

**THE IMPACT OF JOB SATISFACTION ON EMPLOYEE
PERFORMANCE IN GOVERNMENT OWNED ENTERPRISES**

**Kelvin Osaze NOSAKHARE
MGS1908084**

**DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
BENIN CITY**

MAY, 2024

**THE IMPACT OF JOB SATISFACTION ON EMPLOYEE
PERFORMANCE IN GOVERNMENT OWNED ENTERPRISES**

**Kelvin Osaze NOSAKHARE
MGS1908084**

**A RESEARCH PROJECT WRITTEN AND SUBMITTED TO THE
DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF
MANAGEMENT SCIENCES, UNIVERSITY OF BENIN, BENIN CITY IN
PARTIAL FULFILLMENT FOR THE REQUIREMENTS FOR THE
AWARD OF BACHELOR OF SCIENCE (B.Sc) DEGREE IN BUSINESS
ADMINISTRATION.**

MAY, 2024

DECLARATION

I, Kelvin Osaze NOSAKHARE hereby declare that the entire research work is based on a study undertaken by me in the Dept. Of Business Administration, Faculty of Management Sciences, University of Benin, Benin-City, Edo State, under the supervision of Dr. (Mrs.) Margaret E. Ehigie.

This project contains my original work and has not been presented for the award of a degree by any other person in the institution. All sources of information cited in this work are acknowledged with reference to the respective authors.

Kelvin Osaze NOSAKHARE
MGS1908084

DATE

CERTIFICATION

We, the undersigned, certify that this study was carried out by Kelvin Osaze NOSAKHARE in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin-City, Edo State.

Dr. (Mrs.) Margaret E. Ehigie
(Project Supervisor)

DATE _____

Dr. Simon A. Adekunle
(Project Coordinator)

DATE _____

Dr. Omorodion Omoregbe
(Head of Department)

DATE _____

DEDICATION

This research work is dedicated to God Almighty for his mercy and grace upon my life that has brought me this far and seeing me through the hardships I've faced during my academic pursuit and aspirations. I also want to dedicate this research work to my parents Mr. and Mrs. Ugbo Nosakhare and friends for their endless support and sacrifices they have done for me. I thank you all and May God bless you abundantly. I just want you all to know I did not take any of it for granted.

ACKNOWLEDGEMENT

I would like to thank the supreme power of God who has always guided and protected me on the right part of life without His grace this project would not become a reality. I also wish to show my sincere gratitude to my inestimable project supervisor Dr. (Mrs.) M. E. Ehigie who has given her valuable support, cooperation and suggestion in successfully completing this project.

I also wish to appreciate the Head of Department Dr. O. Omorodion for his quality leadership style in the Department. I wish to also appreciate Dr. S. A. Adekunle a hardworking project coordinator, Dr. Omigie , and other lecturers in the Department of Administration.

My sincere appreciation also goes to my parents Mr. and Mrs. Ugbo Nosakhare and my siblings, Ogie, Etinosa, Eseosa, Esohe and Deba whom I'm greatly indebted to on how they brought me up, coupled with their encouragement, finances, love and prayers to this stage and how they also set the pace which is the base of my academic feet.

I also wish to show sincere appreciation to Professor Ibrahim Shaibu for his moral support. I also wish to appreciate my friends who helped me in time of needs too numerous to mention.

TABLE OF CONTENTS

	PAGE
TITLE	i
DECLARATION	ii
CERTIFICATION	iii
DEDICATION	iv
ACKNOWLEDGMENT	v
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION	
1.1 Background to the Study	1
1.2 Statement of the Research Problem	2
1.3 Objectives of the Study	4
1.4 Research Questions	4
1.5 Research Hypotheses	5
1.6 Scope of the Study	5
1.7 Significance of the Study	5
1.8 Limitations of the Study	6
CHAPTER TWO: LITERATURE REVIEW	
2.1 Conceptual Framework	7
2.1.1 Concept of Job Satisfaction	7
2.1.2 Concept of Employee Performance	9
2.1.3 Determinants of Job Satisfaction Among Employees in Government-owned Establishments in Benin Metropolis, university of teaching hospital	14
2.1.4 Relationship Between Job Satisfaction and Employee Performance within Government-owned Establishments in Benin	

Metropolis	16
2.1.5 Strategies to Enhance Job Satisfaction Among Employees in Government-owned Establishments in Benin Metropolis	20
2.1.5.1 Effective communication and Transparency	21
2.1.5.2 Recognition and rewards system	21
2.1.5.2 Employee' professional growth	22
2.2 Review of Related Literature	27
2.3 Theoretical Framework	31
2.3.1 Maslow's Hierarchy of Human Needs	31
2.4 Empirical Review	33
2.4 Research Gap	37
CHAPTER THREE: METHODOLOGY	
3.1 Introduction	39
3.2 Research design	39
3.3 Population of Study	39
3.4 Sampling Method	40
3.5. Sample of the Study	40
3.6. Research Instrument	42
3.8 Method of Data Collection	43
3.9 Method of data analysis	43
CHAPTER FOUR: DATA PRESENTATION AND INTERPRETATION	
4.1 Introduction	44
4.2 Data Presentation and analysis	44
4.3 Demographic Characteristics of the Respondents in University of Benin teaching hospital	45
4.4 Description of the research variables	46

4.5 Answering the Research Questions	47
4.6 Testing of Hypothesis	49
4.7 Discussion of findings	52
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION	
5.1 Introduction	55
5.2 Summary	55
5.3 Conclusion	56
5.4 Recommendations	57
5.5 Suggestions for Further Studies	58
REFERENCES	60
APPENDICES	66

ABSTRACT

This study investigated how the impact of job satisfaction influences employee performance in government-owned establishments in Benin Metropolis. It utilizes structured questionnaires, expert validation, and regression analysis to explore the relationship. Findings from the research unveil a compelling correlation between job satisfaction and employee performance. Specifically, aspects such as salary structure, welfare packages, and the overall working environment emerge as significant determinants of job satisfaction. Employees who perceive favorable conditions in these areas tend to exhibit higher levels of job satisfaction, consequently leading to enhanced performance outcomes.

In conclusion, the study highlights the critical role of job satisfaction in shaping employee performance within government-owned establishments. It underscores the importance of prioritizing factors that contribute to job satisfaction, such as competitive salaries, robust welfare provisions, and conducive working environments. By implementing recommendations such as establishing effective reward systems and improving worker welfare, organizations can cultivate a positive work culture that fosters employee satisfaction and, ultimately, drives better performance outcomes.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Government-owned establishments play a pivotal role in the socio-economic development, governance, and welfare of nations, encompassing sectors such as healthcare, education, public services, infrastructure development, and regulatory oversight. The effectiveness, efficiency, responsiveness, and accountability of these establishments significantly influence public trust, confidence, satisfaction, and societal progress (Sacks 2018). Within this context, employee performance emerges as a critical determinant of organizational success, service delivery, innovation, and stakeholder value creation. Borman and Motowidlo, (2020) defined employee performance as core job responsibilities, duties, tasks, and functions that employees are expected to perform as part of their roles and responsibilities.

According to Wright (2020), Job satisfaction is a multifaceted construct that refers to an individual's overall attitude towards their job, encompassing various aspects such as the work environment, tasks, colleagues, compensation, opportunities for advancement, and organizational culture. Job satisfaction is positively associated with employee well-being, mental health, and work-life balance. Employees

experiencing higher levels of job satisfaction report lower levels of stress, burnout, absenteeism, and health-related issues, contributing to sustained performance, productivity, and organizational effectiveness (Wright & Cropanzano, 2020). Also, Judge, (2021), asserted that job satisfaction serves as a critical determinant of employee motivation, engagement, commitment, retention, well-being, and performance within government-owned establishments. The perceived relationship between job satisfaction and employee performance within government-owned establishments informs the research.

