

# 1 The Impact of Job Satisfaction on Employee Performance in 2 Selected Public Enterprise in Awka, Anambra State

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## 6 **Abstract**

7 When employees feel dissatisfied with the nature of job they do, their level of commitment  
8 could be deliberately reduced and since employees are the engine room of an organization,  
9 their dissatisfaction with the nature of job they do could also pose a threat to the overall  
10 performance of the organization. The main objective of this study is to examine the impact of  
11 job satisfaction on employee's performance, with the selected public enterprise in Awka,  
12 Anambra State as a case study. In view of the above cause, data was collected from primary  
13 sources. 286 copies of questionnaire were administered to the respondents and 250 copies of  
14 questionnaire were returned successfully which was used as the bases for the research analysis.  
15 Ordinary Chi square was the statistical tool used in analyzing the data. The research findings  
16 revealed that there is a linear relationship between job satisfaction (Job reward/Pay,  
17 Promotion, job safety/ security and working condition) and employee's performance proxy  
18 which is employee's morale. It was concluded on the note that employees are dissatisfied with  
19 the working conditions of the organization; it is evident in their responses. It was  
20 recommended that the management of the company should provide good working conditions  
21 for its employees, so as to boost their morale.

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## 23 **Index terms—**

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31 dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended  
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33 their morale.

## 34 **1 Introduction**

35 Employees are the most valuable asset to an organization and they play an important role in preserving the  
36 successful image of organization. Employee performance is the main factor in ensuring that the organization  
37 is run smoothly and successfully. Good employee performance will improve the organization performance (Eze  
38 2012). Job satisfaction is an attitude towards job, in other words job satisfaction is an affective or emotional  
39 response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes  
40 towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the  
41 job. Job satisfaction is a result of employees' perception of how well their job provides those things which are  
42 viewed as important (Theresa & Henry 2016).

## 7 RESEARCH HYPOTHESES

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43 Furthermore, Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There  
44 is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is  
45 satisfied or dissatisfied with his or her job.

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

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

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

### 58 **2 2016).**

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

## 61 **3 II.**

### 62 **4 Statement of Problem**

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

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

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

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

74 The main objective of the study is to examine the effect of job satisfaction on employee performance in public  
75 enterprise in Awka, Anambra state. The specific objectives are: i. To examine the effect of rewards/pay on  
76 employee performance of selected public enterprise in Awka, Anambra state. ii. To determine the effect of  
77 promotion on employee performance of selected public enterprise in Awka, Anambra state. iii. To investigate  
78 the effect of job safety /security on employee performance of selected public enterprise in Awka, Anambra state.  
79 iv. To assess the effect of working condition on employee performance of selected public enterprise in Awka,  
80 Anambra state.

## 81 **5 III.**

### 82 **6 Research Questions**

83 In the light of the objective outlined the following research question are raised: i. What is the effect of reward/pay  
84 on employee performance of selected public enterprise in Awka, Anambra state? ii. How does promotion affect  
85 employee performance of selected public enterprise in Awka, Anambra state? iii. To what extent does job  
86 safety/security affect employee performance of selected public enterprise in Awka, Anambra state? iv. What is  
87 the effect of working condition employee performance of selected public enterprise in Awka, Anambra state?

88 IV.

### 89 **7 Research Hypotheses**

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

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

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

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

98 V.

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## 99 8 Significance of the Study

100 The findings from the study will be of immense benefit to the following: managers, policy makers, Academic, 101 and student.

102 The findings of the study will be beneficial to managers, in that it will help to articulate the need components 103 of the employees so as to enhance effective job satisfaction in their various companies.

104 The policy makers, from the findings of the study will enable them to regulators in the public enterprise; it 105 will present a scheme, through its analysis that could assist them in enunciating policies that will have a positive 106 impact on the workers.

107 To economic watchers and the interested public, it will provide some insight into the job satisfaction of civil 108 servants in the ministries.

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

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

111 It will suggest ways (of interest to academics) based on empirical evidence of enhancing effective job satisfaction 112 in Awka public enterprise ministries.

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

## 114 9 a) Scope of the Study

115 This research tends to cover the impact of job satisfaction on employee performance in public enterprise in Awka, 116 Anambra State.

## 117 10 b) Limitations of the Study

118 The conduct of research in Nigeria and of course, indeed, all developing countries is imbued with a lot of problems. 119 However, in this particular research, the following problems are anticipated. i. Delays in filling and returning the 120 questionnaires by respondents. ii. Limited use of varied analytical technique due to size of sample and shortness 121 of period of investigation. iii. Financial constraint: smallness of sample due to lack of fund, and inability of the 122 researcher to expand his scope was also a result of financial constraint and time. iv. Time is another constraint 123 that the researcher encountered. This is because this research is restricted to a specific period.

