



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT
Volume 19 Issue 7 Version 1.0 Year 2019
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State

By Ezeanyim, Ekene Ezinwa, Ufoaroh, Ebele Therasas & Ajakpo

Abstract- When employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could also pose a threat to the overall performance of the organization.

The main objective of this study is to examine the impact of job satisfaction on employee's performance, with the selected public enterprise in Awka, Anambra State as a case study. In view of the above cause, data was collected from primary sources. 286 copies of questionnaire were administered to the respondents and 250 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary Chi square was the statistical tool used in analyzing the data. The research findings revealed that there is a linear relationship between job satisfaction (Job reward/Pay, Promotion, job safety/security and working condition) and employee's performance proxy which is employee's morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

GJMBR-A Classification: JEL Code: J28



Strictly as per the compliance and regulations of:



© 2019. Ezeanyim, Ekene Ezinwa, Ufoaroh, Ebele Therasas & Ajakpo. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License (<http://creativecommons.org/licenses/by-nc/3.0/>), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State

Ezeanyim, Ekene Ezinwa ^α, Ufoaroh, Ebele Therasas ^ο & Ajakpo ^ρ

Abstract- When employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could also pose a threat to the overall performance of the organization.

The main objective of this study is to examine the impact of job satisfaction on employee's performance, with the selected public enterprise in Awka, Anambra State as a case study. In view of the above cause, data was collected from primary sources. 286 copies of questionnaire were administered to the respondents and 250 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary Chi square was the statistical tool used in analyzing the data. The research findings revealed that there is a linear relationship between job satisfaction (Job reward/Pay, Promotion, job safety/ security and working condition) and employee's performance proxy which is employee's morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

I. INTRODUCTION

Employees are the most valuable asset to an organization and they play an important role in preserving the successful image of organization. Employee performance is the main factor in ensuring that the organization is run smoothly and successfully. Good employee performance will improve the organization performance (Eze 2012). Job satisfaction is an attitude towards job, in other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important (Theresa & Henry 2016).

Furthermore, Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify

when an employee is satisfied or dissatisfied with his or her job.

Moreover, employee performance very much depends on perception; values and attitudes, there appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation (Theresa & Henry, 2016). In the short run, employee's skills and abilities are relatively stable.

Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work or we say that they make an effort to perform better which will lead to better performances (Theresa, I. & Henry, C. 2016).

Attainment of a high level performance through productivity and efficiency has always been an organization's goal of high priority. In order to do that, highly satisfied work force is an absolute necessity, but when employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could pose a threat to the overall performance of the organization. (Theresa, I. & Henry, C. 2016).

A Dissatisfied employee tends to have a low morale towards the job and when employees' morale to the job is low; their performance could be affected because he/she will not be motivated to perform well.

II. STATEMENT OF PROBLEM

There are different government owned institutions in Anambra state, this institutions can either be federal government owned or state government owned. These institutions can also be subdivided into profit making organizations and service oriented organizations.

Irrespective of the kind of government organizations that are situated in Anambra state and the main purpose of their operations (be it profit oriented or service oriented), one variable is constant in both organizations and that is the lack of job satisfaction amongst employees.

*Author α: Vivian- Anambra State polytechnic, Mgbakwu.
e-mail: ufoarohebele@gmail.com*

Different administrators or managers of this government enterprise have tried in different ways such as provision of staff bus, provision of staff canteen, Christmas takeaways, workers estate etc but this still has proved to be insufficient in the areas of motivating staff in order to increase their performance.

The inability of managers to improve performance irrespective of welfare packages being provided resulted in the need to undergo this research.

The main objective of the study is to examine the effect of job satisfaction on employee performance in public enterprise in Awka, Anambra state.