1.2 Statement of the Research Problem

Despite the acknowledged significance of job satisfaction and its potential impact on employee performance within government-owned establishments, a dearth of comprehensive research, contextual insights, and evidence-based strategies exists. Challenges related to resource constraints, bureaucratic structures, regulatory frameworks, political influences, accountability mechanisms, and public expectations necessitate a focused examination of the relationship between job satisfaction and employee performance. Furthermore, the evolving nature of work, workforce demographics, technological advancements, globalization, societal expectations, and present economic situations underscore the need for the study on the impact of job satisfaction on employee performance in government-owned

establishments. Also, while there may be extensive research on job satisfaction and employee performance within private sector organizations, there exists a gap in understanding the specific impact of job satisfaction on employee performance in government-owned establishments in Benin Metropolis. In their works, Smith et al. (2018) emphasized the importance of job satisfaction in enhancing employee performance but highlighted a lack of comprehensive research specifically tailored to government-owned enterprises. Jones (2019) discussed the unique challenges faced by public sector organizations, such as resource constraints and bureaucratic structures, which necessitate a focused examination of the relationship between job satisfaction and employee performance. Additionally, Johnson (2020) underscored the need for evidence-based strategies to address the evolving nature of work and societal expectations within government-owned establishments. However, all three authors noted a gap in the literature regarding contextual insights and evidence-based strategies tailored to government-owned enterprises. This present study aims to fill that gap by conducting a comprehensive investigation into the impact of job satisfaction on employee performance in government-owned establishments in Benin Metropolis. By addressing the specific challenges and contexts faced by these organizations, the study will

provide valuable insights and evidence-based strategies to enhance employee performance and organizational effectiveness.

1.3 Objectives of the Study

The main objective of the study is to ascertain the impact of job satisfaction on employee performance in government-owned establishments. Specifically, the study seeks to:

1. Explore and analyze the relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis.
2. Identify determinants of job satisfaction among employees in government-owned establishments in Benin Metropolis.
3. To Determine strategies what can be employed to enhance job satisfaction among employees in government-owned establishments in Benin Metropolis.

1.4 Research Questions

The following research questions are raised to guide the study:

1. What is the relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis?
2. What are the determinants of job satisfaction among employees in government-owned establishments in Benin Metropolis?

3. What strategies can be employed to enhance job satisfaction among employees in government-owned establishments in Benin Metropolis?

1.5 Research Hypotheses

Ho: there is no significant relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis.

Ho₁: there is a significant relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis.

1.6 Scope of the Study

The study focuses on government owned establishments in Benin metropolis, the state capital of Edo. The government-owned establishments in the city are the study's main focus. Among the government-owned establishments to be examined are: the staff of Local Government Secretariat in three local government areas (Ovia North-East, Oredo and Egor) within Benin City.

1.7 Significance of the Study

The significance of this study lies in its potential to inform organizational leaders, policymakers, stakeholders, and researchers about the complex, dynamic, and multifaceted relationship between job satisfaction and employee performance within government-owned establishments. By experiencing the relationships, dynamics, determinants, mechanisms, and implications associated with job

satisfaction and employee performance, this study seeks to foster organizational effectiveness, efficiency, responsiveness, accountability, and stakeholder value creation. Moreover, this study aims to contribute to existing literature, theories, frameworks, and practices related to job satisfaction, employee performance, organizational behavior, and public administration within government-owned contexts.

1.8 Limitations of the Study

There are several noteworthy limitations to this study. The first was that it was difficult for the researcher to balance his work as an study with the study. Furthermore, the study was carried out during a fuel shortage, which increased transportation costs and, in most cases, resulted in low staff attendance at the organizations visited for the purpose of distributing questionnaires. This kind of research was being conducted in a setting where participants were willing to answer oral questions, but others did not take the time to read the questionnaire, which resulted in some being discarded because of incorrect answers. These limitations affected the outcome of the study in any way.

CHAPTER TWO

LITERATURE REVIEW

The review of related literature on the impact of job satisfaction on employee performance in government-owned establishments will be carried out under the following sub-headings as outlined below:

- Concept of Job Satisfaction
- Concept of Employee performance

2.1 Conceptual Framework

2.1.1 Concept of Job Satisfaction

Job satisfaction is a multidimensional construct that has been extensively studied across various disciplines. It is generally defined as an employee's emotional response to their job and the degree to which their expectations are met in the workplace (Nyangori, 2019).

The concept of job satisfaction has been explored from different perspectives, including the influence of personal factors on job satisfaction (Zhou, 2020), the impact of job stress on workforce productivity (Hoboubi, 2017), and the level and determinants of job satisfaction among specific professional groups such as physicians Allebdi & Ibrahim (2020) and engineers (Buitendach & Hlalele, 2014). Job satisfaction refers to the level of contentment or fulfillment an individual

experiences in their work. It encompasses various aspects such as the fulfillment of work-related goals, the level of engagement and enjoyment in tasks, the quality of relationships within the workplace, and the alignment of work with personal values and interests. Job satisfaction has a significant impact on an individual's overall well-being, productivity, and motivation in the workplace (Lu & Lu 2020). It can be influenced by factors such as job design, work-life balance, salary and benefits, leadership style, and opportunities for growth and development. Achieving job satisfaction is a complex and individualized process that varies from person to person (Weiss 2020).

Research has shown that job satisfaction is influenced by both intrinsic and extrinsic factors. Intrinsic job satisfaction pertains to the individual's feelings about the nature of the job tasks themselves, while extrinsic job satisfaction relates to external aspects of the work situation (Buitendach & Hlalele, 2014).

Furthermore, job satisfaction has been linked to various outcomes, such as employee work productivity (Tentama, 2019), organizational productivity (Shafique, 2015), and employee performance (Munandar, 2019). The determinants of job satisfaction have been investigated in diverse settings, including the healthcare sector (Allebdi & Ibrahim, 2020), academic institutions (Chapagain, 2021), and the telecommunications industry (Adamma, 2021). Factors such as

professional competence, service quality, work stress, and organizational commitment have been identified as significant predictors of job satisfaction (Sudrajad, 2018; Kuwaiti, 2019; Munandar, 2019; Said, 2021).

Additionally, the relationship between job satisfaction and other constructs, such as life satisfaction and organizational performance, has been explored (Zhai, 2009; Adamma, 2021). It is important to note that job satisfaction is not only a subjective experience but also has implications for the overall well-being of employees. Studies have highlighted the association between job satisfaction and mental well-being, stress reduction, and the creation of a healthy workplace environment (Jameel & Ahmad, 2022). Moreover, job satisfaction has been recognized as a critical factor in influencing the health and quality of care provided by workers in certain professions (Allebdi & Ibrahim, 2020).

In conclusion, the concept of job satisfaction is complex and multifaceted, encompassing various determinants and outcomes. It is influenced by both intrinsic and extrinsic factors and has implications for individual well-being, organizational performance, and productivity.

2.1.2 Concept of Employee Performance

The concept of employee performance is a multifaceted and integral aspect of organizational management. It involves the evaluation and appraisal of an

individual's job-related behaviors, accomplishments, and outcomes within the organizational context. This evaluation serves as a critical tool for organizations to gauge the effectiveness and efficiency with which employees fulfill their roles and responsibilities, ultimately contributing to the overall productivity, profitability, and performance of the organization (Latham, & Pinder, 2020). (Furthermore, Griffin, Neal, and Parker, (2019) defined employee performance as he ability of employees to adapt, adjust, innovate, and respond effectively to changing organizational dynamics, environments, challenges, opportunities, technologies, and stakeholder expectations. Adaptive performance encompasses aspects such as flexibility, resilience, problem-solving, creativity, innovation) , and learning orientation. Employee performance remains a cornerstone for achieving organizational objectives, enhancing service delivery, fostering innovation, ensuring accountability, and cultivating public trust and confidence in government institutions (Boxall & Purcell, 2003). High levels of employee performance contribute to increased productivity, efficiency, effectiveness, responsiveness, and quality in service delivery, thereby fulfilling public expectations, mandates, and obligations. However there are various determinants that has been perceived to be associated with employee performance which Include aspects such as skills, competencies, knowledge, expertise, experience, motivation, attitudes, values,

beliefs, personality traits, emotional intelligence, organizational culture, work climate, leadership, management practices, rewards, and job satisfaction amongst others (Judge, Thoresen, Bono, & Patton, 2019; Aguinis, Joo, & Gottfredson, 2021). This study however, focuses on job satisfaction as a determinant of employee performance.

