Job Satisfaction and Implication for Employee’s Performance in Nigerian Public Sector

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ABSTRACT

The study sought to determine the factors responsible for job satisfaction of an employee, assess the relationship between job satisfaction and employee commitment, ascertain the extent to which public sector organizations motivate their workers. The study had a population of 452 in which a sample size of 212 was derived using Taro Yaman’s Formula. Instrument used for data collection was primarily questionnaire. The descriptive survey research design was adopted for the study. The hypotheses were tested using Pearson chi-square and Pearson product moment correlation coefficient statistical tools. The findings indicated that work itself, advancement and promotion are basic factors responsible for job satisfaction of an employee ($X^2 = 210.016 > X^2_t = 9.49; p < 0.05$). There was a positive relationship between job satisfaction and employee commitment ($r = 0.893, p < 0.05$). Public sector organizations significantly motivate their workers ($X^2 = 28.772 > X^2_t = 9.49; p < 0.05$). The study concluded that motivation is the force that energizes, directs and sustains a person’s effort towards the achievement of a goal. The study recommended that organizations should ensure that workers are promoted on time and at when due, so as to increase employees job satisfaction and organizational commitment.

Keywords: Job, employee’s, public, satisfaction and performance.

INTRODUCTION

The concept of job satisfaction has to do with the total body of feelings that an individual has about his job. The total body feeling involves in effect weighting the sum total of influencing the job, the nature of the job itself, the pay, the promotion prospects and the nature of supervising. The ability of one to improve on any one of these influence will lead to satisfaction. The behavior consequences of each influence vary from one individual to another. For a worker to be satisfied with his job he must have the skill to perform the job and management on their own should constantly review upwards all employee’s allowances and promotion and always try to improve the nature of job [1].

Generally, there is need for one to be satisfied with his job. Some works are very demanding in terms of time, energy and specialized skills. Some workers close very late because of the sensitive nature of their job.

[2] observes that an average man spent nearly a third of his working hours on the job if the job did not provide challenges with the anatomy. Therefore some basic
intrinsic factors are paramount in making a particular job interesting. Despite the variation in what makes an individual satisfied, some factors are however inevitable, for example, what will make a first degree holder satisfied with his job may not necessarily be the same with what motivates a messenger with lesser qualification, however, both will need protection against old age (pension-scheme), job security, housing programme, good transport system, a good environment in addition to some intrinsic factors mentioned above.

Most Nigerian, workers associate job satisfaction with monetary reward, because money apart from acting as partial compensation for the lack of other forms of need satisfaction has the symbolic value of enhancing one’s economic power. [1] states out that money can be a reflection of other motivators since it has an in centre because money can easily be manipulated. As a measure of value, it possesses the capacity of fungibility that can make it be transforming into several things to satisfy, physiological, safety, love, esteem and self-actualization or fulfillment. But motivational researchers, especially the Hawthorne experiments, subsequently human relations and behavioural writers has created a wide spread belief that pay is not a motivation. For achievement oriented people, money serves as measure accomplishment.

[2], asserts that "money satisfy all types of needs and its principle use are for physical recessives life as well as security. However, it is a social status sense of accomplishment. It should however be noted that what makes a job satisfying or dissatisfying does not depend only on the nature of the job but also on the expectation that individuals have on what their job should provide [2].

**STATEMENT OF THE PROBLEM**

Many employers do not realize the extent to which their employees are not satisfied with their jobs, nor the extent to which that impacts the success of their organization. The level of commitment of every employee will depend on how the worker is motivated to some physiological needs. Government and other multinational companies in a bid to induce the level of productivity to its optimum and commitment of employees to their duties, employee’s remuneration is increased and brings about job satisfaction with the employees. But some of the organizations tend to neglect motivating their employee’s and once an employee is not motivated they became unhappy which leads to high labour turnover, low productivity, damages on the materials and high rate of bad attitude, neglegency of duty etc. They forget to understand that when an employee is properly motivated, he is bound to produce exceptionally because he is satisfied. Thus there is no individual who is neither motivated nor satisfied with his or her job that cannot produce as required. Recently, the rate of staff / labour turnover has increased. Thus the study focuses on job satisfaction and implication for employee commitment in Nigerian public sector.
OBJECTIVES OF THE STUDY
The study has the following specific objectives:
  i. To determine the factors responsible for job satisfaction of an employee.
  ii. To assess the nature of the relationship between job satisfaction and employee commitment.
  iii. To ascertain the extent to which public sector organizations motivate their workers.

