

**EMPLOYEE EMPOWERMENT AND JOB SATISFACTION IN  
NIGERIA WORKPLACE**

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**NOVEMBER, 2024**

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**BY**

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**BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF  
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT  
SCIENCES, UNIVERSITY OF BENIN, BENIN CITY, NIGERIA IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF MASTERS OF BUSINESS ADMINISTRATION (MBA)  
DEGREE**

**NOVEMBER, 2024**

## **DECLARATION**

I, **Francisca Ibhade IHENYEN** do hereby declare that:

1. This project report is based on a study undertaken by me in the Department of Business Administration, University of Benin, under the Supervision of **Prof. Ibrahim Shaibu**
2. This work has not been previously submitted for the award of degree elsewhere.
3. All ideas and views are product of my personal research and where the views of others have been expressed, they have been duly acknowledged.
4. Any litigation or liability arising from the work is wholly borne by me and not the supervisor.

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**Francisca Ibhade IHENYEN**

**Date:** \_\_\_\_\_

## CERTIFICATION

This is to certify that this research project work was carried out by **Francisca Ibhade IHENYEN** of the Department of Business Administration, University of Benin, Benin City, Edo State, Nigeria.

\_\_\_\_\_  
**PROF. IBRAHIM SHAIBU**  
*Project Supervisor*

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*Project Coordinator*

Date: \_\_\_\_\_

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*Head of Department*

Date: \_\_\_\_\_

## **DEDICATION**

This project is dedicated to the Almighty God who in His infinite mercies and immeasurable protection has seen me through the pursuit of my (MBA) programme.

## **ACKNOWLEDGMENTS**

I would like to express my heartfelt gratitude to my supervisor Prof Ibrahim Shaibu for his guidance, support and expertise towards the success of this project and to my HOD for his advice and encouragement. Also to my Lecturers for their valuable knowledge impacted, I say a big thank you.

Special thanks to my loving and ever supportive husband, Mr Justice Ochonogor, to my mother of inestimable value, Mrs Patience Ihenyen and to my family members.

Finally, to my course mates and friends who has contributed to the success of this project, I say thank you all.

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## **ABSTRACT**

This study was carried out to empirically examine the employee empowerment and job satisfaction in Nigeria workplace. We also ascertained the possible influence of salary, promotion, job security and training on job satisfaction.

The instrument used for the purpose of this research was gathered through primary source. The researcher administered two hundred and ninety-two (292) questionnaires to respondents comprises of Benin Plant of Okomu Oil Plc, Benin City, Edo State, Edo State. Out of two hundred and eighty-five (285) questionnaires administered were retrieved and were used for the analysis. The hypotheses were tested using Ordinary Least Square (OLS) regression technique.

The findings from analysis revealed that there is a positive and significant relationship between salary, training and job satisfaction. The study also revealed that there is a negative and insignificant relationship between promotion, job security and job satisfaction. In line with the findings, the study recommend that it therefore recommend that corporate organization management as well as other sectors of the economic should maintain the payment of employee salary as at when due to their enable employee to stay with their jobs thereby helping these public services achieve a more rapid growth, and enhanced organizational performance and consequently improving the nation's economy.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The boards of employees have advanced from the artistry period, through the mechanical period, personnel management period and afterward to Human Resource Management period (Akafo & Boateng, 2015). Business establishment will in general work in a domain that is once in a while stable. For organizations to keep up their aggressive edge, it is important to use the 'non-imitable resources' – that is the human resources. While trying to saddle the best from employees, organizations are stood up to with how to remunerate their workers through empowerment. In spite of the fact that empowerment appear to be normal, it is mind boggling and carefully troublesome because of the way that, the workplace is intricate and is comprised of a heterogeneous workforce (Akafo & Boateng, 2015).

Marta and Supartha (2018) see employee empowerment as a mechanism for empowering employees to make decisions with the sharing of responsibilities from managers to other employees. Similarly, Rana and Singh (2016) define employee empowerment as a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities. Rana and Singh (2016) buttress that empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Kumar and Kumar (2017) argued that empowerment is not only having the freedom to act, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives. Also Abubakar (2014) opine that employee empowerment connotes participative management and employee involvement where managers

share decision-making power with employees to enhance performance and work satisfaction. This is why Kumar and Kumar (2017) also say that when employees are empowered, their confidence degree and self-reliance will increase. This extra confidence is a good thing because it creates high levels of productivity and job satisfaction.

Job satisfaction is an attitude that describes if one feels happy or unhappy, satisfied or dissatisfied in doing his/her jobs (Onsardi, Asmawi & Abdullah, 2017). The nature of job satisfaction basically is actually individual, because everyone has different level of satisfaction, and job satisfaction as the emotional responses to different aspects towards the job. The nature of satisfaction differs among employees (Onsardi, Asmawi & Abdullah, 2017).

Mahmud, Hasan and Ashif (2014) describe job satisfaction as a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences. In general, therefore, job satisfaction refers to an individual's positive emotional reactions to a particular job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved.

Employees are said to be progressively gainful and show extraordinary energy of excitement when they are focused on the organization. Satisfied employees have a feeling of belongingness towards the establishment and are less inclined to leave the establishment (Asha & Uma, 2017). These employees want to remain with the organization. These employees relate to the authoritative objectives, they feel that they fit into the establishment and are happy with their work (Asha & Uma, 2017). Exceptionally satisfied employees are probably going to give a high performance, feel less pressurized with work and along these lines love their activity. Unsatisfied employees will regularly increase high worker turnover, absenteeism, performing ineffectively at

work and exhibit poor attitude to work (Asha & Uma, 2017). Based on the foregoing, this study examines employee empowerment and job satisfaction in Nigeria workplace.

## **1.2 Statement of the Research Problem**

Every organization wants to be successful and have the desires to achieve their goals and objectives in the course of their operations. The presence of human resources is always the pillar to the success of the organizations (Annu & Sanjeev, 2013). Employee empowerment and job satisfaction has been the focal point of escalated studies exertion as of late. How well an establishment spurs its labourers so as to accomplish their main goal and vision is of vital concern. The satisfaction of the employees' need by the management of the organization have greatly impacted on the performance of the organization (Nnamani, Ozobu & Ejim, 2015).

Employers need to get to know their workers very well and use different tactics and methods to empower them based on their personal needs. This individual employee has different needs and expectations, values, history, attitudes and goal achieving attributes which every manager must explore all means to empower for improved job satisfaction (Egberi, 2015). Management of organizations in both public and private establishment is ending up progressively mindful that employee empowerment builds job satisfaction. From the previous, and taking a glance at today's' empowerment pattern, it is apparent that the pace of progress in our business condition displays new difficulties every day.

The question of whether managers really empower employees at work place to perform better and maintain job satisfaction remains unanswered to a large extent within the context of Nigeria public sectors (Aluko, 2001). Most of the empirical studies on employee empowerment and job satisfaction in Nigeria workplace mainly focus on banks, universities, local government area,

ministries; manufacturing companies, Nigeria Breweries Plc, Nigeria Bottling Company, (Timothy & Abubakar, 2013; Abubakar, 2014; Dabo & Ndan, 2018; Okeke, Onuorah, Oboreh & Echo, 2019). To the best of the researcher's knowledge, none of these studies have made use of Okomu Oil Plc, Benin City, Edo State as a case study. This creates room for knowledge gap and the need for further study. This study will fill the gap in research by empirically look at the relationship between employee empowerment and job satisfaction in Nigeria workplace using Okomu Oil Plc, Benin City, Edo State as a case study. Premised on the above problem, this study would seek to answer the following research questions;

### **1.3 Research Questions**

- a. What is the relationship between salary and job satisfaction in Okomu Oil Plc?
- b. What is the relationship between training programme and job satisfaction in Okomu Oil Plc?
- c. What is the relationship between job security and job satisfaction in Okomu Oil Plc?
- d. What is the relationship between employee involvement in decision making and job satisfaction in Okomu Oil Plc?

### **1.4 Objectives of the Study**

The broad objective of this study is to examine employee empowerment and job satisfaction in Okomu Oil Plc. However, the specific objectives are to:

- a. find out the relationship between salary and job satisfaction in Okomu Oil Plc.
- b. ascertain the relationship between training programme and job satisfaction in Okomu Oil Plc.
- c. determine the relationship between job security and job satisfaction in Okomu Oil Plc.

- d. find out the relationship between employee involvement in decision making and job satisfaction in Okomu Oil Plc.

### **1.5 Hypotheses of the Study**

The hypotheses to be tested in the course of this study are stated in null form as follows:

- H<sub>01</sub>: There is no significant relationship between salary and job satisfaction in Okomu Oil Plc.
- H<sub>02</sub>: There is no significant relationship between training programme and job satisfaction in Okomu Oil Plc.
- H<sub>03</sub>: There is no significant relationship between job security and job satisfaction in Okomu Oil Plc.
- H<sub>04</sub>: There is no significant relationship between employee involvement in decision making and job satisfaction in Okomu Oil Plc.

### **1.6 Scope of the Study**

This research work focuses on employee empowerment and job satisfaction in Okomu Oil Plc. Geographically, the study will be conducted in Ovia South West Local Government Area of Edo State. The scope of this study will comprise of staff of Okomu Oil Plc, Benin City, Edo State as a case study. The study will employ survey research instrument through the administration of structure questionnaire to the sample respondents through convenient sampling techniques. The time frame for the research is between March, 2021 to June, 2021.

### **1.7 Significance of the Study**

The findings from this study will be of great benefit to the management of organizations and policy makers.

**Management:** The results of this study would hopefully be significant in the sense that it would enable both the management and non-management staff to better understand how the various empowerment packages could be harnessed to inspire employee to increase and sustain job satisfaction.

**Government:** This study will enable the government to make effective and efficient regulation of corporate/multinational organizations by enacting laws that will encourage companies to engage in prudent empowerment activities among their employees.

**Employee:** This study will enable the employees of corporate/multinational organizations and all stakeholders who are interested in the human resource management of corporate organization and hence, enable them to make some informed decisions on the effective administration of an organization.

**Researchers and Academia:** The study will also be relevant to researchers, academia, students of human resources and allied disciplines, as it will provide them relevant data to carry out further studies in this area or similar areas if they so wish.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is concerned with the review of various works done by different scholars and researchers on this area of study. This chapter is also sub-divided into several sections in order to resolve some concepts and issues in the topic in particular. It emphasizes on the conceptual framework, review of theoretical literature and review of empirical studies.

#### **2.2 Job satisfaction**

Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is satisfied or dissatisfied with his or her job (Ezeanyim, Ufoaroh & Ajakpo, 2019). Ezeanyim, Ufoaroh and Ajakpo (2019) buttress that a dissatisfied employee tends to have a low morale towards the job and when employees' morale to the job is low; their performance could be affected because he/she will not be motivated to perform well.