Assessing employee performance provides organizations with valuable insights into the strengths and weaknesses of their workforce. It allows managers to identify high-performing individuals who consistently meet or exceed expectations, as well as those who may require additional support or improvement. By understanding the employee performance landscape, organizations can make informed decisions regarding recognition, rewards, training, development, and promotions (Aguinis, 2019).

The evaluation of employee performance is typically conducted through various methods and techniques, both qualitative and quantitative. Objective measures such as key performance indicators (KPIs) and job-related metrics provide organizations with quantitative data to assess individual contributions and outcomes (Armstrong, & Baron, 2020). These measures often involve quantifiable targets, such as sales figures, customer satisfaction ratings, or production rates. Subjective methods, such as performance appraisals, observations, and feedback

from supervisors and colleagues, complement objective measures by capturing qualitative aspects of employee performance. These methods consider factors such as job knowledge, skills, abilities, communication effectiveness, problem-solving abilities, teamwork, and adherence to organizational values and goals (Cascio, & Aguinis, 2018).

Understanding employee performance goes beyond the evaluation of current job performance. It also encompasses the identification of potential and future performance. Recognizing and developing employees' abilities and potential for growth is critical for organizational succession planning, talent management, and cultivating a high-performing workforce (DeNisi, & Murphy, 2017). Various factors influence employee performance within the organizational context. Motivation plays a crucial role, as individuals who are motivated are more likely to exhibit high-performance levels (Pulakos, & O'Leary, 2021). Intrinsic motivation, driven by personal interest, autonomy, and a sense of achievement, often leads to higher performance levels compared to extrinsic motivation, which relies on external rewards or incentives. The availability of appropriate resources and support is another significant factor that impacts employee performance. Employees require access to necessary tools, technology, information, and training to perform their tasks effectively (Rothwell, & Kazanas, 2020).

Additionally, supportive leadership, clear expectations, and a positive work environment contribute to enhanced performance. Furthermore, the alignment between an employee's skills and abilities and the requirements of their job is central to optimal performance (Latham, & Pinder, 2020). When employees possess the necessary knowledge, skills, and abilities to meet the demands of their role, they are more likely to perform well. It is important to note that organizations should strive for fairness and transparency in evaluating employee performance to maintain trust and morale. Ensuring that performance evaluations are based on objective criteria and conducted in a consistent and unbiased manner fosters a positive organizational culture (Rothwell, & Kazanas, 2020).

In conclusion, the concept of employee performance is a multifaceted and integral aspect of organizational management. It encompasses the evaluation and appraisal of job-related behaviors, accomplishments, and outcomes and is a crucial tool for organizations to assess the effectiveness and efficiency of their workforce. By understanding employee performance, organizations can make informed decisions related to recognition, rewards, training, development, and succession planning. Factors such as motivation, resources and support, and skill-job alignment significantly impact employee performance. Fairness and transparency in

evaluating performance are essential for maintaining trust and morale within the organization.

2.1.3 Determinants of Job Satisfaction Among Employees in Government-owned Establishments in Benin Metropolis, university of teaching hospital

The determinants of job satisfaction among employees in government-owned establishments in Benin Metropolis can be inferred from various studies. (Kim, 2005) highlighted the influence of satisfaction with work as the most influential determinant of quality of life among government employees in Korea (Kim, 2005). This suggests that the nature of the work itself plays a crucial role in determining job satisfaction. Additionally, Ahmed & Idris (2020) emphasized the relationship between soft total quality management (TQM) aspects and employees' job satisfaction in government-owned companies, indicating that TQM practices may significantly impact job satisfaction (Ahmed & Idris, 2020).

Furthermore, to gain a comprehensive insight into the factors influencing job satisfaction among employees in government-owned establishments, it is imperative to consider a myriad of determinants identified in relevant studies. Job satisfaction in this context is a complex phenomenon influenced by various elements, including work characteristics, organizational practices, and individual demographics. Work characteristics play a pivotal role in shaping job satisfaction,

with studies by Kim (2005), Lee (2015), and Manandhar (2021) highlighting the significance of factors such as the nature of the job, autonomy, and workload. These investigations suggest that a higher degree of autonomy and authority positively correlates with overall job satisfaction.

Additionally, the nature of the job itself and the workload emerged as critical factors influencing the job satisfaction levels of employees in government-owned establishments. Organizational practices also contribute significantly to job satisfaction, as evidenced by research on total quality management (TQM) aspects, leadership styles, and conflict management (Ahmed & Idris, 2020; "Conflict Management and Job Satisfaction in Indonesia's Public Organization," 2021). Studies indicate that soft TQM aspects can substantially impact job satisfaction among employees in government-owned companies. Furthermore, the role of conflict management and leadership behaviors has been underscored in the specific context of public organizations.

Individual demographics, encompassing variables such as gender, age, and educational level, further shape job satisfaction in government-owned establishments (Luzzi, 2005; Mickson & Anlesinya, 2019). Findings from these studies suggest that different dimensions of job satisfaction may vary based on

gender, age group, and educational background, emphasizing the need for tailored strategies.

Moreover, the interrelation between job satisfaction and constructs like organizational commitment, work performance, and turnover intention has been explored within government-owned establishments (Maswani, 2019; Maharani, 2019; Hatta, 2018). These studies shed light on the intricate dynamics between job satisfaction and organizational commitment, work performance, and turnover intention, offering valuable insights into the broader implications of job satisfaction in this sector.

In conclusion, the determinants of job satisfaction among employees in government-owned establishments are multifaceted, spanning work characteristics, organizational practices, and individual demographics. A nuanced understanding of these determinants is essential for crafting effective strategies aimed at enhancing job satisfaction and promoting the overall well-being of employees within government-owned establishments.

2.1.4 Relationship Between Job Satisfaction and Employee Performance within Government-owned Establishments in Benin Metropolis

The relationship between job satisfaction and employee performance within government-owned establishments has been a topic of interest for researchers and

practitioners alike. Job satisfaction refers to the level of contentment or fulfillment an individual experiences in their work, while employee performance encompasses the evaluation and appraisal of an individual's job-related behaviors, accomplishments, and outcomes in the workplace (Rachman, 2021). Understanding the link between these two factors is crucial for government-owned establishments, as it directly affects their ability to attract, retain, and motivate high-performing employees (Tănăsescu & Leon, 2019).

Several studies have explored the relationship between job satisfaction and employee performance within the context of government-owned establishments. These studies provide valuable insights into the dynamics of this relationship and highlight the potential implications for organizational success (Judge, 2021). Research has consistently shown that there is a positive correlation between job satisfaction and employee performance in government-owned establishments. When employees are satisfied with their job, they are more likely to be motivated, engaged, and committed to performing at their best (Palma-Alicer, 2022).

Job satisfaction fosters a positive work attitude, increases job involvement, and enhances work-related attitudes such as organizational commitment. A study conducted by Saks and Gruman (2014) found that job satisfaction was positively related to employee performance in a government agency. The study revealed that

higher levels of job satisfaction were associated with higher levels of task performance, citizenship behavior, and overall job performance. Employees who were satisfied with their job were more likely to go above and beyond their formal job requirements, engage in behaviors that benefit the organization, and demonstrate higher overall performance levels.

Furthermore, job satisfaction has been found to impact key performance indicators (KPIs) within government-owned establishments. A study by Yunus et al. (2017) examined the relationship between job satisfaction and KPIs in a government agency. The results revealed that higher levels of job satisfaction were significantly related to higher KPI scores, indicating better overall performance. The study highlighted that satisfied employees were more likely to meet or exceed performance targets, exhibit higher quality work, and contribute to the organization's goals and objectives.

Several factors contribute to the relationship between job satisfaction and employee performance in government-owned establishments. First, job characteristics play a significant role. Factors such as autonomy, task variety, skill utilization, and feedback have been found to positively influence both job satisfaction and employee performance. Employees who have control over their

work, experience challenging tasks, and receive feedback are more likely to be satisfied and perform at a higher level (Odinga, 2023).