124 The above mentioned problems may affect the quality of this work but at the end an invaluable sight is gained 125 into the effective job satisfaction.

## 126 11 VI.

## 127 12 Definition of Terms

128 Employees: A person in the service of another under contract of hire, express or implied, oral or written where 129 the employer has the right or power to control and direct the employee in the material detail on how the work is 130 to be performed ??Arthur, 1995).

131 Job Satisfaction: The attitudes and feelings people have about their job. It is the degree to which an employee 132 has positive emotions towards the job role.

133 Motivation: This is a process of stimulating people to action in order to achieve desired goals or accomplish a 134 desired task: Hezbong, Fedenick ??1964).

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

## 136 13 VII.

## 137 14 Review of Related Literature

138 This chapter focuses on literature review on the conceptual, theoretical, and empirical frame work of job 139 satisfaction and performance in public enterprise.

## 140 15 VIII.

## 141 16 Conceptual Frame Work a) Definitions of job satisfaction

142 Various schools of thought have in diverse ways tried to explain the meaning of job satisfaction. ??Locke (1969) Locke 143 ( , 1976) ) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal. 144 Spector (1997) defines job satisfaction as an extent to which people like or dislike their jobs. Other authors 145 consider job satisfaction as the attitudes people have toward their job ??Ivancervich et al., 2005). In this 146 direction, Mankoe (2002) states that, job satisfaction is a set of feelings which employees have about their work.

147 Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed 148 as important according to (Mitchell and Lasan, 1987). It is generally recognized in the organizational behavior 149 field that jobs satisfaction is the most important and frequently studied attitude.

150 Theresa, I.& Henry, C.(2016) Job satisfaction is defined as reintegration of effects produced by individual's 151 perception of fulfillment of his needs in relation to his work and the surrounding.

## 21 DEMOGRAPHIC FACTORS:

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

154 However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs ??Cook,  
155 2008).

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

## 160 17 IX.

## 161 18 Job Performance

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

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

170 According to Nmadu (2013), employee's performance is a degree of accomplishment of task(s) that make up an  
171 employee's job. This definition was in line with the definition given by business dictionary (2010), that employees  
172 performance is the accomplishment of a given task measured against preset standards of accuracy, completeness,  
173 cost and speed. Managers at workplace must ensure that employee's activities and output contribute to the  
174 organization goals. This process requires knowledge of what activities and outputs are designed, observing  
175 whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu,  
176 2013).

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

## 183 19 X. Factors that Affect Job Satisfaction

184 Pay and promotion potential include (Present salary, abilities, and benefits such as health insurance).Working  
185 relationships (Relationships with supervisors, cooperation in the department, interpersonal relationships, and  
186 general relations in the company). ??awler (1971), pay has been identified as a determinant factor as most  
187 employees rated it as the most influential factor related to job satisfaction. Furthermore, according to Herzberg  
188 (1959), employees who are dissatisfied with their pay, is likely that they are also dissatisfied with their work.

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

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

## 193 20 Recognition and appreciation:

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

## 196 21 Demographic factors:

197 Studies have shown that age, race and gender have important effects on job satisfaction.

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

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

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

204 Work situation: The nature of the work itself often called" intrinsic" job characteristics. It generally emerges  
205 as the most important job factor. Supervision: Fairness and competence at managerial tasks by ones supervisor.

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206 **22 Nature of work: It means the job tasks. It includes the**  
207 **challenging work and sense of pride.**

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

210 **23 XI.**

211 **24 Theoretical Framework**

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

213 **25 Maslow's Theory:**

214 According to this theory, a person has five fundamental needs which are: Physiological: Includes security and  
215 protection from physical and emotional needs. (Pay, food, shelter, clothing, good and comfortable work conditions  
216 etc).