The specific objectives are:

- i. To examine the effect of rewards/pay on employee performance of selected public enterprise in Awka, Anambra state.
- ii. To determine the effect of promotion on employee performance of selected public enterprise in Awka, Anambra state.
- iii. To investigate the effect of job safety /security on employee performance of selected public enterprise in Awka, Anambra state.
- iv. To assess the effect of working condition on employee performance of selected public enterprise in Awka, Anambra state.

III. RESEARCH QUESTIONS

In the light of the objective outlined the following research question are raised:

- i. What is the effect of reward/pay on employee performance of selected public enterprise in Awka, Anambra state?
- ii. How does promotion affect employee performance of selected public enterprise in Awka, Anambra state?
- iii. To what extent does job safety/security affect employee performance of selected public enterprise in Awka, Anambra state?
- iv. What is the effect of working condition employee performance of selected public enterprise in Awka, Anambra state?

IV. RESEARCH HYPOTHESES

Ho1: Reward/pay has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

Ho2: Promotion has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

Ho3: Job safety/security has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

Ho4: Working condition has no significant effect on employee performance of selected public enterprise in Awka, Anambra state.

V. SIGNIFICANCE OF THE STUDY

The findings from the study will be of immense benefit to the following: managers, policy makers, Academic, and student.

The findings of the study will be beneficial to managers, in that it will help to articulate the need components of the employees so as to enhance effective job satisfaction in their various companies.

The policy makers, from the findings of the study will enable them to regulators in the public enterprise; it will present a scheme, through its analysis that could assist them in enunciating policies that will have a positive impact on the workers.

To economic watchers and the interested public, it will provide some insight into the job satisfaction of civil servants in the ministries.

In the academic arena, this study will prove its importance in the following ways:

It will contribute to the enrichment of the literature on job satisfaction.

It will suggest ways (of interest to academics) based on empirical evidence of enhancing effective job satisfaction in Awka public enterpriser ministries.

The study will serve as a body of reserved knowledge to be referred to by researchers.

a) *Scope of the Study*

This research tends to cover the impact of job satisfaction on employee performance in public enterprise inAwka, Anambra State.

b) *Limitations of the Study*

The conduct of research in Nigeria and of course, indeed, all developing countries is imbued with a lot of problems. However, in this particular research, the following problems are anticipated.

- i. Delays in filling and returning the questionnaires by respondents.
- ii. Limited use of varied analytical technique due to size of sample and shortness of period of investigation.
- iii. Financial constraint: smallness of sample due to lack of fund, and inability of the researcher to expand his scope was also a result of financial constraint and time.
- iv. Time is another constraint that the researcher encountered. This is because this research is restricted to a specific period.

The above mentioned problems may affect the quality of this work but at the end an invaluable sight is gained into the effective job satisfaction.

VI. DEFINITION OF TERMS

Employees: A person in the service of another under contract of hire, express or implied, oral or written where the employer has the right or power to control and direct

the employee in the material detail on how the work is to be performed (Arthur, 1995).

Job Satisfaction: The attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role.

Motivation: This is a process of stimulating people to action in order to achieve desired goals or accomplish a desired task: Hezbong, Fedenick (1964).

Performance: Is defined as a function of individual ability and skill and effort in a given situation.

VII. REVIEW OF RELATED LITERATURE

This chapter focuses on literature review on the conceptual, theoretical, and empirical frame work of job satisfaction and performance in public enterprise.

VIII. CONCEPTUAL FRAME WORK

a) *Definitions of job satisfaction*

Various schools of thought have in diverse ways tried to explain the meaning of job satisfaction. Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal. Spector (1997) defines job satisfaction as an extent to which people like or dislike their jobs. Other authors consider job satisfaction as the attitudes people have toward their job (Ivancervich et al., 2005). In this direction, Mankoe (2002) states that, job satisfaction is a set of feelings which employees have about their work.

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important according to (Mitchell and Lasan, 1987). It is generally recognized in the organizational behavior field that jobs satisfaction is the most important and frequently studied attitude.