In the view of Prasetyo and Napitupulu (2019) job satisfaction is usually regarded as an outcome of the main attitude in psychology and organizational research. In a broad sense, job satisfaction can be conceptualized as a set of beliefs (cognitions) and feelings (affections) of individuals about one's work in general or certain aspects of one's work and work environment.

Job satisfaction, as Ezeamama (2019) sees it, is a critical issue for every organization because satisfied employees are reportedly known for good performance and vice versa. Several factors come together to determine the job satisfaction including the basic factor (pay, work, supervision, promotion, co-workers, and work environment), the demographic attributes of the employees and

the broader social, organization, and human contexts constituting the totality of work environment.

Chaturvedi and Raavi (2018) describe job satisfaction as an extremely useful weapon for evaluating and adjusting the management rules in accordance with employee opinion. An employee's level of satisfaction is very important factor for a manager or organization to predict an employee's rate of absenteeism, desire to resign or quit the job. Employee satisfaction is also based on his perceptions of the future development.

Job satisfaction plays a very fundamental role in the workplace (Rosete, 2006). Therefore the employers and human resource managers to know more about it, its determinants and its overall fit into the company's goals and objectives (Valei & Rezaei, 2016; Singh & Singn, 2019). To support this view Ratia and Tuzlukaya (2019) state that the success of any organization depends on the workers, who enjoy doing their jobs and feel rewarded and appreciated for their contribution to the company's overall success.

According Onsardi and Thamrin, (2016) job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Robbins & Judge (2015) explains that job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. Then Luthans (2011) explain job satisfaction a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provide those thing that are viewed as important.

From the opinion of the experts above it can be synthesized that job satisfaction is a pleasant or unpleasant attitude felt by employees that arise as a result of work performed, with indicators: (1)

fun work, (2) rewards are appropriate, (3) working conditions, (4) coworkers, and (5) work personality suitability.

### **2.3 Employee empowerment**

The concept of employee empowerment is among the concepts on which great emphasis has been laid in recent years. When the literature was analyzed, employee empowerment was observed to have various definitions. According to Demirkıran and Taşkaya (2016) empowerment is an environment in which people have the ability, the confidence, and the commitment to take responsibility and ownership to improve the process and initiate the necessary steps to satisfy customer requirements within well-defined boundaries in order to achieve organizational values and goals.

Employee empowerment is creating a working environment where an employee is allowed to make his own decisions in specific work-related situations. The decisions can be big or small, and the size and effect of the decision is up to the employer. The logic behind employee empowerment is to increase the employee's responsibility, to build employee morale and to improve the quality of your employee's work life. Ideally, when an employee feels vested in an organization, he will be more productive, loyal and more confident (Elnaga & Imran, 2014).

According to Aryan, Singh and Singh (2016) empowerment arise when independence in decision making, freedom, power and autonomy is given to employees for innovation and creativity. Empowerment can also be used as a motivational tool to make the employees more satisfied in terms of non-monetary rewards. Empowerment allows a worker to follow a self-directed path towards journey of organizational success. An organization can make the efforts of employees more successful by making their employees innovative in getting new ideas and in rational

decision making by giving them power and authority. Employee empowerment is important because of shorter span of time for taking decisions.

Rana and Singh (2016) opine that employee empowerment is a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities. Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. Employee Empowerment has received recognition in management circles because it is one of the fundamental elements of managerial and organizational effectiveness that increase when power and control are shared in the organization.

In management, empowerment denotes the enhancement of employees' autonomy in their work or increased involvement and influence in decision-making more generally within the wider agenda and interests of the organizations (Amayi, Machogu & Kanyungu, 2016). Once employees have been empowered in their different roles then performance will definitely improve. Empowered employees take responsibility of their roles and pray accordingly (Amayi, Machogu & Kanyungu, 2016).

Employee empowerment is a mechanism for empowering employees to make decisions with the sharing of responsibilities from managers to other employees (Saif & Saleh, 2013). Employee empowerment is an important contributor to organizational success. This has been proven in many studies that examine the direct link between employee empowerment of employee performance, employee job satisfaction, and employee commitment to the organization (Meyerson, 2012). Employee empowerment can be another strategy for organizations to satisfy employees with jobs, and increase employee loyalty and commitment to the organization (Raza, Mahmood, Owais & Raza, 2015). Limpanitgul (2017) argues that employee empowerment as a

powerful predictor variable can be used as a strategy by companies in increasing one's organizational commitment to the organization.

## **2.4 Strategies for employee empowerment**

There are various strategies for employee empowerment. However, for the purpose of this study, only the variables used in this study will be review. They are:

### **2.4.1 Salary**

Salary is generally observed as the aggregate income of an individual and may involve a range of discrete payments attained through different resources (Wayne, Shore, Bommer & Tetrick, 2002). Salary is defined as reward given to people for work done (Alwaki, 2018). The indicators of compensation include: fundamental pay, wages, wellbeing plans, pension plans, transport remittances, over time recompenses and responsibility stipends (Baker & Demerouti, 2007). Salary can likewise be alluded to as monetary or fiscal benefits in form of pay rates, compensation, rewards, impetuses, recompenses and benefits that is accumulated or given to a worker or a group of workers by the business (firm) because of benefits rendered by the employee(s), commitment to the organization or reward for work (Alwaki, 2018).

People are often motivated by money. The salary a worker is paid by his employer can have a great influence on his attitude to work in the administration (Offorbike, Nnadi & Agu, 2018). A worker doesn't simply view his salary as a dollar amount; he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. Salary: A worker is more likely to perform to his potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job,

because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off (Offorbike, Nnadi & Agu, 2018).

Akram (2012) opine that if organizations want to retain competitive employees, they must be able to provide them good working conditions, competitive salaries, employment security and autonomy. Akram (2012) further concludes that financial aspects especially salary is the most important among above variables because each employee needs a livelihood to support his/ her family.

Workers salary is a key factor affecting worker attitude. The level and distribution of wages and other benefits can have a considerable effect on the morale and productivity of the workforce. It is therefore vital that organizations develop salary systems that are appropriate for workers, that provide value for money, and that reward workers fairly for the work they perform (Ipole, Agba & Okpa, 2018).

Salary possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success (Obasaolufemi, 2015). Sinclair, Tucker, Cullen & Wright (2005) demonstrates the motivational power of salary through the process of job choice. He explains that salary has the power to attract, retain, and motivate individuals towards higher attitude to work. Salary paid to workers is in fact an important motivator in every organization (both private and public sectors). The labor performance is influenced by both financial and non-financial incentives. The main motivating factors for employees aside from having good job training, cordial relationship with colleagues and

manager is appreciable salary (Obasaolufemi, 2015). The main discouraging factor aside from unimpressive working conditions is the payment of low salary to employees (Dieleman, Cuong, Vu Anh & Martineau, 2003).

According to Hung, Lee and Lee (2018) salary is seen that most people choose to enterprise, one of the most important factors in business, and reasonable salary system more Increase productivity, attract talent to the company, reduce personnel turnover rate. Higher salaries of employees is expected, but if, without reasonable design, not only cannot improve attitude to work, but will also increase the company's cost burden, so the impact of salary satisfaction to attitude to work is one of the motivations for this study.

#### **2.4.2 Training programme**

In the field of human resource management, training is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development (Anyim, 2015). In a developing country like Nigeria, training of manpower resources is highly needed in virtually all business organizations for its effectiveness (Ezeani & Oladele, 2013). Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management (Obi-Anike & Ekwe, 2014).

Training is the planned efforts by an organization to facilitate employee's learning of job-related competencies. These competencies include knowledge, skills or behaviours that are critical for successful job performance. Training and development help in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals (Adeniji, Osibanjo & Abiodun, 2013).

The effect of training on employee's performance has attracted considerable interest in the analytical and empirical literature. Employee training is very vital to employee performance since the formal educational system does not adequately provide specific job skills for a position in a particular organization. While, few individuals may have the requisite skills, knowledge, abilities and competencies needed to fit into a specific job function, some others may require extensive training to acquire the necessary skills to be able to fit in a specific job function and also make significant contribution to the organization's performance (Malaolu & Ogbuabor, 2013).

### **2.4.3 Job security**

Organizations are such type of social structural systems, in which human resources are the main actors and their importance is unavoidable. In the organization the effectiveness and efficiency can be achieved when effective management of the organization achieving its objectives. Job security has an importance for the organizational performance and its employees (Ahmed, Yasir, Nawaz, Imran & Nawaz, 2016).

Job security has been defined and presented in many different ways by researchers and practitioners. The term is understood as the state of knowing that one's job is secure and that one is unlikely to be dismissed or made redundant (Sanyal, Hisam & BaOmar, 2018). Also Lucky,

Minai and Rahman (2013) define job security as the assurance in an employee's job continuity due to the general economic conditions in the country.

Jimenez and Didona (2017) see job security as the probability of an employee to keep his/her job. The higher the probability of keeping employment, the higher the job security. Kraja (2015) define job security as the knowledge that your job is permanent as long as you want to be. Kraja (2015) buttress that job security is a topic where the balance of benefits and costs are still relatively unknown. For example, employees with high job security may invest more in their companies out of loyalty or because they view their jobs as long term commitments. On the other hand, workers may take advantage of their job security and do as little work as possible. Job security can also be costly to the firm since dismissal of employees requires more time, effort, and compensation (Leung, 2009).

According to Sanyal, Hisam and BaOmar (2018) job security is one of the most important keys of success and development of business in any company. Most of the successful and enterprises with high productivity and performance have been shown to be seeking to provide job security for their employees. The decline of job security has a reflection on the performance and the productivity of companies and it have also an effect on the extent of success even if the employees have high competencies and specialized in the field of work. The goal of job security is to increase the level of reassurance of the employee on his future career and ending all forms of worry for the future.

Ndulue and Ekechukwu (2016) opine that organizations can provide a sense of security through honest communication and transparency about the company's health and long-term viability. If

you have ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety.

#### **2.4.4 Employee involvement in decision making**

Employee involvement/participation in decision-making, also known as participative decision-making, has to do with shared decision-making in the workplace. Participative decision-making is the degree to which employers encourage or allow their employees to be involved in organizational decision-making (Alsughayir, 2016).

Emamgholizadeh, Matin and Razavi (2011) disclose that participation in decision making as sharing decision making with others to achieve organizational objectives. According to Wainaina, Iravo and Waititu (2014), Employee Participation in Decision Making (EPDM) is rooted in the “theory Y” perspective of management. He therefore suggests that employees are fundamentally interested in performing well at work and will be more attached and committed to a work organization if their seniors value their contributions in making decisions that affect the nature of work. Although the effects of EPDM may vary with the nature of participation, higher levels of EPDM have been found to be positively related to higher levels of organizational commitment, lower employee turnover, and higher employee productivity. EPDM may also lead to better labor-management relations, stronger employee attachment to organizations, better quality decisions, and improved productivity.