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

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

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

222 **26 Self actualization needs:**

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

229 **27 Herzberg et al. 's two factor theory:**

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

244 **28 Theory X & Y (Douglas McGregor) (1960)**

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

249 **29 Theory of needs-Achievement theory (McClelland, David  
250 1961)**

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

255 **30 Global Journal of Management and Business**

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

259 **31 Empirical Review Work**

260 Alamdar, Muhammad, and Wasim (2011) investigated the impact of job satisfaction on employee performance  
261 in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses,  
262 administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires  
263 were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis  
264 statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job  
265 autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction  
266 and performance.(Dr. Abdul Wahid A. Fadlallh (2015) conducted a research on impact of job satisfaction on  
267 employee's performance (employee's impressions, inclinations, desires, and visualizations towards their jobs) in the  
268 faculty of science and humanity studies (university of Salman bin Abdul-Aziz-Aflaj branch). Research determined  
269 the relation, association and impact of job satisfaction factors and its dimensions on employee's performance in  
270 the faculty. Total sample size of research is 86 members of teaching staff from the faculty (male = 46 and female  
271 = 40). SPSS was used to analyze the data. Research applied chi-squared or ( $\chi^2$ ) and regression analysis. Research  
272 examined that there is a positive and statistically significant relationship between Motive thus, called achievement  
273 theory but it is founded on achievement, power and affiliation motives: job satisfaction factors and employee's  
274 performance. The research concluded that whenever there are better (work conditions, pay and promotion, and  
275 work relationships) there is a higher job satisfaction. (Theresa, I& Henry, C. (2016) also carried an investigation  
276 on the impact of job satisfaction on employees performance. The main objective of this study is to examine the  
277 impact of job satisfaction on employee's performance, with Nigerian Breweries Plc Kaduna as a case study. In  
278 view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire  
279 were administered to the respondents and 357 copies of questionnaire were returned successfully which was used  
280 as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing  
281 the data. Also, personal interviews and general observations were part of the source on information for this  
282 study. The research findings revealed that there is a linear relationship between job satisfaction (nature of job,  
283 job reward and job security) and employees performance proxy which is employees morale. It was concluded on  
284 the note that employees are dissatisfied with the working conditions of the organization; it is evident in their  
285 responses. It was recommended that the management of the company should provide good working conditions  
286 for its employees, so as to boost their morale. This present study was related to those works or research above  
287 because they all concentrated on the impact of job satisfaction on employee performance XIII.

288 **32 Methodology a) Research Design**

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

296 **33 b) Area of the Study**

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

298 **34 c) Population of the Study**

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

301 **35 d) Sample and Sampling Techniques**

302 Stratified random sampling technique was used in selecting staff of the organization, the respondents were grouped  
303 into different strata and sample was drawn from each stratus randomly and the reason for this is because it affords  
304 every member of the sample an equal opportunity to be selected and also to reduce bias to the barest minimum.  
305 The strata in this case are the doctors, nurses, administrative, accounts and finance staff. Two hundred and fifty  
306 employees were selected to participate in the survey to fill and return the questionnaire and the sample size of  
307 one thousand was derived using Taro Yamane sample size determination technique:  $n =$  Where:  $n =$  sample size  
308  $N =$  population size  $1 =$  constant  $e =$  margin of safety or error margin. (0.05)

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## 309 **36 e) Sample Size Determination**

310 The sample size is two hundred and eighty six (286). It is derived from the population using Yamanestatistical  
311 formula  $N = N = N = N = 285.7$   $N = 286$

## 312 **37 f) Source of Data**

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

## 316 **38 g) Instrument for data collection**

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

## 319 **39 XIV. Reliability and Validity of Research Instrument a)** 320 **Reliability**

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

## 323 **40 b) Validity of research instrument**

324 The questionnaire was given to specialist in data analysis as well as in measurement and valuation who perused  
325 them and made valuable pieces of advice that informed the re-writing of many to suit what is intended. Finally,  
326 the supervisor approved of them before they were distributed. This entailed content validity to ensure that what  
327 was intended was covered in the questionnaire.

328 XV.

## 329 **41 Method of Data Analysis**

330 The descriptive method for the data analysis has been supplemented with the use of some statistical instruments,  
331 such as table, sample percentage and chi square. The questionnaire was analyzed by simple percentage  
332 distribution:  $\times r = \text{number of variable in } n$   $n = \text{sample size}$ .

333 After all these, the hypotheses formulated were tested with the aid of chi-square. The chi-square is preferred  
334 as it shows how the hypotheses conform to the result of the questionnaire. Also, the chi-square is a representation  
335 of the finding of the research. Also, the chi-square test of goodness of fit test with formula below:  $X = \text{Where:O}$   
336  $= \text{Observed distribution}$   $E = \text{Expected distribution}$   $\Sigma = \text{Summation notation}$  a) Decision

337 To accept any hypothesis the rule is, do not reject  $H_0$  (null hypotheses) if only the table value is greater than  
338 calculated value. Reject if otherwise.