RESEARCH QUESTIONS
The following research questions were considered for the study:
  i. What are the factors responsible for job satisfaction of an employee?
  ii. What is the relationship between job satisfaction and employee commitment?
  iii. To what extent does a public sector organization motivate their workers?

RESEARCH HYPOTHESES
The hypotheses formulated below will guide the study:
  i. Work itself, advancement and promotion are factors responsible for job satisfaction of an employee.
  ii. There is a positive relationship between job satisfaction and employee commitment.
  iii. Public sector organizations significantly motivate their workers.

JOB SATISFACTION DEFINED
Job satisfaction has been an important focal point for organisational and industrial psychology. In defining job satisfaction the reference is often made to [1] description of job satisfaction as a “pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences” [3]. The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself [2].

Job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employees attitude towards his or job, previously discussed theories regarding attitudes are applicable to job satisfaction. Consequently job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioural component [3]. While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioural component is an indicator for behavioural intentions towards a job such as getting to work in time, working hard.

APPROACHES TO JOB SATISFACTION
In explaining job satisfaction and measuring the level of employees satisfaction three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the “information processing model” [4].
According to this model employees gather information about the job, the workplace and the organisation and cognitively assess these elements in order to determine the level of satisfaction [3]. The second approach suggests that the measurement of the level of job satisfaction is founded on social information - information based on past behaviour and what others at work think. It shifts its attention to the effects of the context and the consequences of past behaviour, rather than to individual pre-dispositions and rational decision-making processes [5]. Therefore job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the “social information processing model” [4]. The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both [3].

OTHER APPROACHES

i. Salary and Wages. Though not always the primary factor, employee wages are almost always cited as an important factor in determining job satisfaction. Research tends to support the notion that paying someone a decent salary isn’t enough to keep them satisfied on the job and that there are other factors that come into play when considering employee job satisfaction. According to research released in 2004 by [4] International, a recruitment solutions provider, three-fourths (76%) of global executives would prefer more satisfaction than their job over money (18%), or power (6%). "Over the coming years, as the world economy recovers and baby boomers begin to retire, the key to employee retention will be employee satisfaction, not compensation,” says Paul Reilly, chairman and CEO of Kom/Ferry International. Though they probably wouldn’t work for free, a study conducted in the Fall of 2003 by CNNÚ1 and the Society for Human Resource Management found that money has little to do with job satisfaction for the majority of employees. 605 workers were asked to gauge the extent to which salary and other types of compensation contribute to their job satisfaction. Four percent said it contributes “to no extent at all,” ten percent said it does so “to a small extent,” and just sixteen percent said it does “to a large extent.” Still, the study also found that 87 percent of workers who are satisfied with their pay are also satisfied with their jobs [6].

ii. Ancillary benefits. Ancillary benefits encompass employee benefits other than medical coverage, including life, disability, dental and vision insurances, along with employee assistance plans that provide psychological counseling. Offering these benefits can play a critical role in recruiting and retaining key employees in today’s competitive market. Yet some businesses still view an employee benefits package as an expense rather than an investment, and do not realize that a well-designed benefits package can significantly increase their employees’ job satisfaction. "By offering such coverage, a company conveys that it is interested
in the full range of an employee's life, including problems that may loom large in their lives beyond the workplace” (Taylor, 2003:32)[7]. It also gives the employer an opportunity to protect their investment in a valued employee who has experience and knowledge. How well employers address the expectations and needs of their increasingly savvy workers will go a long way toward shaping employees’ job satisfaction [7].