According to Hassan (2016) employee involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivated and

contributing. Employee contribution influence employee's performance positively. Employee involvement increase job satisfaction, motivation and employees commitment as employees feel themselves more involved in the success of the organizational goals. Empowering the employees by involving them in decision making contribute to the success of organization as it increases the productivity, saves time for decision making, lowers the gap between supervisor and subordinates, encourages a strong sense of teamwork among workers.

## **2.5 Theories of Employee Empowerment**

The study adopted Kanter's Theory of Structural Empowerment. Kanter's (1977) theory of structural empowerment is a good framework to explain concepts related to negative workplace behaviors, such as turnover. Kanter (1977) asserted that the structure of the work environment is an important correlate of employee attitude and behaviors in organizations and that perceived access to power and opportunity structures relate to the behaviors and attitudes of employees in organizations. Kanter suggested that individuals display different behaviors depending on whether certain structural supports (power and opportunity) were in place. The first component, opportunity, refers to growth, mobility, and the chance to increase knowledge and skills. The second component, structure of power, refers to the ability to access and mobilize resources, information, and support from one's position in the organization to get the job done successfully (Kanter, 1977). Access to resources refers to the ability to acquire necessary materials, supplies, money, and personnel needed to meet organizational goals. Information relates to the data, technical knowledge, and expertise required performing one's job. Support refers to guidance and feedback received from subordinates, peers, and supervisors to enhance effectiveness (Kanter, 1977; Laschinger, 1996). The study adopts the Kanter's theory of structural empowerment

because the theory provides the structures that are essential to implement the dimensions of empowerment which are geared towards increase in organizational performance.

## **2.6 Theoretical Framework**

The study adopted Kanter's Theory of Structural Empowerment. Kanter's (1977) theory of structural empowerment is a good framework to explain concepts related to negative workplace behaviours/satisfaction, such as turnover. Kanter (1977) asserted that the structure of the work environment is an important correlate of employee attitude, satisfaction and behaviors in organizations and that perceived access to power and opportunity structures relate to the behaviours, satisfaction and attitudes of employees in organizations. Kanter suggested that individuals display different behaviors depending on whether certain structural supports (power and opportunity) were in place. The first component, opportunity, refers to growth, mobility, and the chance to increase knowledge and skills. The second component, structure of power, refers to the ability to access and mobilize resources, information, and support from one's position in the organization to get the job done successfully (Kanter, 1977). Access to resources refers to the ability to acquire necessary materials, supplies, money, and personnel needed to meet organizational goals. Information relates to the data, technical knowledge, and expertise required performing one's job. Support refers to guidance and feedback received from subordinates, peers, and supervisors to enhance effectiveness (Kanter, 1977; Laschinger, 1996). The study adopts the Kanter's theory of structural empowerment because the theory provides the structures that are essential to implement the dimensions of empowerment which are geared towards increase in job satisfaction among employee.

## **2.7 Review of Empirical Studies**

Suleiman, Ochidi, Akinroluyo and Olumoyegun (2018) examined the effects of direct and indirect compensation on the employees' job satisfaction of selected Microfinance banks in Ilorin Metropolis. The specific objectives are to: (i) assess the effect of rewards on employees' job satisfaction. (ii) evaluate the effect of indirect compensation on employees' job satisfaction. The study adopted a descriptive design Questionnaire was the used to elicit information from the employees of selected five microfinance banks in Ilorin metropolis. These microfinance banks are: Balogun Fulani Microfinance bank, Balogun Gambari Microfinance bank, Balogun Ajikobi microfinance bank, Ilorin microfinance bank and University of Ilorin microfinance bank. Twenty (20) copies of questionnaire were distributed to each of the Microfinance banks using a convenience and simple random sampling technique to avoid bias as much as possible. A total of 100 employees of these five (5) microfinance banks were chosen as sample size. Findings from the study revealed that; there is a significant relationship between rewards/salary and the employees' job satisfaction in selected microfinance banks in Ilorin metropolis. Also, there is a significant relationship between indirect compensation and employees' job satisfaction in selected microfinance in Ilorin metropolis.

Igbal, Muzammil, Mushtaq, Rehman and Mushtaq (2018) examine the influence of salary package and promotion opportunities on job satisfaction; a study on the employees of retail sector in Pakistan. The research was conducted during 2017 – 2018 in a private retail organization. Two independent variables were considered including pay and promotion and their impact was checked on the dependent variable “job satisfaction”. Data was collected from 30 respondents using a structured questionnaire. Judgmental sampling technique was used for data collection. Data was analyzed using SPSS and AMOS. Results indicate that there is a significant impact of pay and promotion on job satisfaction. It was also found that there are some other

factors that can have their positive impact of job satisfaction including free medical facility, education facility employees' children and insurance policies provided by the organizations.

Asekun (2015) investigate the relatedness of pay satisfaction, job satisfaction and employee turnover in business organizations in Lagos Nigeria. Data were collected from workers of various organizations who were students of a part time educational programme in Lagos, Nigeria. Of the 140 questionnaires distributed to the survey participants, only 96 of the 120 questionnaire returned were usable. The survey used Pay Satisfaction Scale (PSS), the Minnesota Satisfaction Questionnaire (MSQ) and Turnover Intention Questionnaire (TIQ) as measures in the study. The data obtained were analyzed using Correlation Analysis and Regression Analysis. The results of the analysis indicated that the relationship between pay satisfaction and employee turnover intention was positive, this was the expected direction. The result also confirmed the second hypothesis that there was a positive association between pay satisfaction and job satisfaction and lastly the study suggested that, pay satisfaction and job satisfaction could jointly predict employee turnover. Implications of the findings to the challenge of achieving effective growth and enhanced organizational performance among managers were discussed.

Gunawan and Amalia (2015) examine the effect of wages on job satisfaction: a quality of work life moderator. The type of the data being used is the primary data in the form of a questionnaire. Sampling is done by stratified random sampling of 100 employees in a manufacturing company, data analysis using linear regression and moderated regression analysis. The result showed a significant negative effect on the salary of job satisfaction. Other finding is negative effect of salary which are moderated by the quality of work life is caused by the effect of intrinsic motivation (quality of working life) is more powerful than extrinsic motivation (wages). Quality of work life is quasi moderators that weaken the salary variable.

Malik, Danish and Munir (2012) determine the impact of salary and promotion on job satisfaction in higher education institutes of Pakistan. Non-probability random sampling technique and multiple regression analysis were applied and 200 questionnaires were distributed to collect the responses and 5-points Likert scale was used to measure the responses. Random selections were made once over a period from public and private universities of Punjab, Pakistan. Results replicate previously available data and precision based. Salary has significant influence on job satisfaction but the promotion has less influence and partially significant to the job satisfaction.

Nisar, Zafar, Mahmood, Sohail, Sher and Safdar (2012) examine the influence of salary satisfaction and workplace milieu on job satisfaction levels in the teaching faculty members of University of Punjab. There were three major objectives of this study. First one was to examine the pay satisfaction level of teaching faculty members of University of the Punjab. Second objective was to examine the effect of workplace milieu on job satisfaction level of teaching faculty members of University of the Punjab. And the last one was to study the association between pay satisfaction and job satisfaction levels in the teaching faculty. The universe of the present research consisted of teaching faculty members of University of the Punjab. A sample of 200 respondents was selected using stratified sampling method. The survey research method was conducted to collect data using a structured questionnaire. The empirical findings of the research showed positive relationship between salary satisfaction and job satisfaction. Drawing from this finding it may safely be concluded that university teacher's job satisfaction is significantly related with their salary satisfaction.

Sohail, Ahmad, Iqbal, Haider, Hamad (2014), examine the impact of employee training and development on job satisfaction. The results show that significant positive relationship exists

between employee training and development and job satisfaction. Similarly, Habib, Zahra and Mushtaq (2015) explore the impact of training and development on job satisfaction and productivity: a case study of Pakistan, The study results show that there is a strong optimistic relation among training and development of employees on their performance and productivity.

In a related study, Khan, Khan and Khan (2011) investigate the impact of training and development on job satisfaction. They formulated four hypotheses (training and development, on the job training, training design and delivery style) to see the impact of all the independent variables on the overall job satisfaction. The Hypotheses show that all these have significant effect on Job satisfaction. Results show that training and development, on the job training, training design and delivery style have significant effect on job satisfaction and all these have positively affect the Job satisfaction. It means it increases the overall job satisfaction.

Malaolu and Ogbuabor (2013) investigate the effects of training and manpower development on employees' productivity and job satisfaction in Nigeria, using First Bank of Nigeria Plc as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, majority (80%) of the respondents overwhelming agreed that training and manpower development enhanced job satisfaction.

Falola, Osibanjo and Ojo (2014) examine the effectiveness of training and development on job satisfaction and organisation competitive advantage in the Nigerian banking industry. The results

show that strong relationship exists between training and development, job satisfaction and competitive advantage.

Tahir, Yousafzai, Jan and Hashim (2014), investigate whether training and development has impact on job satisfaction and productivity. Data for the paper was collected through primary source that are from questionnaires surveys. The data have been checked through statistical software to find the impact of training and development on job satisfaction and productivity. There were two variable Training and Development (Independent) and Job satisfaction and productivity (Dependant). The result showed that there was significant relationship between the variables.

Abuhashesh, Al-Dmour and Masa'deh (2019) identify the factors which encourage employees to remain in their jobs for a long-term as opposed to those that create negative sentiments thus, leading employees to quit. The factors under focus are wages, organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security. The study measures the impact of each factor on employee satisfaction. The research population is the body of employees in Jordan's industrial sector, with a random sample of industrial employees representing the population. The quantitative method is used to examine the research question. The study found that Jordanian employees care the most about their salaries and position more than any other factors.

Tran (2018) investigate the determinants of teachers' job satisfaction in Lam Dong Province, Vietnam and examines the feasibility of applying Herzberg' Two-Factor Theory in Vietnam's educational setting, employing mixed research approaches with survey questionnaire, in-depth interviews, group discussions and observations. The findings supported the application of

Herzberg's theory in the educational setting of Vietnam with the exception of recognition. The results showed that satisfiers of teaching career overwhelmingly were phenomena intrinsic to teaching tasks. These include career achievement, work itself, advancement, responsibility, job security, and support from students' parents. Dissatisfiers, on the other hand, were those extrinsic to the teaching core and beyond the ability of teachers including promotion, pay, supervision, students' behavior, job pressure, teacher status, teacher training, working condition, recognition, school policies, relationship with co-workers, school reputation, and career support from school. The research findings provide an analytical framework for policy makers in Vietnam to create appropriate policies for the benefit of teachers, students and the educational system. Furthermore, understanding teachers' career satisfaction may result in higher teachers' job commitment, job performance and attitudes towards work directly leading to higher educational outcomes.