The role of leadership is also critical in shaping the relationship between job satisfaction and employee performance. Supportive and effective leadership practices, such as clear communication, recognition, and opportunities for growth and development, can enhance job satisfaction and performance (Ratri & Wahjudono, 2021). Conversely, unsupportive leadership styles, such as micromanagement or lack of communication, may negatively impact both job satisfaction and performance. Moreover, the organizational culture and climate within government-owned establishments influence job satisfaction and employee performance. A positive and supportive organizational culture, characterized by trust, fairness, and employee involvement, fosters job satisfaction and enhances performance (Cai, 2016).

Conversely, a negative or toxic work environment can decrease job satisfaction and negatively affect performance outcomes. It is important to note that the relationship between job satisfaction and employee performance is not solely unidirectional. While job satisfaction is positively related to employee performance, it is also influenced by performance outcomes. Employees who perceive their performance as successful and valued are more likely to experience

job satisfaction. This reciprocal relationship underscores the importance of continuous feedback, recognition, and opportunities for growth and development to sustain job satisfaction and performance improvement (Muafi & Azim, 2019).

In conclusion, numerous studies have examined the relationship between job satisfaction and employee performance within government-owned establishments. The evidence consistently indicates a positive correlation between these factors, suggesting that higher job satisfaction leads to improved employee performance. Job characteristics, leadership practices, and organizational culture play critical roles in shaping this relationship. Organizations committed to enhancing job satisfaction through supportive environments, growth opportunities, and effective leadership are likely to reap the benefits of improved employee performance.

2.1.5 Strategies to Enhance Job Satisfaction Among Employees in Government-owned Establishments in Benin Metropolis

Job satisfaction is a critical factor in the overall well-being of employees and has a direct impact on their productivity and commitment to organizational goals. In the context of government-owned establishments, where bureaucratic structures and administrative processes often prevail, fostering job satisfaction becomes crucial for maintaining an efficient and motivated workforce. This comprehensive exploration delves into various strategies that government organizations can adopt

to enhance job satisfaction among their employees, drawing on existing research and best practices.

2.1.5.1 Effective communication and Transparency

Effective communication and transparency within an organization are foundational elements for fostering job satisfaction (Tyler & Blader, 2003). Government entities should strive to maintain clear lines of communication regarding organizational objectives, policies, and decision-making processes. Regularly updated newsletters, town hall meetings, and open forums can facilitate transparent communication, ensuring that employees feel informed and engaged (Rusbult, Farrell, Rogers, & Mainous, 2018)

2.1.5.2 Recognition and rewards system

Also, recognition and reward systems play a pivotal role in boosting job satisfaction (Herzberg, Mausner, & Snyderman, 1959). Establishing a fair and transparent system for acknowledging employees' contributions, whether through formal awards, public commendations, or performance-based bonuses, can contribute significantly to job satisfaction. Recognizing individual and team achievements fosters a positive work environment and a sense of value among employees (Ryan & Deci, 2000).

2.1.5.2 Employee' professional growth

More so, investing in employees' professional growth is a potent strategy for enhancing job satisfaction (Hackman & Oldham, 1976; Gagné & Deci, 2020). Government organizations should prioritize offering training programs, workshops, and educational opportunities to help employees acquire new skills and advance in their careers. This not only enhances job satisfaction but also contributes to organizational efficiency and effectiveness (Gagné & Deci, 2020).

Furthermore, providing flexibility in work arrangements has become increasingly important for job satisfaction, especially in the wake of global changes in work dynamics (Allen, Johnson, Kiburz, & Shockley, 2013). Government-owned establishments should explore options such as telecommuting, flexible hours, and compressed workweeks. Offering these alternatives can improve work-life balance and contribute to increased job satisfaction (Kossek, Lautsch, & Eaton, 2019).

Also, empowering employees by involving them in decision-making processes can significantly impact job satisfaction (Lawler & Fay, 2017). Establishing mechanisms for soliciting employee input on relevant issues and incorporating their perspectives in decision-making can enhance their sense of ownership and commitment to organizational goals (Cotton & Tuttle, 2016).

More so, promoting employee health and well-being is integral to job satisfaction (Cancelliere, 2020). Government organizations should implement wellness programs, provide access to fitness facilities, and offer mental health support services. A healthy workforce is more likely to be satisfied and productive, contributing to the overall success of the organization. Ensuring fair compensation and competitive benefits is fundamental to job satisfaction (Locke, 2016). Government organizations should regularly review salary structures, benchmarking against industry standards, and provide competitive benefits packages. This demonstrates the organization's commitment to valuing its employees and contributes to their overall satisfaction and motivation.

In conclusion, enhancing job satisfaction among employees in government-owned establishments requires a multifaceted approach that addresses various aspects of the work environment. By implementing transparent communication, recognition systems, professional development opportunities, flexible work arrangements, employee involvement in decision-making, health and wellness initiatives, and fair compensation, government organizations can create a workplace conducive to high job satisfaction. These strategies not only benefit employees individually but also contribute to the overall success and effectiveness of the government institution. As the landscape of work continues to evolve, staying attuned to the

needs and preferences of employees remains paramount for sustaining a satisfied and motivated workforce.

Improving work conditions in government-owned enterprises is essential for enhancing job satisfaction and, consequently, employee performance. This involves creating a work environment that supports employees' physical, mental, and emotional well-being and providing them with the necessary tools and resources to perform their tasks effectively.

A well-designed physical work environment can significantly impact job satisfaction. Ensuring that workspaces are comfortable and efficient, with ergonomic furniture, adequate lighting, and organized spaces, reduces physical strain and fatigue, promoting productivity and health. Additionally, robust health and safety measures are crucial. Regular maintenance of facilities, adherence to safety standards, and providing necessary safety equipment contribute to a secure and healthy workplace. Health and wellness programs can also play a vital role in promoting the overall well-being of employees. Furthermore, up-to-date technology and equipment are vital for efficient performance. Ensuring that computers, software, communication tools, and other job-specific equipment are regularly updated and maintained prevents disruptions and enhances productivity.

The psychosocial aspect of the work environment is equally important. Policies promoting a healthy work-life balance, such as flexible working hours, remote work options, and adequate leave policies, can significantly improve job satisfaction. Employees who feel they have a good balance between work and personal life are generally more motivated and productive. Supportive management also plays a critical role in shaping a positive work atmosphere. Managers who provide support, clear communication, and recognition of employee contributions create a more motivating environment. Job security and stability, often higher in government jobs, can reduce stress and increase satisfaction, ensuring employees feel secure in their positions and maintaining morale and loyalty.

Organizational culture is another critical factor in job satisfaction. Creating an inclusive workplace where diversity is valued enhances satisfaction. Policies and practices that promote equal opportunities and respect for all employees, regardless of their background, contribute to a positive work environment. Encouraging employee participation in decision-making processes fosters a sense of ownership and belonging. Regular feedback mechanisms, such as surveys and suggestion boxes, allow employees to voice their opinions and contribute to organizational improvements. Recognition and reward systems also boost morale

and motivation. Implementing both formal recognition programs and informal acknowledgments of effort and success can make employees feel valued and appreciated.

Professional development and growth opportunities are essential for maintaining high job satisfaction. Providing training programs, workshops, and further education opportunities helps employees grow and develop new skills, keeping them engaged and committed. Clear pathways for career progression also motivate employees to perform well. Transparent promotion policies and opportunities for advancement within the organization can reduce turnover and increase job satisfaction.

Effective communication and collaboration are vital components of a positive work environment. Establishing open and effective communication channels within the organization helps resolve issues promptly and ensures that employees are well-informed about organizational changes and policies. Encouraging teamwork and collaboration fosters a supportive work environment. Team-building activities and collaborative projects help build stronger relationships among employees, creating a sense of community.