iii. Job advancement opportunity. A key factor in reducing employee turnover is the ability to advance professionally and an employee's perceived commitment to an employer in regards to job advancement. In the Kom/Ferry International study, almost half (48%) of employees described their company's culture with regard to advancement as fair and based on merit. However, 41% of employees still believed that advancement within their companies was based on favoritism, which ultimately causes dissatisfaction and turnover (“Executives Want”, 2004) [8].

iv. Workload: One source of grievance for employees seems to be the ongoing efforts of employers to squeeze more work out of reduced staff. Although this has resulted in budget cutbacks in a shaky economy and a temporary increase in productivity, many economists fear that the discontent these efforts are causing among employees could hurt productivity over the long run [9]. “We have watched business cut out layers of staff and heap ever-increasing responsibilities on those that remain, while under-investing in coaching and training,” says Steve Newhall, managing director of DDI, an international human resources consultancy [10]. According to Newhall, middle managers are experiencing most of the stress, as three quarters say they feel they should go to work when they are unwell “to make sure things happen,” and two-thirds have lost sleep worrying about work and believe work demands have affected their health. “People don’t ever seem to smile anymore,” says Newhall. [10].

v. Communication: A factor almost always appearing in relation to job satisfaction is communication. Research shows that interpersonal communication between supervisors and their employees as well as organizational internal communication programs have significant effects on how happy employees are. In a study done among nurse managers, communication was determined to be the most dominant of the six themes of factors that affect job satisfaction. The aspects of communication ranking high in this study include: the availability of a boss to listen and provide guidance; effective, articulate communication; and clear expectations and feedback & com supervisors [11].
THEORITICAL FRAMEWORK

i. ERG Theory
Maslow’s need hierarchy theory has been reworked by Clayton Alderfer of Yale University to align it more closely with empirical research. According to Alderfer, there are three groups of core needs - Existence, Relatedness, and Growth coded as (ERG theory). Alderfer’s three core needs include the five needs of Maslow’s need hierarchy and also define the differences between the two theories. First of all, Alderfer has recognized that more than one need can be operative at the same time, and second, if the gratification of a higher level need is stifled, the desire to satisfy a lower level need increases. In general, ERG theory represents a more valid version of the Maslowian need hierarchy. Robbins (2005),[12] puts in this way: “ERG theories, argues, like Maslow’s theory, that satisfied lower-order needs lead to the desire to satisfy higher-order needs; but multiple needs can be operating as motivators at the same time and frustration in attempting to satisfy a higher-level need can result in regression to a lower level need”.

ii. Expectancy theory
The concept of expectancy was originally formulated by Vroom and it stands for the probability that action or effort will lead to an outcome. The concept of expectancy was defined in more detail by Vroom as follows: “Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is defined as momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by outcome, while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome.” (Vroom, 1964)[13].

Motivation in this case is likely when a clearly perceived and usable relationship exists between commitment and outcome, and the outcome is seen as a means of satisfying needs. It suggests that there are two factors determining the effort people put in their jobs. The first is the value of the rewards to individuals, and the extent to which these rewards satisfy their needs for security, social esteem, autonomy, and self-actualization. The second is the probability that the rewards depend on the effort, as perceived by individuals, their expectations about relationship between effort and reward. Thus, the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation. (Armstrong 2006, 259-260)[14].
EMPERICAL REVIEW

[7], conducted a study on effects of motivation on employee commitment: A Case study of Ghana commercial bank, Kumasi Zone. The study seeks to assess the motivational packages available at Ghana Commercial Bank and how it affects employee commitment towards the Bank’s corporate objectives. The survey research design was used for the study. The findings indicated that motivational packages available at Ghana commercial bank significantly affect employees commitment. Employees are interested in enhanced salaries, fringed benefits, promotion, and car loans as motivating elements sufficient to push employees of the bank to give out their best. The study concluded that motivation is blood life of organisation. The study recommended that management can develop new theories such as equity, macmillan theory, Abraham Maslow and Hertzberg two factors to ensure employees achieve work targets.