Jimenez and Didona (2017) examine whether perceived job security positively impacts the effectiveness of job satisfaction among employees of unionized organizations vs employees of non-unionized organizations. Job security's effect on job satisfaction was identified, as well as the difference in the perception of job security among employees from unionized vs non-unionized organizations. The sample consisted of 100 employees from different positions and different organizations, with both union and non-union participation from the Miami International Airport. They were surveyed on a Likert scale questionnaire that had items targeted to measure their perception of job security, and job satisfaction. The evidence yielded results that supported the literature review, and indicated that employees are more susceptible to show better performance in their work place when in the context of the security offered by unionized organizations. The results indicated that the security offered by union participant organizations

can be used as a predictor of increased job satisfaction, and to some extent to the employee's behavior within the organization.

Imran, Majeed and Ayub, (2015) explore the relationship between job security, organizational justice and organizational productivity with the mediating role of job satisfaction. This study revealed the fact that lack of job security and organizational justice as well as job satisfaction can be a cause of decrease in organization productivity. The result of this research suggests offering job security to the employees. In addition, measures should be taken to increase employees' job satisfaction as these factors will directly lead to an increase in organizational productivity.

Akpan (2013) find out the extent to which job security and job satisfaction predicted organizational commitment of university teachers in Cross River State, Nigeria. The relative contribution of each of the two independent variables to the prediction was also investigated. A survey design was adopted and the study sample consisted of 290 lecturers selected from 2 universities using purposive sampling technique. Two hypotheses guided the study. Instrument for data collection was a structured questionnaire. Data were analyzed using multiple regression and t-test. The result of the study revealed that both job security and job satisfaction jointly had a significant effect on organizational commitment of university teachers. There was also a significant correlation between the joint predictor variables and organizational commitment. Job satisfaction was a more potent predictor of organizational commitment than job security. The two independent variables made significant relative contributions to the determinacy of organizational commitment of university teachers.

Empirically, Oloo and Orwar (2016) determine the impact of junior employee participatory decision making on job satisfaction with the study conducted on employees working in the retail

markets in Nairobi. The result from the study clearly indicated that participatory decision making amongst the junior staff of the retail markets affects, capability development, cohesion and trust, communication, staff retention and motivation by enhancing their performance.

Alsughayir (2016) examine the influence of employee participation in decision-making on job satisfaction in Saudi Arabia's manufacturing sector. Findings showed a significant positive relationship exists between participation in decision-making and job satisfaction, suggesting that participation in decision-making is an essential component influencing job satisfaction. The higher the level of employee participation in decision-making, the higher the level of job satisfaction.

Zubair, Bashir, Abrar, Baig and Hassan (2015) examine the relationships among employee's participation in decision making (PDM), manager's encouragement of creativity (MEOC) and employee's creativity (CTY) and the role of climate for creativity and change (CLT) as a possible mediator among the relationships. The results indicated that employee's participation in decision making and manager's encouragement of creativity were positively related with employee's creativity.

Wainaina, Iravo and Waititu (2014) investigate the effect of employee participation in decision making on academic staffs' organizational commitment in the private and public universities in Kenya. The study found that employee participation in decision making significantly influence university academic staffs' organizational commitment in Kenya.

Altaf, Yousaf, Tahir, Bagram (2013) conduct a study to find the relationship between participative management and job satisfaction in government organization. Survey questionnaire used to get data. For interpret relationship used multiple regression and correlation. The finding

of this study is that there is positive relationship between participative management and job satisfaction. This study suggests that there is need to change traditional hierarchical structure of government organization to participative management and this relation is successful in presence of attractive pay package.

Emamgholizadeh, Matin and Razavi (2011) examine relation between employees' involvement in decisions making and their empowerment in Telecommunication Company Iran subsidiary of Mazanderan Province. The findings of this study have shown that higher levels of involvement in decisions making are associated with significantly higher competence, meaning, impact and self-determination. A significant positive correlation was found between employees' involvement in decisions making and total dimension empowerment.

Kuye and Sulaimon (2011) examine the relationship between employee involvement in decision making and job satisfaction in the manufacturing sector in Nigeria. Data were generated by means of questionnaires to 670 manufacturing firms on employee involvement in decision making and performance variables. Responses from the survey were statistically analyzed using descriptive statistics, product moment correlation, regression analysis and Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision making and job satisfaction as well as reveal a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow. The findings also reveal the involvement of participating firms in employee involvement in decision making.

Muindi (2011) examine the relationship between participation in decision making and job satisfaction among academic staff in public University of Nairobi. The findings indicate that a significantly strong positive correlation was found to exist between job satisfaction and participation in decision-making. The findings indicate also a positively strong correlation between participation in decision-making and job satisfaction in relation to general working conditions; pay and promotion potential; use of skills and abilities; job design; and job feedback. The findings indicate that the level of job satisfaction for workers at the SOB increases proportionately with an increase in their level of participation in decision-making.

## 2.8 Summary of Empirical Review

S/N	Author(s)/ Year	Study Title	Method of Analysis	Findings
a.	Abuhashesh, Al-Dmour & Masa'deh (2019)	Factors which encourage employees to remain in their jobs	Quantitative method	The study found that Jordanian employees care the most about their salaries and position more than any other factors
b.	Suleiman, Ochidi, Akinroluyo & Olumoyegun (2018)	The effects of direct and indirect compensation on the employees' job satisfaction of selected	n.a	There is a significant relationship between rewards/salary and the employees' job

		Microfinance banks in Ilorin Metropolis		satisfaction in selected microfinance banks in Ilorin metropolis
c.	Igbal, Muzammil, Mushtaq, Rehman & Mushtaq (2018)	The influence of salary package and promotion opportunities on job satisfaction	SPSS and AMOS	There is a significant impact of pay and promotion on job satisfaction
d.	Tran (2018)	The determinants of teachers' job satisfaction in Lam Dong Province, Vietnam		
e.	Asekun (2015)	The relatedness of pay satisfaction, job satisfaction and employee turnover in business organizations in Lagos Nigeria	Correlation Analysis and Regression Analysis	The relationship between pay satisfaction and employee turnover intention was positive
f.	Gunawan & Amalia (2015)	The effect of wages on job satisfaction: a quality of work life moderator	Linear regression and moderated regression analysis	The result showed a significant negative effect on the salary of job satisfaction
g.	Similarly, Habib, Zahra & Mushtaq (2015)	The impact of training and development on job satisfaction and productivity: a case study of Pakistan	n.a.	There is a strong optimistic relation among training and development of employees on their performance and productivity
h.				
i.				
j.	Sohail, Ahmad, Iqbal, Haider, & Hamad (2014)	The impact of employee training and development on job	n.a.	The results show that significant positive relationship exists between employee

		satisfaction		training and development and job satisfaction
k.	Tahir, Yousafzai, Jan & Hashim (2014)	Training and development has impact on job satisfaction and productivity	n.a.	Impact of training and development on job satisfaction and productivity
l.	Falola, Osibanjo & Ojo (2014)	The effectiveness of training and development on job satisfaction and organisation competitive advantage in the Nigerian banking industry	n.a.	Strong relationship exists between training and development, job satisfaction and competitive advantage
m.	Malaolu & Ogbuabor (2013)	The effects of training and manpower development on employees' productivity and job satisfaction in Nigeria	Descriptive statistics	Training and manpower development has enhanced their efficiency and job productivity
n.	Malik, Danish & Munir (2012)	The impact of salary and promotion on job satisfaction in higher education institutes of Pakistan	Multiple regression analysis	Salary has significant influence on job satisfaction but the promotion has less influence and partially significant to the job satisfaction
o.	Nisar, Zafar, Mahmood, Sohail, Sher & Safdar (2012)	The influence of salary satisfaction and workplace milieu on job satisfaction levels in the teaching faculty members of University of Punjab	n.a.	The finding of the research showed positive relationship between salary and job satisfaction
p.	Khan, Khan & Khan (2011)	The impact of training	n.a	Training and

		and development on job satisfaction		development, on the job training, training design and delivery style have significant effect on job satisfaction
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*Source: Author's Literature Review (2023)*

## 2.9 Conceptual Framework

This study aims to investigate the relationship between employee empowerment and job satisfaction in Okomu Oil Plc. with variables shown in Fig. 1.

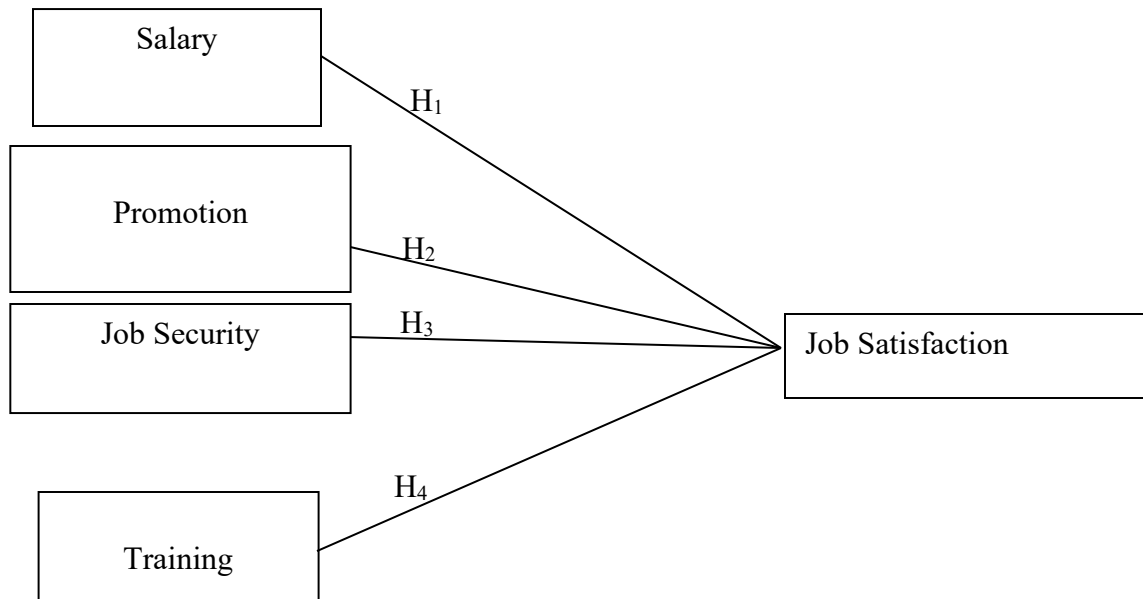


Fig. 1 presents the conceptual framework (research model) created in this study. The conceptual framework suggests that job satisfaction is influenced by four constructs: salary, promotion, job security and training. In line with the literature review, we propose and will test four hypotheses addressing there is no positive relationship between salary and job satisfaction; there is no relationship between promotion and job satisfaction; there is no positive relationship between job security and job satisfaction; there is no positive relationship between training and job satisfaction.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on the ways and manner in which the research study was carried out. The chapter highlights the study research design, population of the study, sampling technique, sample size, sources of data, the research instrument, model specification as well as data analysis techniques.