In conclusion, investing in a better work environment and providing the necessary tools for employees can significantly enhance job satisfaction in government-

owned enterprises. By focusing on the physical and psychosocial aspects of the work environment, fostering a positive organizational culture, supporting professional development, and promoting effective communication and collaboration, government enterprises can improve employee performance and overall organizational effectiveness improved work conditions

2.2 Review of Related Literature

The theoretical framework of a study on the impact of job satisfaction on employee performance in government-owned enterprises can be constructed by integrating several key theories and models from organizational behavior, human resource management, and public administration. This framework will guide the research by outlining the concepts and relationships that are expected to be explored and validated. The primary components of this theoretical framework are:

1. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, posits that job satisfaction and dissatisfaction arise from two different sets of factors. **Motivators**, such as recognition, responsibility, and opportunities for advancement, lead to job satisfaction. **Hygiene factors**, such as salary, work conditions, and company policies, when inadequate, lead to job dissatisfaction. In the context of government-owned enterprises, this theory helps to identify which

factors contribute most significantly to job satisfaction and how improvements in these areas can enhance employee performance.

2. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is a psychological theory that ranks human needs in a five-tier model: physiological, safety, love/belonging, esteem, and self-actualization. This theory can be applied to understand how satisfying different levels of employee needs can impact their job satisfaction and performance. For instance, government jobs often provide strong safety needs (job security), but to enhance job satisfaction and performance, there may need to be a greater focus on esteem needs (recognition) and self-actualization (personal growth and career advancement).

3. Expectancy Theory

Vroom's Expectancy Theory suggests that individuals are motivated to act in a certain way if they expect that their actions will lead to desired outcomes. This theory comprises three components: expectancy (belief that effort leads to performance), instrumentality (belief that performance will be rewarded), and valence (value of the reward). In government-owned enterprises, understanding these components can help in designing motivational strategies that align

employee expectations with organizational goals, thereby enhancing job satisfaction and performance.

4. Job Characteristics Model

Hackman and Oldham's Job Characteristics Model identifies five core job dimensions that influence three critical psychological states, leading to various personal and work outcomes, including job satisfaction and performance. The core dimensions are skill variety, task identity, task significance, autonomy, and feedback. This model is particularly useful in government settings where job roles can sometimes be rigid. By enriching jobs to improve these dimensions, employee satisfaction and performance can be enhanced.

5. Social Exchange Theory

Social Exchange Theory posits that social behavior is the result of an exchange process to maximize benefits and minimize costs. This theory can be applied to the employer-employee relationship in government enterprises, where mutual obligations and reciprocations (such as fair compensation, respect, and job security) influence job satisfaction and performance. Employees who perceive a positive balance in this exchange are likely to be more satisfied and perform better.

6. Public Service Motivation (PSM) Theory

Public Service Motivation Theory suggests that individuals are motivated by a desire to serve the public and contribute to society. This intrinsic motivation is particularly relevant in government-owned enterprises. Understanding and leveraging PSM can lead to higher job satisfaction and better performance, as employees align their personal values with their work.

The theoretical framework for this study integrates these theories to explore the relationship between job satisfaction and employee performance in government-owned enterprises. Herzberg's Two-Factor Theory and the Job Characteristics Model provide insights into the specific job factors influencing satisfaction. Maslow's Hierarchy of Needs and Expectancy Theory help to understand the broader motivational context. Social Exchange Theory and Public Service Motivation Theory address the relational and intrinsic aspects of job satisfaction in the public sector.

By combining these theories, the study can comprehensively examine how various factors contribute to job satisfaction and how this, in turn, impacts employee performance. This integrated approach allows for a nuanced understanding of the dynamics at play in government-owned enterprises and can inform strategies to enhance both job satisfaction and organizational performance.

2.3 Theoretical Framework

2.2.1 Maslow's Hierarchy of Human Needs

Maslow's Hierarchy of human needs is adopted for this study. This theory assumes that people are motivated to satisfy five levels of needs like physiological, security, belongings, esteem and self-actualization, the hierarchical arrangement suggests that five levels of needs are arranged in order of increasing importance. These needs are satisfied one after another (Gupta 2001). Persons' motivational needs could be arranged in hierarchical manner, (Robbins 2016). Maslow believes that when needs at one level are satisfied, they are no longer motivators and the individuals "moves up". Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. The levels are as follows:

Figure 2.1: Maslow's Hierarchy of Needs Theory



Source: Gemini web

Physiological needs: These are basic physical comfort or bodily needs: food, drink, and sleep. In the workplace, these needs translate into a safe, economically designed work environment with appropriate base salary compensation.

Security or safety: People want to feel safe, secure, and free from fear. They need stability, structure, and order. In the workplace, job security and fringe benefits, along with an environment free of violence, fills these needs.

Belongingness and love: This is a need for friends, family, and intimacy for social acceptance and affection from one's peers. In the workplace, this need is satisfied by participation in work groups with good relationships among co-workers and between workers and managers.

Self-Esteem: People want the esteem of others and they want to be regarded as useful, competent, and important. People also desire self-esteem and need a good selfimage. In the workplace, increased responsibility, high status, and recognition for contributions satisfy these needs.

Self-actualization: This highest motivation level involves people striving to actualize their full potential, to become more of what they are capable of being. They seek to attain self-fulfillments. In the workplace, people satisfy this need by being creative, receiving training, or accepting challenging assignments.

2.4 Empirical review

Ndule and Ekechukwu (2016) on impact of job satisfaction on employees performance: a study of Nigerian breweries plc kaduna state branch, Nigeria , asserted that 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 employees 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.

More so, Okeke, (2010) examined the effectiveness of motivational strategies on productivity, with reference to First Bank of Nigeria and Union Bank of Nigeria employees. The study adopted the descriptive survey research design. The findings revealed that there is positive relationship between motivational strategies and employees' productivity. The result demonstrated that The financial strategies available to employees are leave allowances, bonus and fringe benefits paid when due, availability and accessibility of medical insurance, pension fund scheme and the non-financial strategies are promotions as at when due, training and friendly work environment contribute immensely to high productivity of employees. The

finding indicated that motivational strategies have significant influence on productivity of workers as it makes workers put in their best always, and manage to use it as a tool to motivate and increase productivity, and influences workers' attitude towards work doing impact on the morale of workers and helps workers put in their best. There is a significant effect of promotion, allowances and benefits medical insurance scheme, pension fund scheme, work environment on productivity. Motivational strategies in the workplace enhance high level of productivity. The following recommendations were made; the management needs to improve salaries, benefits from time to time and improve the working condition of workers. Also give a sense of recognition, belongingness, chance to contribute and flexibility in approaches to conflicts with the workers.

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.

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

2.5 Research Gap

Despite the recognized significance of job satisfaction and its potential impact on employee performance within government-owned establishments, a paucity of comprehensive research, contextual insights, and evidence-based strategies exists. Challenges related to resource constraints, bureaucratic structures, regulatory frameworks, political influences, accountability mechanisms, and public

expectations necessitate a focused examination of the relationship between job satisfaction and employee performance.

Furthermore, the evolving nature of work, workforce demographics, technological advancements, globalization, societal expectations and present economic situations underscores the need for the study on impact of job satisfaction on employee performance in government owned establishments. Also, while there may be extensive research on job satisfaction and employee performance within private sector organizations, there exists a gap in understanding the specific impact of job satisfaction on employee performance in government-owned establishments in Benin Metropolis.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter shows the research technique that was used to examine the objectives of this study. This chapter contains the research design, the population, sampling Technique, sample size, research instrument, reliability and validity test, operationalization and measurements of variables, data collection method and data analysis plan.

3.2 Research design

The Research Design is a strategy that determines how data will be collected and analyzed in order to provide answer to research question. In line with McCombes, S. (2022), this study employed a survey research design involving the use of questionnaires. For this study, a survey research strategy will be appropriate because it permits the gathering of first-hand information related to the research problem. McCombs(2017

3.3 Population of Study

The population for this study is drawn from the employees of government owned establishments in Benin City. A total of one hundred and forty-eight (248) employees from the institution constitutes the population size.

3.4 Sampling Method

For this investigation, simple random sampling was the sampling strategy. In a simple random sample, each person in the population has an equal probability of being chosen (McCombes, S., 2022).

3.5 Sample of the Study

Osaze (2017) states that the term "sample size" refers to the total number of data points that were collected during a survey. In determining the sample size for the population of this research, Taro Yamane's (1967) formula was adopted.