METHODOLOGY

The study was carried out using survey design. Primary data was obtained through the use of questionnaire and observations while Secondary data were obtained through books, journals, and the internet. The population of the study was 452 drawn from employees of Enugu Board of Internal Revenue, Nigeria. A sample size of 212 was determined from the population using Taro Yamane’s sample size determination method. The instrument used for data collection was questionnaire structured on 5-point Likert scale and validated by content and face validity. The reliability test was done using test-retest method. The result gave a reliability coefficient of 0.827, indicating a high internal consistency of the items. Two hundred and twelve (212) copies of the questionnaire were distributed and one hundred and ninety five (195) copies were returned. The three hypotheses formulated were tested at 0.05 level of significance. Chi-square was used to test hypotheses one and three while hypothesis two was tested using Pearson product moment correlation coefficient. A computer aided Microsoft special package for social science (SPSS) was used to aid analysis.

DATA ANALYSES AND DISCUSSION

The data obtained from the field were presented and analyzed with descriptive statistics to provide answers for the research questions while the corresponding hypotheses were tested with chi-square and Pearson product moment correlation coefficient at 0.05 alpha level.
Table (1) Factors Responsible for Job Satisfaction of an Employee

<table>
<thead>
<tr>
<th>s/no</th>
<th>Questionnaire items</th>
<th>Agreement</th>
<th>Disagreement</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>interesting work motivate employees in public sector</td>
<td>174</td>
<td>21</td>
<td>195</td>
</tr>
<tr>
<td>2</td>
<td>Advancement and promotion motivate employees in the public sector</td>
<td>190</td>
<td>5</td>
<td>195</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>364</td>
<td>26</td>
<td>390</td>
</tr>
</tbody>
</table>

Source: Fieldwork, 2016

H₀: Work itself, advancement and promotion are not factors responsible for job satisfaction of an employee

H₁: Work itself, advancement and promotion are factors responsible for job satisfaction of an employee

Table (2) Chi-Square Tests Computed from the frequency cross tabulation

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>210.016(a)</td>
<td>4</td>
<td>.001</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>70.996</td>
<td>4</td>
<td>.007</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>14.911</td>
<td>1</td>
<td>.007</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>390</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2 is the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects. Pearson Chi-Square computed value \( (X^2_e = 210.016) \) is greater than the Chi-Square tabulated value \( (X^2_t = 210.016, p < .05) \).

Decision Rule

The decision rule is to accept the alternate hypothesis if the computed Chi-Square value is greater than the tabulated Chi-Square value otherwise accept the null hypothesis.
Decision
Since the Pearson Chi-Square computed $X^2 = 210.016$ is greater than Chi-Square table value $X^2 = 9.49$, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, we conclude that work itself, advancement and promotion are factors responsible for job satisfaction of an employee.

Table (3) Nature of the Relationship between Job Satisfaction and Employee Commitment

<table>
<thead>
<tr>
<th>s/no</th>
<th>Questionnaire items</th>
<th>Agreement</th>
<th>Disagreement</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>There is a positive relationship between job satisfaction and employee commitment</td>
<td>188(186)</td>
<td>7(9)</td>
<td>195</td>
</tr>
<tr>
<td>2</td>
<td>Job satisfaction enhance employee commitment</td>
<td>184(186)</td>
<td>11(9)</td>
<td>195</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>372</td>
<td>18</td>
<td>390</td>
</tr>
</tbody>
</table>

Source: Fieldwork, 2016

H$_0$: There is no positive relationship between job satisfaction and employee commitment

H$_1$: There is a positive relationship between job satisfaction and employee commitment

Table (4) Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>1.085</td>
<td>.36232</td>
<td>195</td>
</tr>
<tr>
<td>organizational</td>
<td>1.177</td>
<td>.47515</td>
<td>195</td>
</tr>
</tbody>
</table>

Source: SPSSWIN15:00 Version

Table 4 shows the descriptive statistics of the relationship between job satisfaction and employee commitment, with a mean response of 1.085 and std. deviation of .36232.
0.36232 for job satisfaction and a mean response of 1.1776 and std. deviation of 0.47515 for employee commitment. By careful observation of standard deviation values, it can be said that there is about the same variability of data points amongst the dependent and independent variables.