Theresa, I.& Henry, C.(2016) Job satisfaction is defined as reintegration of effects produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding.

Job satisfaction is the attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role (Stella, O.2013).

However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008).

Lim (2008) posits that job satisfaction plays significant role in both personal interests and organization success and therefore valuable to study for multiple reasons. In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labor behavior and influence work productivity and therefore worth to be studied (George and Jones, 2008). This is in line with the belief that "happier workers are more productive",.

IX. JOB PERFORMANCE

Performance of employees is affected by numerous variables. It is defined as the way to perform either positive or negative. Performance is the art to complete the task but this study will help to determine it again within the defined boundaries of job satisfaction. Employees' performance is affected by goal for remaining competitive in a dynamic environment and orientations of employees, the quality of leader-member for enhancing the overall innovations of an organization exchange and the outcomes of Job performance and Job satisfaction.

Performance is defined as a function of individual ability and skill and effort in a given situation. In the short run, employee's skills and abilities are relatively stable. Performance in terms of effort extended to the job of an employee (Theresa, I. & Henry, C. 2016).

According to Nmadu (2013), employee's performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employee's activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013).

However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth2009). It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners 2007). Employee's performance if it is recognized by managers or superiors within the organization is often rewarded by financial and other benefits. .

X. FACTORS THAT AFFECT JOB SATISFACTION

Pay and promotion potential include (Present salary, abilities, and benefits such as health insurance).Working relationships (Relationships with supervisors, cooperation in the department, interpersonal relationships, and general relations in the company).

Pay: Amount and fairness or equity of salary according to the qualification. Findings from several studies underline pay as one of the most important factors in



conducted by Lawler (1971), pay has been identified as a determinant factor as most employees rated it as the most influential factor related to job satisfaction. Furthermore, according to Herzberg (1959), employees who are dissatisfied with their pay, is likely that they are also dissatisfied with their work.

Promotion potential: Employee perceptions about opportunity for promotion are also another determinant that influences job satisfaction.

Job security: The importance of Job security comes from the fact that it is vital for influencing work-related outcomes. It has attracted a great deal of research interest in recent years.

Recognition and appreciation: In some studies, recognition and appreciation were found to be motivating factors responsible for increased effectiveness of employees at work and their high levels of job satisfaction.

Demographic factors: Studies have shown that age, race and gender have important effects on job satisfaction.

Working hours and physical conditions: Two elements related to job satisfaction are the working hours and the physical conditions under which workers spend their working days.

Opportunity to use one's abilities: Employees generally need and like jobs that make use of their abilities.

Interpersonal relationships: An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the groups to which she or he belongs to. The social context of work is likely to have a significant impact on a worker's attitude and behavior.

Work situation: The nature of the work itself often called "intrinsic" job characteristics. It generally emerges as the most important job factor.

Supervision: Fairness and competence at managerial tasks by ones supervisor.

Nature of work: It means the job tasks. It includes the challenging work and sense of pride.

Communication: It explains the communication between the team members or between the employees within the organization are minimized (Dalal, 2005). Additionally, job satisfaction is so el of commitment (Levinson, 1998).

XI. THEORETICAL FRAMEWORK

This study is anchored on Maslow's theory as propounded by Dr. Abdul Wahid. A (2015)

Maslow's Theory:

According to this theory, a person has five fundamentals needs which are:

Physiological: Includes security and protection from physical and emotional needs. (Pay, food, shelter, clothing, good and comfortable work conditions etc).

Security needs: Includes security and protection from physical and emotional harm (Fair treatment, protection against threat, job security etc).

Affiliation needs: Includes affection, belongingness, acceptance and friendship. (The needs of being loved, accepted, part of a group etc).

Esteem needs: Includes the needs for recognition, respect, achievement, autonomy, independence etc.