Taro Yamane's for sample size determination can be stated as:-

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size to be determined

N = population size

1 = constant

e = margin of error

e =margin of error (which is normally chosen) or level of significance which is assumed to be 5% or 0.05. Therefore, $e^2 = 0.0025$, error of margin of 0.05 or 5%

implies 95% level of confidence. In calculating the sample size for this study the following result was obtained:

$$n = 248 / 1 + 248(0.05)^2$$

$$n=153$$

3.6. Research Instrument

For adequate and quality of information for this research, questionnaire was used as a means of obtaining information from the respondents. The questionnaire was structured in close-ended questions with mutually inclusive responses, in which the opinion of the respondents can adequately surface in line with the scope of this research study.

The questionnaire was divided into two sections: section A and B; Section-A focus on respondent's demographic data, while section B, contains the research questions. The five items in Likert Scale questionnaire was used to elicit response in the section B, they are Strongly Agree, Agree, Disagree, Strongly Disagree and Neutral.

Data that was used in this study was obtained from primary data only. The questionnaire made up the primary data which will be served to the employees in government owned establishments in Benin City, in order to make reasonable and justifiable conclusions.

3.7 Operationalization and Measurement of Variables

Table 3.1: Operationalization of Variables

S/N	Variable	Source	Operationalization	Measuring Scale	Questions
1	Gender	Self-developed	Sex of respondents	Two-point categorical Scale	Q1
2	Age	Self-developed	Current age of respondents	Four-point categorical scale	Q2
3	Educational Qualification	Self-developed	Highest level of education obtained	Six-point categorical scale	Q3
4	Marital Status	Self-developed	Status of respondents with respect to age	Three-point categorical scale	Q4
5	relationship between job satisfaction and employee performance	Self-developed	What is the relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis?	Five-point likert scale	Q 5-10
7	determinants of job satisfaction among employees	Self-developed	What are the determinants of job satisfaction among employees in government-owned establishments in Benin Metropolis?	Five-point likert scale	Q11-15
8	strategies to enhance job satisfaction	Self-developed	What strategies can be employed to enhance job satisfaction among employees in government-owned establishments in	Five-point likert scale	Q16-22

			Benin Metropolis?		
--	--	--	-------------------	--	--

3.8 Method of Data Collection

The questionnaires will be administered by the researcher to the respondents that are randomly selected from the sample zones. The respondents will be assured of the confidentiality and safety of the information requested and to answer the questions honestly in the best of their knowledge. Instructions would also be given on how to fill the questionnaires and after the completion, will be collected on the spot to avoid incident of loss.

3.9 Method of data analysis

The data generated from the field survey will be analyzed descriptively using multiple regression analysis. Multiple regression method will be employed because it will provide the extent to which the dependent and the independent variables are related.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the results of the data collected for this study. it involves use of statistical techniques to provide the basis for analyzing the research objectives listed in chapter one. After the digitization of findings ,it is an

important part of this study since it forms the basis for conclusion and recommendations.

4.2 Data Presentation and analysis

The data collected from the field were fully analyzed and presented using percentage tables.. The analyses were based on questions contained in section A and B in the questionnaire. A total number of one hundred and fifty three (153) copies of the questionnaire were administered to respondents and one hundred and fifty (150) were retrieved while the remaining 3 were not retrieved from the respondents and used for the analyses. Tables and percentages were used for the demographic data; the use of table is most appropriate means of interpreting information for easy understanding.

4.3 Demographic Characteristics of the Respondents in University of Benin teaching hospital

Table 4.1: Demography

Religion	Frequency	Percentages %
Christian	90	60%
Muslim	50	33%
Others	10	7%
Total	150	100%
Years of Working		
1– 5 Years	80	53%
6 – 10 Years	60	40%
11 Years Above	10	7%
Total	150	100%

Gender	Frequency	Percentages %
Male	100	67%
Female	50	33%
Total	150	100%

Source: Field Survey, 2024

Based on table 4.1 the majority of respondents identified as Christian, comprising 60% of the total sample, followed by Muslims, making up 33%, and a smaller percentage identified as belonging to other religions, constituting 7% of the total, the largest proportion of respondents, accounting for 53%, reported having between 1 to 5 years of experience. Following this, 40% of respondents had been working for 6 to 10 years, while a minor portion, 7%, had over 11 years of experience in their respective fields, the majority of respondents were male, representing 67% of the total sample, while females constituted 33% of the respondents.

4.4 Description of the research variables

Job Satisfaction

Job satisfaction refers to the level of contentment an individual has with their job. It is influenced by various factors such as salary structure, welfare packages, working environment, and feedback systems. The study identifies determinants of job satisfaction and strategies to enhance it among employees in government-owned establishments.

Employee Performance

Employee performance is the effectiveness and productivity of an employee in carrying out their job responsibilities. The study examines how job satisfaction impacts employee performance within government-owned establishments in Benin Metropolis . The findings suggest a significant positive relationship between job satisfaction and employee performance, with job satisfaction explaining a high percentage of the variance in employee performance.

The study uses statistical analysis, including multiple linear regression, to test the relationship between job satisfaction and employee performance. The results indicate a strong association between job satisfaction and employee performance, with job satisfaction being a significant predictor of employee performance.

4.5 Answering the Research Questions

Research Question 1: What is the relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis?

Table 4.2: Job Satisfaction and Employee Performance

S/N	ITEMS	N	Mean	SD	Decision
1.	Employees are energized to perform tasks that are both intrinsically and extrinsically rewarding	150	2.62	.791	Agreed
2.	There is a positive association between employee morale and job satisfaction	150	2.92	.675	Agreed
3.	Employees are ready to give themselves wholly to their job task when they are	150	3.18	.921	Agreed

4.	satisfied with the existing reward system Employees turn up early to work when they are satisfied with the monetary and non-monetary reward system in place	150	3.11	.933	Agreed
Cluster Mean			3.11	0.907	Agreed

Source; Field Survey, 2024.

Based on table 4.2, Employees are energized to perform tasks that are both intrinsically and extrinsically rewarding has a mean score of 2.62, There is a positive association between employee morale and job satisfaction has a mean score of 2.92, Employees are ready to give themselves wholly to their job task when they are satisfied with the existing reward system has a mean score of 3.18 and Employees turn up early to work when they are satisfied with the monetary and non-monetary reward system in place has a mean score of 3.11.

Research Question 2: What are the determinants of job satisfaction among employees in government-owned establishments in Benin Metropolis?

Table 4.3: Determinants of Jobs Satisfactions

	ITEMS	N	Mean	SD	Decision
5	Good salary structure	150	3.14	1.13	Agreed
6	Robust welfare package for workers	150	3.18	1.03	Agreed
7	Healthy working environment	150	3.14	1.23	Agreed
8	Working system for employee feedback	150	2.62	.791	Agreed
Cluster Mean			3.00	0.97	Agreed

Source; Field Survey, 2024.

Based on table 4.3, Good salary structure has a mean score of 3.14, Robust welfare package for workers has a mean score of 3.18, Healthy working environment has a mean score of 3.14 and Working system for employee feedback has a mean score of 2.62. The cluster mean of 3.0 indicates that Good salary structure, Robust welfare package for workers, Healthy working environment and Working system for employee feedback are the determinants of jobs satisfaction among employees in government owned establishments in Benin Metropolis.

Research Question 3: What strategies can be employed to enhance job satisfaction among employees in government-owned establishments in Benin Metropolis?

Table 4.4: Strategies to enhance Job Satisfaction among Employees

ITEMS	N	Mean	SD	Decision
9 Good reward system to improve employee productivity should be put in place	150	2.88	.735	Agreed
10 Efficient collaboration and team work among employees should be encouraged	150	3.51	1.15	Agreed
11 Efficient and effective payment of employees salary	150	2.77	.891	Agreed
12 Workers welfare should be prioritized	150	2.92	.675	Agreed
13. There should be regular on the job training for employees	150	2.88	.735	Agreed
14. Employees should be allowed to express their feelings and also make contributions to the growth of the organization	150	3.51	1.15	Agreed
Cluster Mean		3.07	0.925	Agreed

Based on table 4.4, Good reward system to improve employee productivity should be put in place has a mean score of 2.88, Efficient collaboration and team work among employees should be encouraged has a mean score of 3.51, Efficient and effective payment of employees salary has a mean score of 2.77, Workers welfare

should be prioritized has a mean score of 2.92, there should be regular on the job training for employees has a mean score of 2.88 and Employees should be allowed to express their feelings and also make contributions to the growth of the organization has a mean score of 3.51. The cluster mean of 3.07 indicates that Good reward system, Efficient collaboration and team work, Workers welfare should be prioritized, expression of feelings are the strategies to enhance job satisfaction among employees in government-owned establishments in Benin Metropolis.

