected apartments. A Non-Commissioned officer is a Military officer who has not earned a commission and usually obtains their position of authority by promotion through the enlisted ranks. Probability sampling method was employed in this study to provide fair inference and enable a statistical statement made about the size of sampling errors.

As such, the population of this study comprises about 1,000 apartments in the Junior Non-Commissioned Officers quarters, Navy Town, Lagos. Against this population, the total number of sample size is 400 (four hundred), which questionnaires were administered as recommended by [10]. Data collected were analysed using regression statistics.

3. Results

EFA was performed to examine the uni-dimensionality of the factors before regression analyses to answer the research questions four. The services provisions construct result of the factor analysis in Table 4.9 shows that the values for the Kaiser-Meyer-Olkin (KMO) measures of Sampling Adequacy is .870. This is more than 0.5 and significant at 0.001 as required in the literature (Williams, Brown & Onsmann, 2010). The value for the Bartlett test of sphericity is 2667.298. This means the Bartlett test of sphericity is large and significant ($p < .05$), which means that the variables are related. The total variance explained by the construct is 56.182, which indicated a good result. The factor loadings for each item; SERV1 (.686), SERV2 (.882), SERV3 (.767), SERV4 (.594), SERV8 (.755), SERV9 (.642), SERV10 (.639), SERV11 (.652), SERV12 (.832), SERV13 (.811), SERV14 (.744), are all more than 0.5 as suggested by [26], Except SERV5,6, and 7, which was removed because of low factor loadings.

Table 1 - EFA for service construct

Constructs	Items	Factor Loadings	Kaiser Meyer-Olkin (KMO)	Barlett's Test of Sphericity	Total Variance Explained
Services	SERV1	.686	.870	2667.298***	56.182
	SERV2	.882			
	SERV3	.767			
	SERV4	.594			
	SERV8	.755			
	SERV5	-			
	SERV6	-			
	SERV7	-			
	SERV9	.642			
	SERV10	.639			
	SERV11	.652			
	SERV12	.832			
	SERV14	.744			

The satisfaction construct results of the factor analysis in Table 4.9 show that the value for the Kaiser-Meyer-Olkin (KMO) measures of Sampling Adequacy is .922. This is more than 0.5 and significant at 0.001 as required. The value for the Bartlett test of sphericity is 3620.594. This means the Bartlett test of sphericity is large and significant ($p < .05$), which means that the variables are related. The total variance explained by the construct is 63.955, which indicated a good result. The factor loadings for each item; SS1 (.765), SS2 (.840), SS3 (.797), SS4 (.670), SS7 (.505), SS8 (.729), SS9

(.544), SS10 (.560), SS11(.581), SS12(.799), SS13(.821) SS14(.742) are all more than 0.5 Except SS5, and 6, which were removed because of low Factor level.

Table 2 - EFA for satisfaction construct

Constructs	Items	Factor Loadings	Kaiser Meyer-Olkin (KMO)	Barlett's Test of Sphericity	Total Variance Explained
Satisfaction	SS1	.768	.922	3620.594***	63.955
	SS2	.840			
	SS3	.797			
	SS4	.670			
	SS5	-			
	SS6	-			
	SS7	.505			
	SS8	.729			
	SS9	.544			
	SS10	.560			
	SS11	.581			
	SS112	.799			
	SS13	.821			
	SS14	.742			

EFA was performed to examine the uni-dimensionality of the soldiers’ morale construct before further analyses to answer the research questions.