#### **3.2 Research Design**

This study will adopted a descriptive survey design. This is because opinion of subjects on employee empowerment and job satisfaction in Nigeria workplace will be explored through the use of questionnaire. Descriptive survey describes analysis and interprets conditions that are in existence. The interest of the researcher is in the identification and selection of variable, elements, subject which is considered relevant to the investigation. Nworgu (1998) is of the view that survey research involves the assessment of the public opinion, beliefs, attitudes and motivations and behaviour, using questionnaire.

#### **3.3 Population of the Study**

Population in this context refers to the total number of people to be studied. Thus, the total population for this study is the entire three hundred (300) staff (comprising of management, non-management and casual staff) of Okomu Oil Plc, Benin City, Edo State.

#### **3.4 Sample Size/Sampling Technique**

The sample size is derived from the population of the study, due to the difficulty in studying the entire management, non-management staff and casual staff of Okomu Oil Plc, Benin City, Edo

State. A sample size of two hundred and ninety-two (292) staff comprises of management, non-management staff and casual staff of Okomu Oil Plc, Benin City, Edo State will be selected. The two hundred and ninety-two (292) staff selected as the sample size will be a representative of the entire population of staff of Okomu Oil Plc, Benin City, Edo State.

The sampling technique to be employed in this study is the convenient sampling technique. Therefore, from the population, a proportionate number of staff would be selected. The convenience sampling method will be adopted in the collection of samples for the study. The convenience sampling method allows the researcher select sample size conveniently without employing any formula.

In selecting the sample size of this study seven (7) departments will be selected from Okomu Oil Plc, Benin City, Edo State.. Thereafter, the researcher will conveniently select a number of staff from each of the department to give a sample size of two hundred and ninety-two (292) respondents.

The breakdown of the sample size is as follow:

<b>S/N</b>	<b>Department</b>	<b>Number of Staff Selected</b>
a.	Production Department	70
b.	Engineering Department	44
c.	Accounting Department	35
d.	Marketing Department	55
e.	Human Resource Department	25
f.	Inventory Department	33
g.	Security Department	30
<b>Total</b>		<b>292</b>

### 3.5 Sources of Data

This shall consist of primary. Primary data sources are those collected or sourced directly in this study. The primary data used in the study shall be the use of questionnaire which will be administered to the prospective research participants.

### 3.6 Model Specification

The econometric model that will be employed in this study is a multiple regression model. A multiple regression model is that which seeks to express relationships between dependent variable and the independent variables.

In the light of the methodological knowledge gathered and empirical literature so far studied, the researcher specify a multiple regression model. The study attempted to examine employee empowerment and job satisfaction in Nigeria workplace. Therefore the model for the study will be specifically developed for this study.

The model in its econometric form is specified as follows:

$$\text{JOBSAT} = \beta_0 + \beta_1\text{SALA} + \beta_2\text{PROMT} + \beta_3\text{JOBSC} + \beta_4\text{TRAIN} + U_t$$

**Where:**

JOBSAT = Job Satisfaction

SALA = Salary

PROM = Promotion

JOSEC = Job Security

TRAIN = Training

$U_t$  = Stochastic error term

$\beta_0$  = Intercept

$\beta_1 - \beta_4$  = Parameters to be estimated

### **3.7 The Research Instrument**

The data for the study will be collected by means of a questionnaire. The questionnaire will be divided into two major parts A and B. Part A will contain, item design to collect the bio data of the respondents, while Part B consists of five sections 1 to 5 which will cover 25 items for the study on employee empowerment and job satisfaction in Nigeria workplace. Section B1 shall contain 5 items which to be used to answer research question 1, that is the relationship between salary and job satisfaction. Section B2 will also contain 5 items which were used to answer research question 2 that is training programme and job satisfaction. Section B3 will equally contain 5 items which will be used to answer research question 3, that is job security and job satisfaction. Section B4 will also contained 5 items which were used to answer research question 4, which is employee involvement in decision making and job satisfaction, while Section B5 contain 5 items which will be used to answer the dependent variable, that is job satisfaction. The instrument will be structured on a Five Point Scale of Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD) and weighted 5, 4, 3, 2, and 1 respectively. The justification for the use of five (5) items in the research instrument is to allow for equal opportunity and balance the respondents view on the variables selected.

### **3.8 Validity and Reliability of Research Instrument**

#### **3.8.1 Validity of the research instrument**

To ensure the validity of the research instrument constructed by the researcher, it will be given to the research supervisor who will go through it and make some modification and corrections. These modifications and corrections will be effected and the final copy of the instrument will be administered to the respondents.

### 3.8.2 Reliability of the research instrument

The researcher will administer the research instrument to twenty (20) respondents who will not be part of the sample size. This will be analyzed with the aid of the SPSS 20. The data generated from the test will be correlated statistically with the Cronbach's Alpha, thereby guaranteeing the internal consistency of the questionnaire.

### 3.9 Operationalization and Measurement of Variables

S/N	Variable	Operationalized As	Measurement	Item number
a.	Sex	Male Female	2 Point Likert Scale	Item No 1
b.	Educational Qualification	SSCE/WASC OND/Diploma HND/first Degree Master's Degree Ph.D.	5 Point Likert Scale	Item No. 2
c.	Marital Status	Single Married Divorced Widowed	4 Point Likert Scale	Item No. 3
d.	Position in Organization	Senior Staff Junior staff	2 Point Likert Scale	Item No. 4
e.	<b>Independent Variable:</b> Salary and Job Satisfaction	SALA	5 point likert scale	Q1 – 5
f.	<b>Independent Variable:</b> Promotion and Job Satisfaction	PROM	5 point likert scale	Q6 – 10
g.	<b>Independent Variable:</b> Job	JOSEC	5 point likert	Q11 – 15

	Security and Job Satisfaction		scale	
h.	<b>Independent Variable:</b> Training and Job Satisfaction	TRAIN	5 point likert scale	Q16– 20
i.	<b>Dependent Variable:</b> Job Satisfaction	JOBSAT	5 point likert scale	Q21 – 25

### 3.10 Method of Data Analysis

The data collected would be subjected to regression analysis using Statistical Package for Social Sciences (SPSS 20.0). This is because it would enable the researcher to establish the extent of the relationship between variables under investigation, hence ordinary least squares regression techniques and other statistical test like descriptive statistics and correlation will be use to analyze the data.

Regression analysis is also used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer causal relationships between the independent and dependent variables. The computation of Ordinary Least Square is based on the outcomes of the regression which is used to test the various hypotheses formulated previously in chapter one of this study.

#### Decision Rule

The study sets its decision rule for the acceptance of the hypothesis at 5% level of significance; hence, the null hypothesis would be rejected if the probability value is less than 5% (0.05).



## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

In this chapter, we perform the presentation and analysis of the data used for the empirical evaluation of the employee empowerment and job satisfaction in Nigeria workplace. The analysis involves two methods, the use of simple percentages, tables and the Ordinary Least Squared (OLS) econometric method, with the goal of providing estimated coefficients that are valid enough to test the hypothesized relationships in the study.

A total of two hundred and ninety-two (292) questionnaires were administered to the respondents, while two hundred and eighty-five (285) of the questionnaires were properly filled and returned. The analysis and interpretation of data as well as testing of hypothesis is based on the two hundred and eighty-five (285) questionnaires retrieved.

The primary data collected from the two hundred and eighty-five (285) respondents were first converted into simple averages for both the dependent variable and the independent variables and then the OLS was performed on them in order to determine the hypothesized relationship between salary, promotion, job security and training and job satisfaction.

This is accordingly shown in the table below.

## 4.2 Socio-Demographic Characteristics of the Respondents

**Table 4.1: Socio-Demographic Characteristics of the Respondents**

S/N	Characteristic	Categories	Frequency	Percent (%)
1	Sex	Male	179	62.8
		Female	106	37.2
		<b>Total</b>	<b>285</b>	<b>100</b>
2	Highest Educational Qualification	Secondary Education and below	11	3.9
		OND/Diploma	17	6.0
		HND/B.Sc.	135	47.4
		MBA/MSC	101	35.4
		Ph.D.	21	7.4
		<b>Total</b>	<b>285</b>	<b>100</b>
3	Work Experience	0-5yrs	49	17.2
		6-10yrs	92	32.3
		11-15yrs	57	20.0
		16-20yrs	49	17.2
		21yrs and above	38	13.3
		<b>Total</b>	<b>285</b>	<b>100</b>
4	Marital Status	Single	98	34.4
		Married	167	58.6
		Divorced	7	2.5
		Widowed	13	4.6
		<b>Total</b>	<b>285</b>	<b>100</b>
5	Position in Organization	Academic Staff	91	31.9
		Non-Academic Staff	194	68.1
		<b>Total</b>	<b>285</b>	<b>100</b>

*Source: Field Survey, (2023)*

The sex distribution of respondents reveals 179 for males and 106 for females, making a total of 285. This shows a percentage distribution as 62.8 and 37.2 percent respectively for male and female. From this evidence, the percentage of over 62.8 percent shows that more male are involved in the survey than the female.

In most organization, the initial educational qualification of employees plays very significant roles in the nature, frequency and pattern of data or information that are provided by them. In Table 4.1 above, the respondents' educational qualifications are reported. It shows that HND/B.Sc. holders are more in the university surveyed; it made up over 135 percent of the entire respondents that were sampled. MBA/MSC Degree and other types of degree holders are the other groups that seem to have some considerable numbers in the group with percentage responds rates of 35.4%; while the least are the Secondary Education and below with 3.9 (percent), Ph.D. holders with only (7.4 percent) followed by OND/Diploma holders (6.0 percent).

In the same Table 4.1 above, the respondents' work experience is analyzed. The analysis shows that between 6 – 10 years has the highest number of frequency (92) representing 32.3%, followed by 11 – 15 years with 57 frequency, representing 20.0%. This closely followed by 0 – 5years and 16 – 20 years with 17.2% and 17.2% respectively. The least is 21years and above with 38 frequency rate representing 13.3%.

In the same Table 4.1 above, the marital status of the sampled respondents were analyzed. Of the 285 respondents, 98 frequency, representing 34.4 are Single, 167 frequency, representing 58.6% are Married, only 7 frequency representing 2.5 are divorcees, while 13 presenting 4.6% are widowed.