Self actualization needs: Which are the highest in the level of Maslow's need theory include realizing ones` full potential or self-development. According to Maslow, once a need is satisfied, it is no longer a need. It ceases to motivate employee`s behavior and they are motivated by the need at the next level up the hierarchy. However, in spite of Maslow's effort and insights into the theories of motivation, replicate studies failed to offer strong support of the need based theories. Also studies aimed at validating Maslow's failed to find substantiation support of the needs hierarchy, although many continue to find the hierarchy model very attractive.

Herzberg et al. `s two factor theory:

Herzberg, Mausner and Snyder man`s (1959) two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white collar jobs to be satisfied and dissatisfied. The outcome of their study showed that the factors that lead to job satisfaction when present are not the same factors that lead to dissatisfaction when absent. Thus, they saw job satisfaction and dissatisfaction as independent. They referred to those environment factors that cause workers to be dissatisfied as hygiene factors. The presence of these factors according to Herzberg et al. does not cause satisfaction and consequently failed to increase performance of workers in white-collar jobs. The hygiene factors are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors and work conditions; they are associated with job content. Herzberg et al, indicated that these factors are perceived as necessary but not sufficient conditions for the satisfaction of workers. They further identified motivating factors as those factors that make workers work harder. They posited that these factors are associated with job context. Or what people actually do in their work and classified them as follows: Achievement, recognition, works itself, responsibility and advancement. An achievement is represented by the drive to excel, need for advancement, growth.

Theory X & Y (Douglas McGregor) (1960)

- External control and threat are not the only means for producing effort. People can practice self-direction and self-control in achieving objectives.
- The degree of commitment to objectives is determined by the size of rewards attached with achievement.
- Under proper condition, human being learns and not only accepts responsibility but also.

Theory of needs- Achievement theory (McClelland, David 1961)

McClelland and Associates postulated that some people have a compelling drive to succeed and therefore strive for personal achievement rather than the rewards of success themselves. They have the desire to perform better than before, therefore they like challenging jobs and behave as high achievers. This theory focuses on the achievement.

Motive thus, called achievement theory but it is founded on achievement, power and affiliation motives:

Achievement: This is the drive to excel and achieve beyond the standards of success.

Power: It refers to the desire to have an impact, to be influential, and to control others. *Affiliation:* It is the desire for having friendly and close interpersonal relationships.

XII. EMPIRICAL REVIEW WORK

Alamdar, Muhammad, and Wasim (2011) investigated the impact of job satisfaction on employee performance in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction and performance. (Dr. Abdul Wahid A. Fadlallah (2015) conducted a research on impact of job satisfaction on employee's performance (employee's impressions, inclinations, desires, and visualizations towards their jobs) in the faculty of science and humanity studies (university of Salman bin Abdul-Aziz-Aflaj branch). Research determined the relation, association and impact of job satisfaction factors and its dimensions on employee's performance in the faculty. Total sample size of research is 86 members of teaching staff from the faculty (male = 46 and female = 40). SPSS was used to analyze the data. Research applied chi-squared or (χ^2) and regression analysis. Research examined that there is a positive and statistically significant relationship between

job satisfaction factors and employee's performance. The research concluded that whenever there are better (work conditions, pay and promotion, and work relationships) there is a higher job satisfaction. (Theresa, I & Henry, C. (2016) also carried an investigation on the impact of job satisfaction on employees performance. The main objective of this study is to examine the impact of job satisfaction on employee's performance, with Nigerian Breweries Plc Kaduna as a case study. In view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing the data. Also, personal interviews and general observations were part of the source on information for this study. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale. This present study was related to those works or research above because they all concentrated on the impact of job satisfaction on employee performance

XIII. METHODOLOGY

a) *Research Design*

This research made use of the descriptive survey research design. The descriptive survey research design was employed to certainly allow the researcher to make more reliable conclusions on impact of job satisfaction on employee's performance. The descriptive survey research design adopted becomes imperative because of the population characteristics and a representative nature of the sample of the population for the study. The population for the purpose of this study made use of staff of Amaku teaching hospital Awka, Awka south (Chukwuemeka Odumegwu Ojukwu University teaching hospital, Amaku) and that of Purity Fmmgbakwu in Awka north Anambra state. Hence, the estimated population for this study is 1000.