Table 3 - EFA for morale construct

Constructs	Items	Factor Loadings	Kaiser Meyer-Olkin (KMO)	Barlett's Test of Sphericity	Total Variance Explained
Morale	P1	.729	.797	457.713***	51.579
	P2	.787			
	P3	.680			
	P4	.678			

Source: Field Survey 2017

The morale construct result of the factor analysis in Table 4.7 showed that the value for the Kaiser-Meyer-Olkin (KMO) measures of Sampling Adequacy is .797. This is more than 0.5 and significant at 0.001 as required. The value for the Bartlett test of sphericity is 457.713. This means the Bartlett test of sphericity is large and significant ($p < .05$), which means that the variables are related. The total variance explained by the construct is 51.797, which indicated a good result. The factor loadings for each item; P1 (.729), P 2 (.787), P3 (.680), and P4 (.678), are all more than 0.5 as recommended by [26].

Hence, to determine the extent to which essential service provision and soldiers’ satisfaction influenced soldiers’ morale in Navy Town, Lagos, the fourth objective of this research work, multiple regression was used. The result is presented in Table 4.10 as in [41][18][38].

Table 4 - Effect of essential service provision influenced soldiers’ satisfaction (n=365)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.
1	.732 ^a	.535	.530	.902	.535	110.590	2	192	.000

The R Square value in Table 4.10 shows how much of the variance in the dependent variables of soldiers’ morale is explained by the model. In this case, the value was .530. This means that the model (with independent variables of essential service provision and soldiers’ satisfaction) explained a 53% large effect size in soldiers’ satisfaction.

However, further evaluating the relationship between each of the independent variables and the dependent, Table 4.11 indicate that the variable with the largest beta value in the standardised coefficients is .615 for solders’ satisfaction, hence makes the strongest unique contribution to explaining the dependent variable, when the variance explained by essential service provision variable in the model is controlled. It further shows that the soldiers' satisfaction variable is

making a statistically significant ($P=0.000$) unique contribution to the equation. In contrast, the essential service provision variable has the lowest beta value of .272 and significant ($p=0.000$) contribution in explaining the dependent variable soldiers' morale.

Table 5 - The contribution of essential service provision and soldiers' satisfaction to soldiers' morale (n=365)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.518	.266		13.201	.000
Service provision	.296	.055	.272	5.347	.000
Satisfaction	.579	.048	.615	12.113	.000

In order to determine the extent to which essential service quality and soldiers'/sailors' satisfaction on soldiers'/sailors' morale in Navy town, Lagos, the fourth objective of this research work multiple regression analysis was used. The results proved that essential service quality and soldiers'/sailors' satisfaction in Navy town, Lagos explained about 53% percent of the variation in soldiers' morale.

This showed that essential services provision in Navy town, Lagos have a direct effect on soldiers' morale with the services. It is striking to note that [32] estimated the correlation between job satisfaction and job performance, as well as their overall pessimism for the relationship, is remarkably similar to this finding. Yet, although most social psychologists would argue that attitudes do predict corresponding behaviors, industrial-organizational psychologists continue to hold the view that the most focal attitude about satisfaction is unrelated to the most focal behavior [20].

This finding contradicts the findings of [12] in terms of influences of various personality traits that may affect satisfaction. [40] also argued that satisfaction would be more strongly related to service provision which leads to less satisfaction for less conscientious soldiers because conscientious soldiers would be less willing to respond to dissatisfaction. They found support for this hypothesis across three independent samples. Other personality traits may exhibit mediation effects, such as self-determination, which has been found to mediate attitude-behavior relationships in general [20], or affective disposition, which has been found to mediate soldiers' satisfaction-turnover relations in particular [31]. [27] hypothesized that service provision could be expected to relate to satisfaction only when soldiers are given time and control over services they needed. Many other potentials services have been tested, including variables such as supervisory level [50].

4. Conclusion

The aim of the study is to assess the Effect of essential service quality on Junior Non-Commissioned Officers' satisfaction and morale in Navy Town, Lagos, and recommend possible areas of improvement. Therefore, the areas for further research can focus on other naval barracks, such that this study can be extended to cover all naval barracks. Further studies can also cover other dimensions, which may affect the Junior Non-Commissioned Officers' welfare such as the economic background.