The position of staff in the organization interviewed is also reported in Table 4.1 above. 91 (or 31.9 percent) out of the 285 respondents are academic staff, while 194 (or 68.1 percent) are non-academic staff.

### 4.3 Presentation and Analyses

In order to answer the research questions stated in chapter one of this study and also test the corresponding hypotheses, the following tables below presented the analysis of the data gathered from the respondents on the various questionnaire distributed. The researcher used frequency counts and percentage analyses while the Ordinary Least Square (OLS) analysis was employed at 5% level of significance in order to test the formulated hypotheses.

**Table 4.2: Responses on Job Satisfaction**

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)
6	Staff welfare package influences job satisfaction	159 (55.8)*	61 (21.4)	27 (9.5)	21 (7.4)	17 (6.0)
7	The leadership style adopted in my organization enhance my job satisfaction	81 (28.4)	161 (56.5)	29 (10.2)	1 (0.4)	13 (4.6)
8	My attitude towards work is unwavering if I am fairly treated by the management of my organization	71 (24.9)	112 (39.3)	39 (13.7)	26 (9.1)	37 (13.0)
9	Conducive work environment promote job satisfaction	106 (37.2)	112 (39.3)	27 (9.5)	19 (6.7)	21 (7.4)
10	Employee participation in decision making enhance job satisfaction	105 (36.8)	117 (41.1)	27 (9.5)	17 (6.0)	19 (6.7)

*\* Percentages in parentheses. Source: Field Survey, (2023)*

From table 4.3, it can be deduced that a total number 159 or 55.8% and 61(21.4%) of the respondents strongly agreed and agreed respectively that staff welfare package influences job satisfaction. 27 of the respondents representing 9.5% were undecided, while 21 of the respondents or 7.4% and 17 or 6.0% of the respondents disagreed and strongly disagreed respectively.

Similarly, 81 or (28.4%) and 161 (56.5%) of the respondents were Strongly Agreed and Agreed that the leadership style adopted in their organization enhance their job satisfaction, but 29(10.2%) respondents were undecided, while 1(0.4%) and 13(4.6%%) of the respondents were Disagreed and Strongly Disagreed respectively.

Also, 71 respondents representing (24.9%) respondents and 112(39.3%) Strongly Agreed and Agreed that their attitude towards work is unwavering if they are fairly treated by the management of their organization, while 39(13.7%) were undecided, 26(9.1%) and 37(13.0%) of the respondents Disagreed and Strongly Disagreed respectively.

Seeking opinion on whether conducive work environment promote job satisfaction, 106 of our respondent representing (37.2%) Strongly Agreed, 112 representing 39.3% Agreed, 27(9.5%) opted for undecided, while 19 of the respondent representing 6.7% and 21(7.48%) were Disagreed and Strongly Disagreed respectively.

Finally in table 4.3, 105 of the respondent representing 36.8% and 117 representing 41.1% Strongly Agreed and Agreed respectively with the statement that employee participation in decision making enhance job satisfaction, 27 of the respondent representing 9.5% were undecided, while 17 of the respondent representing (6.0%) and 19 (6.7%) did not agree with the statement hence Disagreed and Strongly Disagreed respectively.

**Research Question One: To what extent does the salary influence job satisfaction?**

**Table 4.3: Responses on determining the extent to which salary influence job satisfaction**

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)
11	My salary affects my job satisfaction	120 (42.1)*	106 (37.2)	19 (6.7)	24 (8.4)	16 (5.6)
12	The salary structure in my workplace enhance my job satisfaction	106 (37.2)	118 (41.4)	19 (6.7)	26 (9.1)	16 (5.6)
13	I will continue to give my best at workplace if I am monetarily compensated	120 (42.1)	110 (38.6)	20 (7.0)	12 (4.2)	23 (8.1)
14	I will exhibit high level of job satisfaction if my salary is paid promptly	110 (38.6)	133 (46.7)	24 (8.4)	12 (4.2)	6 (2.1)
15	I will put in my best at work if I do receive attractive benefits	132 (46.3)	82 (28.8)	25 (8.8)	17 (6.0)	29 (10.2)

*\* Percentages in parentheses. Source: Field Survey, (2023)*

In Table 4.4 above, it was gathered that it is the view of the respondents that their salary affects their job satisfaction. This view was reflected in the responses of 120 or 42.1% and 106 (37.2) agreed and strongly agreed respectively, 19(6.7%) were undecided, 24 of the respondents representing (8.4%) and 16(5.6%) Disagreed and Strongly Disagreed respectively.

106 respondents representing (37.2%) and 118(41.4%) believe that the salary structure in their workplace enhance their job satisfaction, but 19 of the respondent representing 6.7% were undecided, 26 (9.1%) and 16 (5.6%) Disagreed and Strongly Disagreed with the statement.

Respondents also supported the assertion that they will continue to give their best at workplace if they are monetarily compensated. This was evidence by the respondents opinion which showed that 120 of the respondent representing (42.1%) and 110 representing (38.6%) Strongly Agreed

and Agreed respectively, while only 20 (7.0%) were undecided, 12(4.2%) and 23(8.1%) Disagreed and Strongly Disagreed.

Our respondents uphold the assertion that they will exhibit high level of job satisfaction if their salary paid promptly. This we gathered from their responses were 110(38.6%) Strongly Agreed, 133(46.7%) Agreed, 24(8.4%) undecided, while 12(4.2%) Disagreed and 6(2.1%) Strongly Disagreed.

Again, the respondents supported the view that they will put in their best at work if they do receive attractive benefits as 132 of the respondent representing (46.3%) Strongly Agreed, 82(28.8%) Agreed, only 25(8.8%) were undecided, while 17(6.0%) Disagreed and 29(10.2%) Strongly Disagreed.

**Research Question Two: To what extent does promotion influence job satisfaction?**

**Table 4.4: Responses on determining the extent to which promotion influence job satisfaction.**

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)
16	Regular promotion exercise influence my job satisfaction	123 (43.2)*	105 (36.8)	30 (10.5)	21 (7.4)	6 (2.1)
17	I am satisfied with the way employees are promoted in my organization	75 (26.3)	158 (55.4)	17 (6.0)	20 (7.0)	15 (5.3)
18	I will give my employer my best attitude to work if my promotion is not denied/delayed	108 (37.9)	77 (27.0)	53 (18.6)	11 (3.9)	36 (12.6)
19	I will exercise an unreserved job satisfaction if I am promoted as at when due	104 (36.5)	120 (42.1)	26 (9.1)	28 (9.8)	7 (2.5)
20	I will continue to encourage my colleagues at workplace to put in their best at work if our	118 (41.4)	87 (30.5)	33	31 (10.9)	16 (5.6)

	promotion is regular			(11.6)		
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*\* Percentages in parentheses. Source: Field Survey, (2023)*

Table 4.5 showed that, 123 of the respondent representing 43.2% Strongly Agreed and 105(36.8%) Agreed that regular promotion exercise influence their job satisfaction, 30 of the respondent representing 10.5% were undecided, while 21 respondent representing 7.4% Disagreed and 6(2.1%) Strongly Disagreed.

Also 75 of the respondent representing (26.3%) and 158(55.4%) supported the statement that they are satisfied with the way employees are promoted in their organization, 17(6.0%) were undecided, while 20 of the respondent representing (7.0%) Disagreed and 15(5.3%) Strongly Disagreed.

It can also be deduced that 108(37.9%) and 77(27.0%) were in conformity with the view that they will give their employer their best attitude to work if their promotion is not denied/delayed, but 53 (18.6%) were undecided, while 11(3.9%) and 36(12.6%) Disagreed and Strongly Disagreed respectively.

In a related result, 104 respondent representing (36.5%) Strongly Agreed, 120 respondent representing (42.1%) supported the view that they will exercise an unreserved job satisfaction if they are promoted as at when due, 26 of the respondents 9.1% were undecided, but 28 representing (9.8%) and 7 representing (2.5) Disagreed and Strongly Disagreed respectively.

Also 118 respondents representing (41.4%) and 87(30.5%) believe that they will continue to encourage their colleagues at workplace to put in their best at work if our promotion is regular, only 33 (11.6%) undecided, but 31 representing (10.9%) and 16 representing (5.6%) Disagreed and Strongly Disagreed respectively.

**Research Question Three: To what extent does job security influence job satisfaction?**

**Table 4.5: Responses on determining the extent to which job security influence job satisfaction**

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)
21	Job security gives me confidence to work extra hard	114 (40.0)*	100 (35.1)	31 (10.9)	4 (1.4)	36 (12.6)
22	The security of my job gives me emotional and psychological stability to commit more time to my job	99 (34.7)	143 (50.2)	22 (7.7)	10 (3.5)	11 (3.9)
23	I come to work always because I feel that my job has retirement benefits	100 (35.1)	111 (38.9)	45 (15.8)	17 (6.0)	12 (4.2)
24	I have reason to enhance my job satisfaction if am not struggle to get my entitlement.	111 (38.9)	106 (37.2)	31 (10.9)	19 (6.7)	18 (6.3)
25	Favourable government policy in the public service makes the future of job to be certain hence job satisfaction	126 (44.2)	98 (34.4)	19 (6.7)	19 (6.7)	23 (8.1)

*\* Percentages in parentheses. Source: Field Survey, (2023)*

In Table 4.6, it can be deduced that a total number 114 or 40.0% and 100 (35.1%) of the respondents Strongly Agreed and Agreed respectively that job security gives them confidence to work extra hard. Meanwhile, 31 (10.9%) were undecided, while 4 respondents representing (1.4%) and 36(12.6%) either Disagreed and Strongly disagreed with the statement.

The respondent unanimously concurred that the security of their job gives them emotional and psychological stability to commit more time to their job. This was confirmed by the view of the respondent were 99(34.7%) Strongly Agreed, 143(50.2%) Agreed, while 22(7.7%) were undecided, 10(3.5%) Disagreed and 11(3.9%) of the respondent Strongly Disagreed.

In the same manner, 100 respondents representing (35.1%) Strongly Agreed and 111(38.9%) Agreed that they come to work always because they feel that their job has retirement benefits, while only 45(15.8%) were undecided, 17(6.0%) Disagreed and 12(4.2%) Strongly Disagreed.

Similarly, the respondents submit that they have reason to enhance their job satisfaction if they are not struggle to get their entitlement. This confirmation is from the view of the respondents were 111(38.9%) Strongly Agreed, 106(37.2%) Agreed, 31(10.9%) were undecided, while 19(6.7%) Disagreed and 18(6.3%) Strongly Disagreed.

Majority of the respondents representing 126(44.2%) Strongly and 98(34.4%) believed that favourable government policy in the public service makes the future of job to be certain hence job satisfaction, only 19(6.7%) were undecided, 19(6.7) of the respondents Disagreed and 23(8.1%) Strongly Disagreed.