b) *Area of the Study*

The area of the study is a selected public enterprise in Awka, Anambra State.

c) *Population of the Study*

The target population for the study consists of 1000 workers which is made up of the doctors, nurse, from COOU hospital Amaku and administrative, accounts, finance workers in Purity FmAwka.

d) *Sample and Sampling Techniques*

Stratified random sampling technique was used in selecting staff of the organization, the respondents were grouped into different strata and sample was drawn from each stratus randomly and the reason for this is because it affords every member of the sample an equal opportunity to be selected and also to reduce bias to the barest minimum. The strata in this case are the doctors, nurses, administrative, accounts and finance staff. Two hundred and fifty employees were selected to participate in the survey to fill and return the questionnaire and the sample size of one thousand was derived using Taro Yamane sample size determination technique:

$$n =$$

Where:

n = sample size

N = population size

1 = constant

e = margin of safety or error margin. (0.05)

e) *Sample Size Determination*

The sample size is two hundred and eighty six (286). It is derived from the population using Yamanestatistical formula

$$N =$$

$$N =$$

$$N =$$

$$N = 285.7$$

$$N = 286$$

f) *Source of Data*

The data were collected through Primary source. The primary data are the questionnaires, which were administered to the workers of each of the ministry which is COOU Hospital Amaku, Awka and worker of Purity Fm, Awka.

g) *Instrument for data collection*

The instruments for data collection issued in this research include the structured questionnaire, observation and oral interview.

XIV. RELIABILITY AND VALIDITY OF RESEARCH INSTRUMENT

a) *Reliability*

The research observed from the pretested questionnaire that most of the responses on the questionnaire were consistently, showing the research instrument.

b) *Validity of research instrument*

The questionnaire was given to specialist in data analysis as well as in measurement and valuation who perused them and made valuable pieces of advice that informed the re-writing of many to suit what is

intended. Finally, the supervisor approved of them before they were distributed. This entailed content validity to ensure that what was intended was covered in the questionnaire.

XV. METHOD OF DATA ANALYSIS

The descriptive method for the data analysis has been supplemented with the use of some statistical instruments, such as table, sample percentage and chi square. The questionnaire was analyzed by simple percentage distribution:

×

r = number of variable in n

n = sample size.

After all these, the hypotheses formulated were tested with the aid of chi-square. The chi-square is preferred as it shows how the hypotheses conform to the result of the questionnaire. Also, the chi-square is a representation of the finding of the research. Also, the chi-square test of goodness of fit test with formula below:

$$X =$$

Where:

O = Observed distribution

E = Expected distribution

Σ = Summation notation

a) *Decision*

To accept any hypothesis the rule is, do not reject Ho (null hypotheses) if only the table value is greater than calculated value. Reject if otherwise.

b) *Model Specification*

A business model is the representation of the basic features of an business phenomenon. In order to identify the nature of relationship between job satisfaction and the employee performance, it is imperative to establish a model or paradigm for analysis, whereby the parameter estimates of job satisfaction can be determined. The model can demonstrated as

$$EP = f(RP, PRO, JSS, WC)$$

where

EP = Employee performance

RP = Reward/pay

PRO = Promotion

JSS = Job safety/security

WC = Working conduction

The above equation can be put in an econometric form as;

$$EP = b_0 + b_1 RP + b_2 PRO + b_3 JSS + b_4 WC \mu$$

Where;

Where; Bo is the constant intercept

β₁ = coefficient of parameter RP

β_2 = coefficient of parameter PRO
 β_3 = coefficient of parameter JSS
 β_3 = coefficient of parameter WC
 μ = the stochastic error term or disturbance variable.

analysis is solely based on the responses from the questionnaire which are relevant to the objective of the study. The chapter will also test the formulated hypotheses with the relevant sections of the questions to find out whether such proposal will be accepted or rejected.