## 339 **42 b) Model Specification**

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

## 343 **43 XVI. Presentation and Analysis of Data**

344 This chapter deals with the report and analysis of data obtained from the research questionnaires. This analysis  
345 is solely based on the responses from the questionnaire which are relevant to the objective of the study. The  
346 chapter will also test the formulated hypotheses with the relevant sections of the questions to find out whether  
347 such proposal will be accepted or rejected. The table above indicate that 106 (42.4%) of the respondent are male  
348 while 144(57.6%) of the respondent are female.

## 349 **44 Analysis of Result**

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

356 The f-statistics measures the overall significance of the explanatory parameters in the model. From our table  
357 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  
358 state that there is a significance relationship between the variables. This means that the parameter estimates  
359 are statistically significant in explaining the relationship in the dependent variable. The a' priori criteria which

## 50 CONCLUSION

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

365 Job safety/security and work condition has a positive sign given its value as Job satisfaction has no significant  
366 effect on employee performance in Nigeria.

367 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  
368 of the proxy for job satisfaction is 2.308 with a probability of 001 this probability value is less than the desired  
369 level of significance (0.05). We reject the null hypothesis and accept the alternative hypothesis, which says that.  
370 Job satisfaction has significant effect on employee performance in Nigeria.

## 371 45 XIX.

## 372 46 Discussion of the Findings

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

## 386 47 XX.

387 Summary of Findings i. Hypothesis one which state, that Reward/Pay has no significant effect on job satisfaction  
388 of selected public enterprise in Awka, Anambra state, was rejected. From the test of hypothesis, it was showed  
389 that Reward/Pay has significant effect on job satisfaction of selected public enterprise in Awka, Anambra state.  
390 This therefore point to the fact that most public enterprises use Reward/Pay to induce job satisfaction among  
391 their employees. ii. Hypothesis two which states that Promotion has no significant effect on job satisfaction of  
392 selected public enterprise in Awka, Anambra state, was not accepted, the test established that Promotion has  
393 significant effect on job satisfaction of selected public enterprise in Awka, Anambra state. Which applied that  
394 promotion contribute to the performance of employee's in every organization. iii. Hypothesis three which states  
395 that job safety/security has no significant effect on job satisfaction of selected public enterprise in Awka, Anambra  
396 state was rejected from the research analysis. Which indicates that job safety/security contributes greatly to  
397 the performance of employee's in an organization? iv. Hypothsis four states that working condition has no  
398 significant effect on job satisfaction of selected public entetprise in Awka, Anambra state was totally rejected  
399 from the analysis carried out which shows that working condition has significant effect on job satisfaction of  
400 selected public enterprise in Awka, Anambra state. This applied that managers should make their working  
401 environment conducive for the employee's better performance in the organization.

## 402 48 Other findings are:

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

## 408 49 XXI.

## 409 50 Conclusion

410 This study has been an attempt to examine the impact of job satisfaction on employee performance among the  
411 public enterprises in Awka, Anambra state. Having gone through the whole length of data analysis <sup>1 2</sup>

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<sup>1</sup>The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State

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Figure 1: A

4

R espondent	A m a k u Hospital	P u r i t y Fm	No. Distributed	1.1: Questionnaire Distributions and	
				No.	%
G r a d e 1 0 -1 3 8	8 4	0 1	2	8 1 1 0 3 8 . 4 6 1	Re- turned
G r a d e 1 4 -1 7 9	8 6	0 1	5	8 1 4 0 4 8 . 9 5 1	Re- turned
T o t a l	1 8	6 1 0 0 2	8	6 2 5 0 8 7 . 4 1 % 3	3

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  
 Purity Fm Total No.

Option	Amaku Hospital	Purity Fm	Total No.
M a l e	8	0 2	6 1 0
F e m a l e	9	0 5	4 1 4
T o t a l 1		7 0 8	0 2 5
Field work, 2018			

Figure 2: Table 4 .

4

Option	Amaku Hos- pital	1.3: Distribution by Age		Total No. of Respon- dent	Percentage %
		Purity Fm			

Figure 3: Table 4 .

4

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%) Ph.D.

C

Model

o

XVII. Presentation of the Regression Result  
e f f i c  
Unstandardized Coefficients Standardized Coefficients

1

(Constant) 1 2 3 2 . 3 9 4 2 3 7 7 3. 2 2 0

R P 5 . 0 0 2 3 . 8 2 4 . 6 8 6 2 . 3 0 8 . 0 0 1 1 2 . 7 9 1 2 . 7 8 7

P R O . 0 9 6 .

Figure 4: Table 4 .

### 412 .1 Recommendation

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

### 417 .2 Contribution to Knowledge

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

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