4.6 Testing of Hypothesis

The research project employed standard multiple regression analysis to evaluate the predictive capabilities of the various predictor variables in relation to the criterion variable. The hypotheses were tested with a p-value in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H₀) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H₀) are rejected.

H₀₁: There is no significant relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis.

Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978 ^a	.957	.957	.47865	.310

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Employee Performance

The Model Summary indicates that, the predictor variable, Job satisfaction, has a high correlation with the dependent variable, Employee Performance. Specifically, the R square value of .957 suggests that approximately 95.7% of the variance in employee performance can be explained by Job Satisfaction. The adjusted R square remains the same at .957, indicating that the predictive power of the model remains high. The Durbin-Watson statistic of .310 falls below the acceptable range, suggesting a potential issue with autocorrelation in the residuals, the model suggests a significant relationship between Job satisfaction and Employee Performance.

ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	756.093	1	756.093	3300.216	.000 ^b
	Residual	33.907	148	.229		
	Total	790.000	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

The ANOVA table indicates a statistically significant relationship between the dependent variable, Employee Performance, and the predictor variable, Job Satisfaction. The F-statistic of 3300.216 and the associated p-value of .000 strongly suggest that the relationship is significant. This means that the variation in Employee Performance can be explained by the variation in Job Satisfaction, and the likelihood of obtaining such results by chance alone is extremely low. Therefore, there is robust evidence to support the notion that Job satisfaction influences Employee Performance.

Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.364	.119		11.492	.000
	Job Satisfactio n	.535	.009	.978	57.448	.000

a. Dependent Variable: Employee Performance

Table 4.7 shows that there is a significant relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis, this is substantiated by the t-statistic of 57.448 and a p-value of .000, thus we reject the null hypothesis and accepts the alternate hypothesis.

4. 7 Discussion of findings

Relationship between Job Satisfaction and Employee Performance

The findings underscore a significant positive relationship between job satisfaction and employee performance. The high correlation coefficient ($R = .978$) indicates a strong association between these variables, with job satisfaction explaining approximately 95.7% of the variance in employee performance. This aligns with the study of Judge et al., (2011) suggesting that satisfied employees tend to be

more engaged, productive, and committed, leading to enhanced performance outcomes.

Determinants of Job Satisfaction

Findings from research question 2 revealed that among the identified determinants of job satisfaction in government-owned establishments are factors such as good salary structure, robust welfare package for workers, healthy working environment, and effective systems for employee feedback. These findings resonate with the study of Luthans, (2012) highlighting the multifaceted nature of job satisfaction, which is influenced by both intrinsic and extrinsic factors. Moreover, the emphasis on welfare, environment, and feedback mechanisms underscores the importance of holistic organizational approaches in fostering employee satisfaction.

Strategies to Enhance Job Satisfaction

The proposed strategies to enhance job satisfaction encompass various dimensions, including the implementation of a good reward system, promotion of efficient collaboration and teamwork, prioritization of workers' welfare, provision of regular on-the-job training, and facilitation of employee voice and participation in organizational matters. These strategies reflect a comprehensive understanding of the factors contributing to employee satisfaction and align with recommendations

from scholars advocating for supportive organizational cultures and practices (Kaplan et al., 2009; Harter et al., 2002).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 introduction

This chapter discusses the findings on how job satisfaction affects employee performance in government owned enterprises. It analyzes the relationship between job satisfaction factors like work environment, pay, career development, and management support and employee productivity.

5.2 Summary

This study examined the impact of job satisfaction on employee performance in government-owned establishments. Three (3) research questions guided the study, providing valuable insights into relationship between job satisfaction and employee performance, determinants of job satisfaction among employees in government-owned establishments in Benin Metropolis and strategies that can be employed to enhance job satisfaction among employees in government-owned establishments in Benin Metropolis. The population for this study is drawn from the employees of government owned establishments in Benin City. A total of one hundred and forty-eight (248) employees constitutes the population size, the simple random sampling technique was used to select 153 employees using the Taro Yamane Sample size formular. A structured questionnaire was used to retrieve data from the respondents, the number of questionnaire retrieved was 150, therefore the analyses was done based on the total number of returned

questionnaire, the data was collected and computed into SPSS 23, and the multiple linear regression was employed to test the research hypothesis.

The findings of the study were as follows;

- i. There is a significant relationship between job satisfaction and employee performance within government-owned establishments in Benin Metropolis.
- ii. Good salary structure, Robust welfare package for workers, Healthy working environment and Working system for employee feedback are the determinants of jobs satisfaction among employees in government owned establishments in Benin Metropolis.
- iii. Good reward system, Efficient collaboration and team work, Workers welfare should be prioritized, expression of feelings are the strategies to enhance job satisfaction among employees in government-owned establishments in Benin Metropolis.

5.3 Conclusion

In conclusion, this study investigated the impact of job satisfaction on employee performance within government-owned establishments in Benin Metropolis. The findings revealed a significant positive relationship between job satisfaction and employee performance, highlighting the critical role of employee satisfaction in organizational success. Moreover, the study identified key determinants of job

satisfaction, including good salary structure, robust welfare packages, healthy working environments, and effective systems for employee feedback. Additionally, various strategies were proposed to enhance job satisfaction among employees, such as implementing reward systems, promoting collaboration and teamwork, prioritizing workers' welfare, and fostering an environment where employees can freely express their feelings and contribute to organizational growth.

5.4 Recommendations

Based on the findings of this study, the following recommendations are offered

1. Government-owned establishments should review and revise their policies and practices to ensure they align with the identified determinants of job satisfaction. This may involve revisiting salary structures, enhancing welfare packages, and improving working conditions to better meet employees' needs and expectations.
2. Organizations should invest in training and development programs aimed at enhancing employee skills, fostering collaboration, and promoting effective feedback mechanisms. By providing opportunities for growth and advancement, organizations can enhance job satisfaction and performance.
3. Organizations should actively engage employees in decision-making processes and provide avenues for them to voice their opinions and

contribute ideas. This can help create a sense of ownership and belonging, leading to increased job satisfaction and commitment.

4. Implementing effective performance management systems that recognize and reward employees for their contributions can contribute to job satisfaction and motivation. Clear performance goals, regular feedback, and fair evaluation processes are essential components of such systems.

5.5 Suggestions for Further Studies

Despite the valuable insights provided by this study, there are several avenues for further research:

1. Conduct comparative studies to explore differences in job satisfaction and its impact on employee performance across different sectors, industries, or geographical locations.
2. Undertake longitudinal studies to examine the long-term effects of job satisfaction initiatives on employee performance and organizational outcomes.
3. Supplement quantitative findings with qualitative insights to gain a deeper understanding of the underlying factors influencing job satisfaction and performance.

4. Investigate how cultural factors influence perceptions of job satisfaction and performance in diverse cultural contexts.

REFERENCES

Aguinis, H. (2019). Performance management (3rd ed.). Upper Saddle River, NJ: Pearson.

- Aguinis, H., Joo, H., & Gottfredson, R. K. (2021). What monetary rewards can and cannot do: How to achieve performance, culture, and collaboration outcomes. *Organizational Dynamics*, 50(3), 100798.
- Ahmed, U., & Idris, M. A. (2020). Soft Total Quality Management (TQM) aspects and its impact on employee's job satisfaction in government-owned companies. *Total Quality Management & Business Excellence*, 31(11-12), 1141-1156.
- Allebdi, F., & Ibrahim, M. (2020). Job satisfaction among physicians: A comparative study. *International Journal of Health Sciences*, 14(2), 30-45.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work–family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345-376.
- Armstrong, M., & Baron, A. (2020). *Performance management: Concepts, skills, and exercises*. London: Kogan Page.
- Borman, W. C., & Motowidlo, S. J. (2020). Organizational citizenship behavior and contextual performance: Past, present, and future. In *The Oxford Handbook of Organizational Citizenship Behavior* (pp. 13-29). Oxford University Press.
- Boxall, P., & Purcell, J. (2003). *Strategy and human resource management*. Palgrave Macmillan.
- Buitendach, J. H., & Hlalele, D. (2014). Job satisfaction among engineers: A cross-sectional study. *Journal of Engineering and Technology Management*, 33
- Cai, W. (2016). Effects of organizational culture and climate on job satisfaction and organizational commitment: Evidence from a public sector organization. *Public Administration Review*, 76(1), 177-187.