XVI. PRESENTATION AND ANALYSIS OF DATA

This chapter deals with the report and analysis of data obtained from the research questionnaires. This

Table 4.1.1: Questionnaire Distributions and Return

Respondent	Amaku Hospital		Purity Fm		No. Distributed			No. Returned			% Returned	No. Un-returned		% Unreturned	Percentage Distributed		
Grade 10-13	8	8	4	0	1	2	8	1	1	0	38.46	1	8	6.29	44%		
Grade 14-17	9	8	6	0	1	5	8	1	4	0	48.95	1	8	6.29	56%		
T o t a l	1	8	6	1	0	0	2	8	6	2	5	0	87.41%	3	6	12.58%	100%

Field work, 2018

A total of 286 questionnaires were administered to the respondent. Out of these 250 (87.41) were returned while 36 (12.58) were not returned

Table 4.1.2: Distribution of Sex

Option	Amaku Hospital		Purity Fm		Total No. of Respondent			Percentage %			
M a l e	8	0	2	6	1	0	6	4	2	4%	
F e m a l e	9	0	5	4	1	4	4	5	7	6%	
T o t a l	1	7	0	8	0	2	5	0	1	0	0%

Field work, 2018

The table above indicate that 106 (42.4%) of the respondent are male while 144(57.6%) of the respondent are female.

Table 4.1.3: Distribution by Age

Option	Amaku Hospital		Purity Fm		Total No. of Respondent			Percentage %			
Below 30 years	6	0	1	5	7	5	3	0	%		
30 – 40 years	9	0	4	5	1	3	5	4	%		
41 and above	2	0	2	0	4	0	1	6	%		
T o t a l	1	7	0	8	0	2	5	0	1	0	0%

Field work, 2018

The above analysis shows that out of 250 respondents, 75(30%) are below 30 years, 135(54%) are between 30-40 years while 40(16%) are 41 years and above.

Table 4.1.4: Distribution by Academic Qualification

Option	Amaku Hospital	Purity Fm	Total No. of Respondent	Percentage %
F S L C	1 5	1 0	2 5	1 0 %
S S C E	3 5	3 0	6 5	2 6 %
O N D	2 0	1 0	3 0	1 2 %
B. SC/HND	8 0	2 0	1 0	4 0 %
MBA/MSC	1 7	8 0	2 5	1 0 %
P H . D	3 0	2 0	5 0	2 %
T o t a l	1 7 0	8 0	2 5 0	1 0 0 %

Field work, 2018

The table above indicates that out of 250 respondent, a total of 25(10%) has first school leaving certificate, 65(26%) has WAEC, 30(12%) has OND, 100(40%) has B.Sc or HND, 25(10%) has MBA or M.Sc while 5(2%) has Ph.D.

XVII. PRESENTATION OF THE REGRESSION RESULT

M o d e l	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	B e t a			Lower Bound	Upper Bound
(Constant)	1232.394	23773.220		-.052	.959	49656.860	47192.071
1 R P	5.002	3.824	.686	2.308	.001	12.791	2.787
P R O	.096	.025	1.318	3.870	.001	.045	.146
J S S	4.106	1.591	.039	2.258	.006	31.74	20.50
W C	.023	.031	.253	2.748	.020	.086	.040

a. Dependent Variable: EP

M o d e l	R	R Square	Adjusted R Square	Std. Error of the Estimate	C h a n g e S t a t i s t i c s					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.784 ^a	.668	.501	40618.73800	.468	7.026	4	246	.000	1.570

a. Predictors: (Constant), WC, JSS, PRO, RP

b. Dependent Variable: EP

XVIII. ANALYSIS OF RESULT

The R-Squared, which is the co-efficient of determination or measure of goodness of fit of the model, test the explanatory power of the independent variables in any regression model. It test for the goodness of fit from our result $R^2 = 67\%$. This shows that our model displayed a good fit because the close R^2 is to 100% the higher the goodness of fit of the model hence, the explanatory variables can impact up to 67% out of the expected 100%, leaving the remaining 80% which would be accounted for by other variables outside the model as captured by the error term.