**Research Question Four: To what extent does training influence job satisfaction?**

**Table 4.4: Responses on determining the extent to which training influence job satisfaction.**

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)
26	My job satisfaction at workplace is boundless if I receive on and off-the-job training	123 (43.2)*	105 (36.8)	30 (10.5)	21 (7.4)	6 (2.1)
27	Delay/non-conduct of job training affects job satisfaction	75 (26.3)	158 (55.4)	17 (6.0)	20 (7.0)	15 (5.3)
28	The training I received helped me to enhance my job satisfaction and the discharge of my duty diligently	108 (37.9)	77 (27.0)	53 (18.6)	11 (3.9)	36 (12.6)
29	Lack of training programme for employee reduces the level of job satisfaction	104 (36.5)	120 (42.1)	26 (9.1)	28 (9.8)	7 (2.5)
30	I perform better when I take part in the induction training in my organization	118 (41.4)	87 (30.5)	33 (11.6)	31 (10.9)	16 (5.6)

*\* Percentages in parentheses. Source: Field Survey, (2023)*

Table 4.5 showed that, 123 of the respondent representing 43.2% Strongly Agreed and 105(36.8%) Agreed that their job satisfaction at workplace is boundless if they receive on and off-the-job training, 30 of the respondent representing 10.5% were undecided, while 21 respondent representing 7.4% Disagreed and 6(2.1%) Strongly Disagreed.

Also 75 of the respondent representing (26.3%) and 158(55.4%) supported the statement that delay/non-conduct of job training affects job satisfaction, 17(6.0%) were undecided, while 20 of the respondent representing (7.0%) Disagreed and 15(5.3%) Strongly Disagreed.

It can also be deduced that 108(37.9%) and 77(27.0%) were in conformity with the view that the training they received helped them to enhance their job satisfaction and the discharge of their duty diligently, but 53 (18.6%) were undecided, while 11(3.9%) and 36(12.6%) Disagreed and Strongly Disagreed respectively.

In a related result, 104 respondent representing (36.5%) Strongly Agreed, 120 respondent representing (42.1%) supported the view that lack of training programme for employee reduces the level of job satisfaction, 26 of the respondents 9.1% were undecided, but 28 representing (9.8%) and 7 representing (2.5) Disagreed and Strongly Disagreed respectively.

Also 118 respondents representing (41.4%) and 87(30.5%) believe that they perform better when they take part in the induction training in their organization, only 33 (11.6%) undecided, but 31 representing (10.9%) and 16 representing (5.6%) Disagreed and Strongly Disagreed respectively.

#### 4.4 Descriptive Statistics

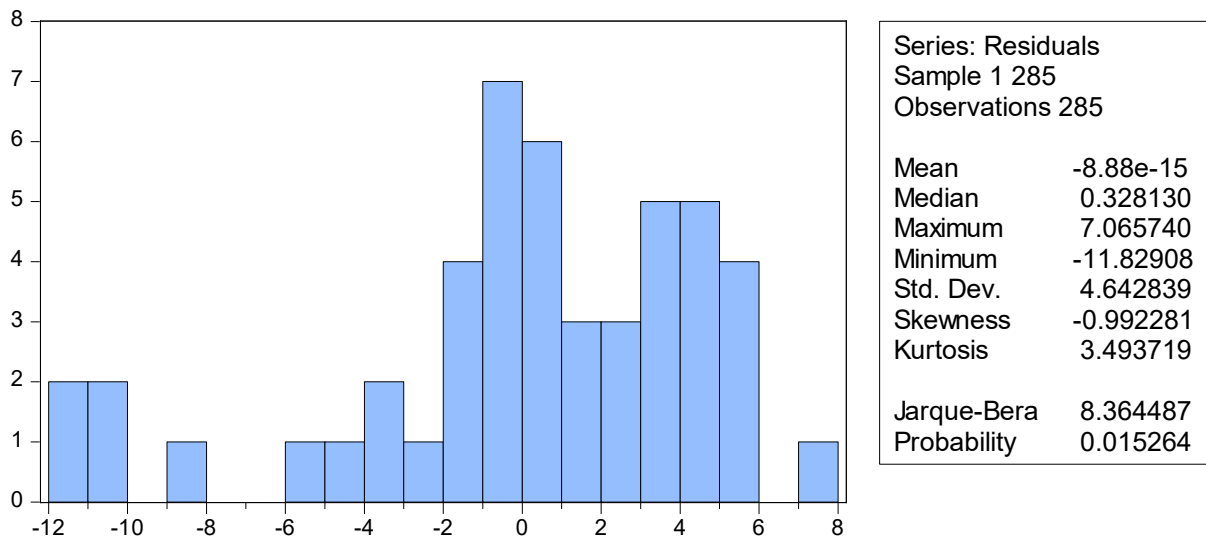
**Table 4.9: Descriptive Statistics**

	<b>JOBSA</b>	<b>SALA</b>	<b>PROM</b>	<b>JOSEC</b>	<b>TRAIN</b>
Mean	30.68750	16.04167	18.37500	19.29167	17.29167
Median	30.00000	16.00000	18.00000	20.00000	17.00000
Maximum	35.00000	25.00000	25.00000	24.00000	25.00000
Minimum	18.00000	8.000000	13.00000	12.00000	12.00000
Std. Dev.	5.049357	3.432996	2.780058	2.782608	3.080193
Skewness	-1.027185	0.362844	0.315039	-0.496608	0.459583
Kurtosis	3.085898	3.103558	3.020164	2.616265	2.829502
Jarque-Bera	8.455637	1.074695	0.794809	2.267462	1.747873
Probability	0.014584	0.584296	0.672062	0.321830	0.417305
Sum	1473.000	770.0000	882.0000	926.0000	830.0000
Sum Sq. Dev.	1198.313	553.9167	363.2500	363.9167	445.9167
Observations	285	285	285	285	285

*Source: Eviews 9 (2023)*

The descriptive statistics in table 4.9 shows the characteristics of the variables from the respondents that formed the overall sample of the study. As observed, the mean value of the dependent variable Job Satisfaction (JOBSA) showed positive values ranging from 18.00000 to 35.00000 suggesting that the level of Job Satisfaction (JOBSA) of the selected public sector for the period under review skewed towards the positive. The mean values of all the other independent variables [Salary (SALA), Promotion (PROM), Job Security (JOSEC) and Training (TRAIN)] equally showed positive values with mean values of 16.04167, 18.37500, 19.29167 and 17.29167 respectively. The standard deviations of each of the variables showed minimal dispersion ( $\pm$ ) from the mean values which are highly desirable. More so, the probability values of the Jargue Bera test for all factors are significantly lower than the 0.05 indicating that the series are uniformly distributed.

**Figure 4.1 Normality Test**



**So**

**urce: Researchers Computation, (2023)**

The histogram normality and other descriptive statistics of the regression variables are revealed in the normality test above. The result showed a mean Jarque-Bera test of 8.364487 and associated probability value of 0.015264 which is significantly lower than the 5% level

indicating that not all the series are evenly distributed. Thus, the issue of endogeneity arising from the heterogeneous nature of the data are likely evident.

**Table 4.10: Correlation Analysis**

Covariance Analysis: Ordinary  
 Date: 07/09/23 Time: 05:43  
 Sample: 1 48  
 Included observations: 48

Correlation t-Statistic Probability	JOBSA	SALA	PROM	JOSEC	TRAIN
JOBSA	1.000000 ----- -----				
SALA	-0.038510 -0.261383 0.7950	1.000000 ----- -----			
PROM	-0.012694 -0.086102 0.9318	0.368397 2.687616 0.0100	1.000000 ----- -----		
JOSEC	0.147456 1.011146 0.3172	0.455295 3.468294 0.0011	0.323860 2.321650 0.0247	1.000000 ----- -----	
TRAIN	0.145522 0.997595 0.3237	0.851959 11.03549 0.0000	0.550978 4.477918 0.0000	0.585640 4.900253 0.0000	1.000000 ----- -----

*Source: Eviews 9 (2023)*

Table 4.10 presents the correlation matrix of variables adopted in the study. The aim is to show how the variables are related among themselves and to also check for possible high correlations which could lead to multicollinearity problem. As observed from the result, a significant positive correlation exists between the dependent variable Job Satisfaction (JOBSA) and the variables of Salary (SALA) and Promotion (PROM), while an significant negative correlation exists between

the dependent variable of Job Satisfaction (JOBSA) and the variables of Job Security (JOSEC) and Training (TRAIN). However, variables pass the scale at 1% level of confidence. But the positive relationship suggests that all the independent variables move in the same direction with the dependent variable. It is also observable that the issue of high-correlation is not evident among the variables as none of the correlation coefficients is above 0.90.

**Table 4.11: Variance Inflation Factors**

Variance Inflation Factors

Date: 07/09/23 Time: 05:45

Sample: 1 48

Included observations: 48

Variable	Coefficient Variance	Uncentered VIF	Centered VIF
SALA	0.165742	90.78787	3.896553
PROM	0.098445	69.23415	1.517761
JOSEC	0.099645	77.08981	1.539075
TRAIN	0.297306	186.7283	5.626791
C	36.09806	73.54081	NA

*Source: Eviews 9 (2023)*

The result of the variance inflation factor in Table 3 shows the absence of multicollinearity. The centered VIF values of the explanatory variables are far below the benchmark of 10. The explanatory variables of Salary (SALA) reported a centered VIF of 3.896553; Promotion (PROM) 1.517761; Job Security (JOSEC) 1.539075; and Training (TRAIN) 5.626791. All the variables of the model recorded a centered VIFs that are not substantially different from 1.00 and are not indicative of the problem of multicollinearity.

**Table 4.12: Heteroskedasticity Test: Breusch-Pagan-Godfrey**

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	0.957983	Prob. F(4,43)	0.4403
Obs*R-squared	3.927505	Prob. Chi-Square(4)	0.4159
Scaled explained SS	3.929966	Prob. Chi-Square(4)	0.4156

*Source: Researcher's Compilation (2021)*

The test for Heteroskedasticity is presented in Table 4.12. It checks for the presence of non-constant variable leading to the breakdown of the BLUE properties in which the efficiency and consistency property may be lost. The decision rule is to conclude that there is no Heteroskedasticity if the F-statistic values are respectively greater than the critical values at 5% level. In the absence of this (i.e. if the critical values at 5% is greater than the F-statistic and observed R-square value), we conclude that there is Heteroskedasticity. As shown in Table 4.12, the p-value (4.43%) of the corresponding observed chi-square value is greater than 5%. Hence, we accept the null hypothesis of heteroskedastic error term which is desirable. The implication of this is that the regression results can be applied reliably.