Based on the findings from the evaluated Junior Non-Commissioned Officers' living on barrack and information provided by the Junior Non-Commissioned Officers of different demographic characteristics on campus, it is essential to make some viable recommendations on the way of improving the quality efficiency and Junior Non-Commissioned Officers' satisfaction with facilities provided in the barracks. This is to identify the viable method that will enhance their satisfaction, the following recommendations are made:

It is also recommended that the barrack maintenance and services provided be carried out through direct labour to ensure effectiveness. This can be monitored and control by BMU. There is the need for massive and intense reorientation of Junior Non-Commissioned officers' on how to handle and use the provided facilities and also to take pride in ways to make their barrack clean regularly. Exercises such as barrack sanitation competition among various blocks are organized. This should be incorporated in junior non-commissioned officers' unit/ship joining instructions and enforced by the BMU. The above recommendations are hopefully expected to reverse the current trend of junior non-commissioned officers' satisfaction, consequently, improve to better sustainable improvement on barrack accommodation and facilities.

Acknowledgement

We would like to thank the journal's editor and the anonymous reviewers for their positive feedback and suggestions for the improvement of this article.

References

- [1] Aburime, M. O., & Uhomoibhi, J. O. (2010). Impact of technology and culture on home economics and nutrition science education in developing countries. *Multicultural Education & Technology Journal*, 4(1), 4–16. doi:10.1108/17504971011034692.
- [2] Aburime, M. O., & Uhomoibhi, J. O. (2010). Impact of technology and culture on home economics and nutrition science education in developing countries. *Multicultural Education & Technology Journal*, 4(1), 4–16. doi:10.1108/17504971011034692.
- [3] Adewunmi, B. (2011). Faith-based Fashion Takes Off Online: Clothes Designed for Women who Want to Dress Modestly are a Growing Phenomenon.
- [4] AlKandari, N. (2007). Students' perceptions of the residence hall living environment at Kuwait University. *College Student Journal*, 41(2), 327-336.
- [5] Angelova, B., & Zekiri, J. (2011). Measuring customer satisfaction with service quality using American Customer Satisfaction Model (ACSI Model). *International journal of academic research in business and social sciences*, 1(3), 232.
- [6] Amole, D. (2009). Residential satisfaction in students' housing. *Journal of Environmental Psychology*, 29(1), 76-85.
- [7] Arditi, D., & Gunaydin, H. M. (1997). Total quality management in the construction process. *International Journal of Project Management*, 15(4), 235–243.
- [8] Aremu, I. (2013). South Africa: Reading the news À Mandela's health. Daily Trust.
- [9] Ashokkumar, D. (2014). Study of Quality Management in Construction Industry. *International Journal of Innovative Research in Science, Engineering and Technology*, 3(1), 36–43.
- [10] Bartlett, J., Kotrlik, J., Higgins, C., & Williams, H. J. P. R. (2001). Exploring factors associated with research productivity of business faculty at National Association of Business Teacher Education. *Published Report*.
- [11] Bateson, J. E. G., & Hoffman, K. D. (1999). *Managing Services Marketing*, Forth Worth, TX: Harcourt College.