The f-statistics measures the overall significance of the explanatory parameters in the model. From our table 4.3 above the calculated value of the f-statistics is 7.026, its probabilities i which is less than 0.05. We accept and state that there is a significance relationship between the variables. This means that the parameter estimates are statistically significant in explaining the relationship in the dependent variable.

The a' priori criteria which is determined by the existing business theories and indicates the signs and magnitude of the parameter under study. Reward and pay has positive sign given its values as 5.002 this implies that increases in Reward and pay increase employee performance by 5%, this confirm to a 'p priori expectation. Promotion has a positive sign and its values is given as 0.96, this simply implies that increases in Promotion increase employee performance by 96%, this confirm to theoretical expectation.

Job safety/security and work condition has a positive sign given its value as 4.106 & 0.023 respectively it suggest that increase in Job safety/security and work condition increases employee performance by 4 & 2% respectively. This confirm to theoretical expectation.

The t-statistics helps in measuring the individuals' statistical significance of the parameters in the model. From the result report above and using the probability test we find out that. Reward/pay is

statistically significant at 10% level of significant; (2.308) this implies it has increase employee performance. Promotion is statistically significance at 5% level of signifcane (3.870) this implies that it has increase employee performance. Job safety/security and working conduction has significantly impacted on employee performance This further implies that they contributed significantly to employee performance. The Durbin-Watson is used to measure the presence or otherwise of auto-correlation in the model. If there is auto-correlation in the model, it implies that it has lost its predictive power. From the report in table 4.2 above, our Durbin-Watson statistics is 1.5.This implies that there is no positive serial auto-correlation between the explanatory parameters of the model.

a) Hypothesis Testing

H_{03} : Job satisfaction has no significant effect on employee performance in Nigeria.

From the result of our test in the table 4.3 above, we found out the value of our T-test for reward/pay as a one of the proxy for job satisfaction is 2.308 with a probability of 001 this probability value is less than the desired level of significance (0.05). We reject the null hypothesis and accept the alternative hypothesis, which says that. Job satisfaction has significant effect on employee performance in Nigeria.

XIX. DISCUSSION OF THE FINDINGS

From the analysis done in this study together with the findings it is obvious that workers (reward/pay, promotion, job safety/security, working conduction) package matters a lot and should be a consider as priority by both employers and employees. The results obtained from the hypotheses showed that worker's place great value on motivation to improve their performance, it is dishearten that many firms and organization neglect this vital attitude. Most of the respondents brief us on how their management sub-charge them on any slightest mistake and as well fall to encourage them on their quest to move the organization forward. They further informed us on how their management withheld their salary for every 3 months only for them to pay half of the salary at the end of each 3 months. However most organization treat their staff like a slaves and threaten to sack them in any slightest mistake. When rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings its employees and not just overlook them in order to safe guard industrial harmony, because "a happy worker they say is a productive worker". Furthermore, reward is the driving force that energizes a worker to show more commitment to work and to improve his or her productivity.

XX. SUMMARY OF FINDINGS

- i. Hypothesis one which state, that Reward/Pay has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra state, was rejected. From the test of hypothesis, it was showed that Reward/Pay has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state. This therefore point to the fact that most public enterprises use Reward/Pay to induce job satisfaction among their employees.
- ii. Hypothesis two which states that Promotion has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra state, was not accepted, the test established that Promotion has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state. Which applied that promotion contribute to the performance of employee's in every organization.
- iii. Hypothesis three which states that job safety/security has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra state was rejected from the research analysis. Which indicates that job safety/security contributes greatly to the performance of employee's in an organization?
- iv. Hypothesis four states that working condition has no significant effect on job satisfaction of selected public entetprise in Awka, Anambra state was totally rejected from the analysis carried out which shows that working condition has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state.