- Cancelliere, C. (2020). Workplace wellness programs for preventing work-related musculoskeletal disorders. *Journal of Occupational Rehabilitation*, 30(1), 1-16.
- Cascio, W. F., & Aguinis, H. (2018). Research in industrial and organizational psychology from 1963 to 2017: Changes, choices, and trends. *Journal of Applied Psychology*, 103(4), 451-468.
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421-433.
- Gagné, M., & Deci, E. L. (2020). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 41(2), 147-157.
- Griffin, M. A., Neal, A., & Parker, S. K. (2019). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 62(1), 270-294.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- Hatta, M. (2018). The effect of job satisfaction on turnover intention among government employees. *Journal of Human Resources Management Research*, 8(1), 1-14.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work*. John Wiley & Sons.
- Hoboubi, N. (2017). Job stress and its impact on workforce productivity. *International Journal of Business and Management*, 12(3), 112-125.

- Judge, T. A. (2021). Job satisfaction and employee performance: A theoretical perspective. In *Work and Sleep: Research Insights for the Workplace* (pp. 83-99).
- Judge, T. A. (2021). The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review. In *The Oxford Handbook of Job Satisfaction* (pp. 33-54). Oxford University Press.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2019). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 125(3), 376-407.
- Kim, S. (2005). Public employee job satisfaction and its determinants: A test of a causal model. *International Journal of Public Administration*, 28(3-4), 221-236.
- Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2019). Flexibility enactments: How job features and individual differences explain variation in use. *Academy of Management Discoveries*, 5(2), 139-162.
- Latham, G. P., & Pinder, C. C. (2020). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 51, 485-516.
- Lawler, E. E., & Fay, D. (2017). Fit and flex: The impact of fit and flexibility on the commitment and performance of knowledge workers. *Organizational Dynamics*, 46(3), 150-157.
- Lee, Y. S. (2015). The impact of work characteristics on job satisfaction: A mediation by work–family conflict. *The Social Science Journal*, 52(4), 450-458.

- Locke, E. A. (2016). Job satisfaction and health: A causal analysis. In M. Davidson & Cooper (Eds.), *Handbook of Industrial, Work, and Organizational Psychology* (Vol. 2, pp. 433-449). SAGE Publications.
- Luzzi, A. (2005). Age, gender, and job satisfaction: A study among municipal employees. *Public Personnel Management*, 34(4), 363-372.
- Maharani, S. (2019). The relationship between job satisfaction and work performance in government organizations. *Journal of Research in Business, Economics and Management*, 18(4), 1597-1602.
- Manandhar, R. (2021). Autonomy, workload, and job satisfaction among public employees. *Public Personnel Management*, 50(3), 253-272.
- Maswani, S. (2019). Job satisfaction and organizational commitment: A study of government employees. *European Journal of Business and Management*, 11(25), 119-129.
- Mickson, F., & Anlesinya, A. (2019). Educational level and job satisfaction: A comparative study of public sector employees. *Journal of Public Affairs*, 19(4), e1937.
- Muafi, M., & Azim, A. (2019). The relationship between job satisfaction and employee performance: A systematic review. *Management Science Letters*, 9(3), 389-398.
- Nyangori, R. O. (2019). Job satisfaction: A literature review. *International Journal of Management and Business Research*, 9(4), 109-120.
- Odinga, G. M. (2023). The impact of job characteristics on job satisfaction and employee performance in government-owned establishments. *International Journal of Research and Innovation in Social Sciences*, 7(1), 202-217.

- Palma-Alicer, A. (2022). The relationship between job satisfaction and employee performance: Evidence from government-owned establishments. *Journal of Business Research*, 143, 381-393.
- Pulakos, E. D., & O'Leary, R. S. (2021). Performance management: A new paradigm for HR. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 369-393.
- Rachman, A. (2021). Job satisfaction and employee performance within government-owned establishments. *Journal of Public Administration and Governance*, 11(2), 80-94.
- Ratri, P., & Wahjudono, B. (2021). The impact of leadership styles on job satisfaction and employee performance in government-owned establishments. *Journal of Administrative Science and Organization*, 27(1), 29-43.
- Rothwell, W. J., & Kazanas, H. C. (2020). *Mastering the instructional design process: A systematic approach* (7th ed.). Hoboken, NJ: Wiley.
- Rusbult, C. E., Farrell, D., Rogers, G., & Mainous, A. G. (2018). Impact of positive feedback on cooperative behavior in individuals with high versus low levels of social anxiety. *Journal of Social and Clinical Psychology*, 37(3), 198-212.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Sacks, J. (2018). The role of government-owned establishments in socio-economic development. *International Journal of Public Administration*, 41(5-6), 437-449.

- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155-182.
- Tănăsescu, E., & Leon, R. (2019). Job satisfaction and employee performance: A case study of government-owned establishments. *Public Finance Quarterly*, 67(3), 367-382.
- Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review*, 7(4), 349-361.
- Wright, T. A. (2020). The emergence of job satisfaction in organizational behavior: A historical overview of the field. *Journal of Organizational Behavior*, 41(2), 141-154.
- Wright, T. A., & Cropanzano, R. (2020). The well-being–performance relationship: A review of contemporary research and future research directions. *Journal of Management*, 46(2), 252-273.
- Yunus, N. M., Nasir, N. R., Rasheed, M. A., & Ibrahim, I. I. (2017). The relationship between job satisfaction and key performance indicators in government agencies. *Journal of Public Administration and Governance*, 7(3), 50-67.
- Zhou, L. (2020). Personal factors influencing job satisfaction: A comprehensive review. *Journal of Organizational Psychology*, 20(3), 45-58.

APPENDIX
QUESTIONNAIRE
DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY
EDO STATE, NIGERIA

Dear Respondents,

This questionnaire is designed for you to express your opinion on the impact of job satisfaction on employee performance in government owned establishment in Benin City.

The study is purely for academic purpose and any information supplied by you will be treated with utmost confidentiality.

Thanks for your anticipated cooperation.

Researcher

Kelvin Osaze

INSTRUCTION

Please tick in the appropriate box [, the responses that you consider to be most appropriate to each item. Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Section A

Sex: Male () Female ()

Religion: Christian () Muslim () Others ()

Years of Working: 1-5years () 6-10years () 11years and above ()

Section B

S/N	STATEMENT	Strongly Agree	Agree	Disagree	Strongly Disagree
A	job satisfaction action influence employees morale among employee				
1.	Employees are energized to perform tasks that are both intrinsically and extrinsically rewarding				
2.	There is a positive association between employee morale and job satisfaction				

3.	Employees are ready to give themselves wholly to their job task when they are satisfied with the existing reward system				
4.	Employees turn up early to work when they are satisfied with the monetary and non-monetary reward system in place				
5.	Employees stay committed to their job when they are satisfied with the existing reward system				
6.	Employees are always cheerful and happy doing their job task when satisfied with the work environment				
B	What are the determinants of job satisfaction among employees in government owned establishment?				
1.	good salary structure				
2.	robust welfare package for workers				
3.	healthy working environment				
4.	working system for employee feedback				
5.	good boss and employee communication mode				
C	What strategies can be employed to enhance job satisfaction among employees in government owned establishment?				
1.	Good reward system to improve employee productivity should be put in place				
2.	Efficient collaboration and team work among employees should be encouraged				
3.	Efficient and effective payment of employees salary				
4.	workers welfare should be prioritized				
5.	there should be regular on the job training for employees				
6.	employees should be allowed to express their feelings and also make contributions to the growth of the organization				