- [12] Bean, J. P., & Bradley, R. K. (1986). Untangling the satisfaction-performance relationship for college students. *The Journal of Higher Education*, 57(4), 393-412.
- [13] Bello, S., Ajayi, D. T., & Asuzu, M. C. (2018). Determinants of job satisfaction among physicians in public hospitals in Calabar, Nigeria. *Journal of Community Medicine and Primary Health Care*, 30(1), 19-33.
- [14] Bracken, B. A., & Barona, A. (1991). State of the art procedures for translating, validating and using psychoeducational tests in cross-cultural assessment. *School Psychology International*, 12(1-2), 119-132.
- [15] Buscha, C. A. (2020). *Us Military Places and Spaces as Geographies of Care and the Battle Against Military Sexual Violence*. Texas State University-San Marcos.
- [16] Chapman, A. D., Belbin, L., Zermoglio, P. F., Wiczorek, J., Morris, P. J., Nicholls, M., ... & Schigel, D. (2020). Developing Standards for Improved Data Quality and for Selecting Fit for Use Biodiversity Data.
- [17] Chukwu, E. N. (2001). *Stability and time-optimal control of hereditary systems: with application to the economic dynamics of the US* (Vol. 60). World Scientific Publishing Company.
- [18] Crosby, N. J., Deane, K., & Clarke, C. E. (2003). Amantadine for dyskinesia in Parkinson's disease. *Cochrane Database of Systematic Reviews*, (2).
- [19] Daily Trust (2013), News <https://cpi.org/tags/dailytrust/>
- [20] Eagly, A. H., Makhijani, M. G., & Klonsky, B. G. (1992). Gender and the evaluation of leaders: A meta-analysis. *Psychological bulletin*, 111(1), 3.
- [21] Evans, F. (1942). Some Factors Affecting Military Morale. *The RUSI Journal*, 87(547), 243-248.
- [22] Fang, W. A. N. G. (2002). Oxford Advanced Learners Dictionary of Current English with Chinese Translation [J]. *Journal of Zhoukou Teachers College*, 4.
- [23] Femi, O. T. (2016). Barriers and Benefits of Total Quality Management in the Nigerian Construction Industry: A review Barriers and Benefits of Total Quality Management in the Nigerian Construction Industry : A review. *International Journal of Engineering Works*, 2(2), 7–13. <http://doi.org/10.5281/zenodo.15755>
- [24] Femi, R., Agrawal, A., & Clement, S. (2016). An FEM study of the Electrothermal properties of Microelectrical contacts for application in the design of Arcless switches. *IEEE Transactions on Components, Packaging and Manufacturing Technology*, 6(3), 407-417.
- [25] Fisseha, A. (2021). *Assessment Of Quality Management Practices Of Grade One Building Contractors In Addis Ababa* (Doctoral Dissertation, St. Mary's University).
- [26] Heir, T., Piatigorsky, A., & Weisæth, L. (2010). Posttraumatic stress symptom clusters associations with psychopathology and functional impairment. *Journal of Anxiety Disorders*, 24(8), 936-940.
- [27] Herman, J. B. (1973). Are situational contingencies limiting job attitude—job performance relationships? *Organizational Behavior and Human Performance*, 10(2), 208-224.
- [28] Holahan, C. J., & Wilcox, B. L. (1978). Residential satisfaction and friendship formation in high-and low-rise student housing: An interactional analysis. *Journal of Educational psychology*, 70(2), 237.
- [29] Imbeah, K. A. (2012). Framework for the Implementation of Total Quality Management (TQM) in Real Estate Firms in Ghana. Kwame Nkrumah University Of Science And Technology.