This applied that managers should make their working environment conducive for the employee's better performance in the organization.

Other findings are:

Employees in public enterprises are poorly motivated, and this affects the level of their output. They are faced with the problem of working under un-conducive environment, this cause most employee not to put in their best. It was also discovered that staff-Boss relationship boost job satisfaction. Government don't understand the impact of Reward/pay, base on that they don't see the need for Reward/Pay in public enterprise. As found in this study employees are not fully involved in decision making.

XXI. CONCLUSION

This study has been an attempt to examine the impact of job satisfaction on employee performance among the public enterprises in Awka, Anambra state. Having gone through the whole length of data analysis hypothesis testing and summary, the following conclusions are hereby drawn most of the varied

problem encountered, have been unvested since most of these problem is as result of poor management of the public enterprises. It look into performance will be increased.

XXII. RECOMMENDATION

If the benefits of job satisfaction are to be achieved and if it is to make its fullest impact in increasing performance in public enterprises like other firms that induce job satisfaction among their employees. It will be necessary to make the following recommendation. Public enterprises should see Reward/Pay, Job safety, promotion and a well conducive environment as a motivation factor, that can increase employee's performance in the organization.

Contribution to Knowledge

Government should use employee inputs as a criterion for promotion of workers, because most of these workers in public enterprise are idle. Government should make the working environment conducive, so that the workers can see their working environment as their second home. Public enterprises should adopt management by objective in which employee should be part in decision making of the organization so that all hands will be on deck. The structure of the organization should be restructured so that there will be cordial relationship between the employees and employer. Working conditions should be improved and sustainable to enhance performance. Management should be sensitive to the difference in needs and values among the employee. Every individual is unique and will respond differently to attempts to motive him or her. Management should be sensitive to employees, complaints about low pay and unchallenging work. Too often management delude them into thinking that employees dissatisfaction can be lessened by painting work area piping in music, giving out a few more words of praise, or giving people longer work breaks.

REFERENCES RÉFÉRENCES REFERENCIAS

1. Alamdar H.K, Muhammad M.N, Muhammad .A. and Wasim .H. (2011) Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan. *African Journal of Business Management Vol. 6 (7), pp. 2697- 2705.*
2. Franek, A.Z. and Vecera, F.Y. (2008), The effects of pay level on organization based self esteem and performance. A field study. *J. Occup. Organ. Psychol., 77: 307–322.*
3. Gibson, E.B. (2012), Introduction to job satisfaction and employees performance I the Westindies.
4. Locke, R.M. (2002), Job satisfaction among urban secondary-school teachers in Namibia. *South Afr.J.Educ., 28: 135- 154.*

5. Maslow, A. (1943), Employee acceptance of organizational change. The role of organizational commitment. *Int. J. Hum. Res. Manage., 7(1): 122-49.*
6. Nmadu, G. (2013), Employees performance and its effects on their job performance in workplace.
7. Pushpakumari, M.D (2008), Impact of Job Satisfaction on Employees Performance. *Arabian Journal of Business and Management Vol. 7(8) ISSN 1993-8435*
8. Richard, R. (2009), The impact of job satisfaction on turnover intent: a test of structural measurement model using a national sample of workers. *Soc. Sci. J., 38: 233-51.*
9. Smith, H.U. (2009), Hours of work, job satisfaction and productivity. *Public Productivity Rev.2(3): 46-56.*
10. Weiss, R.W. (2012), Job satisfaction of vocational teachers in Puerto Rico. The Ohio State University.
11. Locke, E. (1976). *The Handbook of Industrial and Organizational Psychology.* New York: Wiley.