Table 5 is the Pearson correlation coefficient matrix of the relationship between job satisfaction and employee commitment, showing the correlation coefficient, significant values and the number of cases. The correlation coefficient shows 0.893, this value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a relationship between job satisfaction and employee commitment \( r = .893 \). However, the computed correlation coefficient is greater than the table value of \( r = .195 \) with 193 degrees of freedom \( \text{df.} = n-2 \) at alpha level for a two-tailed test \( (r = .893, p< .05) \). This result indicates that there is a positive relationship between job satisfaction and employee commitment Therefore, the null hypothesis should be rejected.

Table (6) The extent to which public sector organizations motivate their workers.

<table>
<thead>
<tr>
<th>s/no</th>
<th>Questionnaire items</th>
<th>Agreement</th>
<th>Disagreement</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Public sector organizations significantly motivates their workers.</td>
<td>185(181)</td>
<td>10(14)</td>
<td>195</td>
</tr>
<tr>
<td>2</td>
<td>Public sector organizations provide opportunity for career development</td>
<td>177(181)</td>
<td>18(14)</td>
<td>195</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>372</td>
<td>18</td>
<td>390</td>
</tr>
</tbody>
</table>

Source: Fieldwork, 2016

\( H_0 \) : Public sector organizations do not significantly motivates their workers.

\( H_1 \) : Public sector organizations significantly motivate their workers.

Table (7) Chi-Square Tests from the frequency cross tabulation

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2- sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>228,772(a)</td>
<td>4</td>
<td>.067</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>11.645</td>
<td>4</td>
<td>.020</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>.550</td>
<td>1</td>
<td>.458</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>390</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 7 is the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects. Pearson Chi-Square
computed value ($X^2_c = 228.772$) is greater than the Chi-Square tabulated value ($X^2_t = 9.49$) with 4 degrees of freedom (df) at 0.05 level of alpha ($X^2_c = 228.772$, $p < .05$).

**Decision Rule**

The decision rule is to accept the alternate hypothesis if the computed Chi-Square value is greater than the tabulated Chi-Square value otherwise accept the null hypothesis.

**Decision**

Since the Pearson Chi-Square computed $X^2_c = 28.772$ is greater than Chi-Square table value $X^2_t = 9.49$, the null hypothesis is rejected and alternate hypothesis is accepted.

Thus, we conclude that public sector organizations significantly motivates their workers.

**SUMMARY OF FINDINGS**

The findings of the study are:

i. Work itself, advancement and promotion are factors responsible for job satisfaction of an employee ($X^2_c = 210.016 > X^2_t = 9.49; p < 0.05$).

iii. There is a positive relationship between the nature job satisfaction and employee commitment ($r = .893, p < .05$).

iv. Public sector organizations significantly motivates their workers ($X^2_c = 28.772 > X^2_t = 9.49 : p < 0.050$)

**CONCLUSION**

The study concluded that motivation is the force that energizes, direct and sustains a person’s effort towards the achievement of a goal. A highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for today’s management is to administer motivational programmes which will encourage employees to improve their work commitment and productivity. A motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general commitment and contribution to organizational objectives and goals.

**RECOMMENDATIONS**

1. Managers and organizational leaders should learn to understand and deal effectively with their employee’s motivation; since motivated employees are necessary to let the organization being successful in the next century.

2. Organizations should ensure that both intrinsic and extrinsic rewards are provided so as to retain employees and make them happy to increase productivity

3. Organizations should ensure that they provide a conducive environment for the employee’s to work.
4. Organizations should ensure that workers are promoted on time and at when due, so as to increase employees job satisfaction and organizational commitment

5. Organization should send their employees on training and development programmes that will go a long way to empower them and enhance organizational effectiveness.

REFERENCES

2. Webber, R.A (1975); Time and Management; New York; Nistran Relnhold.