- [30] Ishak, N. H., Ali, Z. M., & Zawawi, R. (2021). Students' satisfaction On Services Quality: Comparison Between Public And Private Universities In Klang Valley. *Journal of Design+ Built*, 14(1).
- [31] Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel psychology*, 52(3), 621-652.
- [32] Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.
- [33] Juran, J. M. (1999). How to think about quality. *JM Juran, AB Godfrey, RE Hoogstoel, and EG, Schilling (Eds.): Quality-Control Handbook*. New York: McGraw-Hill.
- [34] Kang, Z., & Ting, K. Y. (2013). Student attitudes towards teaching methods used in universities the UK. *Review of European Studies*, 5(4), 71.
- [35] Karimu, O. O. (2015). Effects of the Nigeria police force personnel welfare condition on performance. *European Journal of Research and Reflection in Arts and Humanities Vol*, 3(1), 26-38.
- [36] Kaya, N., & Erkip, F. (2001). Satisfaction in a dormitory building: The effects of floor height on the perception of room size and crowding. *Environment and Behavior*, 33(1), 35-53.
- [37] Khozaei, F., Amole, D., Hassan, A. S., & Khozaei, Z. (2010). Female graduate students' perception of the relationships between the residence hall and the home. *Asian Social Science*, 6(10), 68.
- [38] Klein, M. D. (2021). *Mentoring for Ethical Leadership in the Navy: How Mentors Support Leadership Development, and Foster Ethical Decision-Making in Commanders* (Doctoral dissertation, University of Pennsylvania).
- [39] Lokhande, A., Venkateswaran, C., Ramachandran, D. M., Vidhya, C., & Kurinjimalar, R. (2021). A Study on Various Implications on Reusing in Manufacturing. *REST Journal on Emerging trends in Modelling and Manufacturing*, 7(2).
- [40] Mount, M. K., Colbert, A. E., Harter, J. K., & Barrick, M. R. (2000). Does job satisfaction moderate the relationship between conscientiousness and job performance. In *annual meeting of the Academy of Management, Human Resource Management Division, Toronto, Ontario, Canada*.
- [41] Muijs, D. (2004). Introduction to quantitative research. *Doing quantitative research in education with SPSS*, 1-12.
- [42] Najib, N. U., & Yusof, N. A. (2010). Identifying factors affecting satisfaction with student housing: A research framework. In *Proceeding of the 2nd international postgraduate conference on infrastructure and environment* (pp. 11-12).
- [43] Ntabathia, M. (2013). *Service quality and student satisfaction of students in private universities in Nairobi County* (Doctoral dissertation, University of Nairobi).
- [44] Odendaal, W. A., Ward, K., Uneke, J., Uro - Chukwu, H., Chitama, D., Balakrishna, Y., & Kredo, T. (2018). Contracting out to improve the use of clinical health services and health outcomes in low - and middle - income countries. *Cochrane Database of Systematic Reviews*, (4).
- [45] Perryman, R. L. (2021). *Exemplary Leadership during Turbulent Times: A Study of Wartime Navy Submarine Commanders from 2001 to 2009* (Doctoral dissertation, University of Massachusetts Global).
- [46] Rashed, A. (2015). Implementing quality management in construction projects. In *Proceedings of the 2015 International Conference on Industrial Engineering and Operations Management* (pp. 2329–2334). Dubai, United Arab Emirates (UAE).
- [47] Rush, C. M., Workneh, F., & Rashed, A. (2015). Significance and epidemiological aspects of late-season infections in the management of potato zebra chip. *Phytopathology*, 105(7), 929-936.
- [48] Sagada, M. L. (2009). *The Impact Of Ahmadu Bello University, Main Campus On Staff Housing And Student Accommodation In Samaru Village, Zaria, Nigeria* (Doctoral dissertation, Department of Architecture, Faculty of Environmental Design, Ahmadu Bello University, Zaria).
- [49] Shaikh, S. S., & Darade, M. M. (2017). Key Performance Indicator for Measuring and Improving Quality of Construction Projects. *International Research Journal of Engineering and Technology (IRJET)*, 4(5), 2133–2139.
- [50] Slocum, J. W. (1971). Motivation in managerial levels: Relationship of need satisfaction to job performance. *Journal of Applied Psychology*, 55(4), 312.
- [51] Strasser, B. J., & Schlich, T. (2020). A history of the medical mask and the rise of throwaway culture. *The Lancet*, 396(10243), 19-20.
- [52] Van Zijl-Smit, D., & Dünkel, F. (Eds.). (2021). *Imprisonment today and tomorrow: International perspectives on prisoners' rights and prison conditions*. BRILL.
- [53] Wang, R., Ke, C., & Cui, S. (2021). Product price, quality, and service decisions under consumer choice models. *Manufacturing & Service Operations Management*.
- [54] Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1985). Communication and control processes in the delivery of service quality. *Journal of marketing*, 52(2), 35-48.