#### **4.5 Estimation Results**

The results of the initial output of the Ordinary Least Square (OLS) was not interpreted, reason being that, the results showed a low value of Durbin Watson (D.W.) statistic of 0.35 suggesting the presence of autocorrelation (see Appendix for details). In order to correct the autocorrelation, the equation was re-estimated by adjusting for autoregressive one AR(1). The final output estimate of the equation is shown in Table 4.3 below.

**Table 4.13: OLS Regression Analysis (Final Output)**

Dependent Variable: JOBSA  
 Method: Least Squares  
 Date: 07/09/23 Time: 05:41  
 Sample (adjusted): 2 48  
 Included observations: 47 after adjustments  
 Convergence achieved after 6 iterations

Variable	Coefficient	Std. Error	t-Statistic	Prob.
SALA	0.154400	0.089942	1.716658	0.0936
PROM	-0.031278	0.066229	-0.472270	0.6392
JOSEC	0.077517	0.064585	1.200232	0.2369
TRAIN	-0.233764	0.138214	-1.691320	0.0984
C	46.76164	25.08610	1.864046	0.0695
AR(1)	1.025285	0.039715	25.81581	0.0000
R-squared	0.940616	Mean dependent var	30.59574	
Adjusted R-squared	0.933374	S.D. dependent var	5.063336	
S.E. of regression	1.306944	Akaike info criterion	3.492004	
Sum squared resid	70.03223	Schwarz criterion	3.728193	
Log likelihood	-76.06210	Hannan-Quinn criter.	3.580884	
F-statistic	129.8852	Durbin-Watson stat	2.151855	
Prob(F-statistic)	0.000000			
Inverted AR Roots	1.03			
	Estimated AR process is nonstationary			

**Source: Researcher's Computation via Eviews 9 (2021)**

As shown in the above table, the R-squared coefficient of determination stood at 0.94 which indicates that the model explains about 93% of the systematic variations in the dependent variable Job Satisfaction (JOBSA). The Adjusted R<sup>2</sup> which controls for the effect of inclusion of successive explanatory variables on the degrees of freedom was 0.93% meaning that about 7% of the systematic variations in Job Satisfaction (JOBSA) were not explained by the model after adjusting for the degree of freedom. However, the proportion of the variation not captured by the model has been addressed by the error term. The F-statistics value and the associated p-value stood at 129.8852 and 0.000000 respectively indicating that the hypothesis of a joint statistical

significance of the model cannot be rejected as 5% level of significance and the linearized specification of the model can be assumed as appropriate.

The evaluation of the slope coefficients of the independent variables revealed the existence of negative relationship between Promotion (PROM) and Training (TRAIN) and the dependent variable Job Satisfaction (JOBSA) as depicted by the slope coefficient of -0.031278 and -0.233764 respectively, while the variables of Salary (SALA) and Job Security (JOSEC) exhibited a positive relationship with the dependent variable Job Satisfaction (JOBSA). It is worthy to note that only the variables of Salary (SALA) and Training (TRAIN) passed the significance test at 5% level, while the other two independent variables of Promotion (PROM) and Job Security (JOSEC) were not statistically significant, meaning they did not significantly affect Job Satisfaction (JOBSA) based on the findings. Thus, a positive change in Salary (SALA) and Training (TRAIN) will likely increase Job Satisfaction (JOBSA) significantly by up to 0.0936 and 0.0984 respectively. Lastly, the Durbin-Watson value of 2.15 suggests that there is no evidence of autocorrelation among the error term.

#### **4.6 Test of Hypotheses**

The employed hypotheses are statistically tested below as shown in their null form. The study sets its decision rule for the acceptance of the hypothesis at 5% level of significance; hence, the null hypothesis would be rejected if the probability value is less than 5% (0.05). The following are the results of the tested hypothesis:

##### **4.6.1 Hypothesis one:**

H<sub>01</sub>: There is no significant relationship between salary and job satisfaction in Okomu Oil Plc.

The first hypothesis of the study seeks to justify if there is significant relationship between Salary (SALA) and Job Satisfaction (JOBSA). Utilizing the regression output in the previous

table, and judging by the significance level of 0.0936 which is less than the 0.05 significance level as depicted in the regression Table 4.13, the study therefore reject the alternative hypothesis and accept the null. This can be concluded that there is a significant relationship between salary and job satisfaction in Okomu Oil Plc during the period of the study.

#### **4.6.2 Hypothesis two:**

H<sub>02</sub>: There is no significant relationship between promotion and job satisfaction in Okomu Oil Plc.

In the second hypothesis, the study seeks to clarify whether or not there is a significant relationship exists between Promotion (PROM) and Job Satisfaction (JOBSA). Based on the regression result in table 4.13, Promotion (PROM) was negatively and insignificantly related to Job Satisfaction (JOBSA). It had a p-value of 0.6392 which is far greater than the critical value of 0.05. Hence, the null hypothesis as stated is accepted. This means that there is no significant relationship between promotion and job satisfaction in Okomu Oil Plc.

#### **4.6.3 Hypothesis three**

H<sub>03</sub>: There is no significant relationship between job security and job satisfaction in Okomu Oil Plc.

The third hypothesis of the study seeks to determine whether or not a significant relationship exists between Job Security (JOSEC) and Job Satisfaction (JOBSA). Based on the regression output in the previous table 4.13, and judging by the significance level of 0.2369 which is less than the 0.05 significance level as depicted in the regression. The study therefore rejects the null hypothesis and concludes that there is no significant relationship between job security and job satisfaction in Okomu Oil Plc during the period of the study.

#### **4.6.4 Hypothesis four:**

H<sub>04</sub>: There is no significant relationship between training and job satisfaction in Okomu Oil Plc.

The four hypothesis of the study seeks to determine whether or not a significant relationship exists between Training (TRAIN) and Job Satisfaction (JOBSA). Based on the regression output in the previous table 4.13, and judging by the significance level of 0.0984 which is far less than the 0.05 significance level as depicted in the regression. The study therefore accepts the null hypothesis and concludes that there is a significant relationship between training and job satisfaction in Okomu Oil Plc during the period of the study.

#### **4.7 Discussion of findings**

From our finding, it was discovered that when employees are empowered and satisfied with their jobs, they tend to perform better. This can lead to increased productivity, higher quality work, and greater efficiency within Nigerian organizations.

Satisfied and empowered employees are less likely to seek job opportunities elsewhere. Lower turnover rates can save organizations recruitment and training costs and contribute to stability.

Organizations that prioritize employee well-being and empowerment often have better reputations in the job market. This can attract top talent and improve the organization's ability to compete for skilled workers.

The studies have found that promotions often come with increased responsibilities, which can be seen as a positive factor in enhancing job satisfaction. Employees who are given more challenging roles and tasks often find their work more engaging and fulfilling. Being promoted

can also serve as a form of recognition and validation of an employee's skills and contributions. This recognition can boost an employee's self-esteem and job satisfaction. In some cases, promotions may not align with an employee's expectations. For instance, if the promoted role is not what the employee desired or if it comes with excessive stress or demands, job satisfaction may not necessarily increase.

From research question three, research has showed a positive relationship between job security and job satisfaction. When employees feel secure in their positions, they are more likely to experience higher job satisfaction.

Job security provides employees with a sense of stability and peace of mind, which can reduce anxiety and stress related to the fear of losing their job. This, in turn, can enhance overall job satisfaction. The relationship between job security and job satisfaction is often mediated by factors such as trust in management, perceived fairness of organizational policies, the quality of the working environment, and favourable government policy in the public service which makes the future of job to be certain hence job satisfaction

Finds from research question four consistently indicated that training has a positive impact on job satisfaction. Employees who receive adequate training tend to feel more competent and confident in their roles, which in turn leads to higher job satisfaction. This effect is particularly strong when the training is perceived as relevant and beneficial to job performance.

Training programs that focus on developing job-related skills and competencies are more likely to enhance job satisfaction. When employees acquire new skills or improve existing ones, they often feel a sense of achievement and personal growth, contributing to their overall job satisfaction.

Training opportunities that offer career development paths, such as leadership training or courses leading to certifications, can significantly boost job satisfaction. Employees who see a clear link between training and future career advancement are more likely to be satisfied with their jobs. The extent to which training aligns with an employee's job role and responsibilities is crucial. If the training provided is irrelevant or does not address the specific needs of the job, it may not have a substantial impact on job satisfaction.

It's important to note that the implications will vary depending on the specific findings and the extent to which organizations in Nigeria implement the recommended practices. Additionally, organizations should be prepared to adapt and continuously evaluate their strategies to ensure that they are effectively enhancing employee empowerment and job satisfaction in the ever-evolving Nigerian workplace.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.5 Introduction

This is the last chapter of this study. It is organized into summary of findings, conclusion and recommendations. These sections recapitulate the major findings, and finally proffer recommendations.

#### 5.6 Summary of Findings

The main aim of this study is to empirically examine determinants of job satisfaction among employees of Okomu Oil Plc, Benin City, Edo State, Edo State. It has been documented in several empirical studies salary, promotion, job security and training are the major factors influencing job satisfaction.

Using primary data collected from two hundred and eight-five (285) respondents, the simple percentage, tables and Ordinary Least Squares (OLS) econometric technique were employed in estimating the specified model. The principal conclusions from the study reveal:

- a. There is a positive and significant relationship between salary and job satisfaction in Okomu Oil Plc.
- b. There is a negative and insignificant relationship between promotion and job satisfaction in Okomu Oil Plc.
- c. There is a positive and insignificant relationship between job security and job satisfaction in Okomu Oil Plc.
- d. There is a negative and significant relationship between training and job satisfaction in Okomu Oil Plc.

## **5.7 Conclusion**

The study so far examines in an empirical manner the relevant factors influencing job satisfaction in both public and private sectors. Several empirical researches across the globe have shown that job satisfaction is an integral factor in the success of any organization and therefore a great deal of professionalism is required of the provider with an ever-increasing competition. It is no longer enough to satisfy employee. You must delight them in order to be assured of their consistent job satisfaction.

The main conclusions from the study revealed that while salary and training are the only significant factors affecting job satisfaction. It is therefore hoped that these findings will provide the necessary impetus to the regulatory authorities, the government, policy makers and the private sector management in Nigeria to doing the needful so as to continuously retain and sustained their employee by paying more attention through appropriate policies and programmes that will help actualized the public service objectives of enhancing productivity.

It can be concluded that an organization cannot prosper well, succeed, grow or even survive without adequately addressing the issues of job satisfaction. The low productivity being experienced in the Nigerian corporations, will be a history if workers are well trained, certain about the security of their job, promoted, and given a feeling of importance by management.

## **5.8 Recommendations**

Based on the findings made in the course of this study, particularly the results of the regression models, it is clear that the level of job satisfaction among university employees is highly dependent on salary and training programme. Hence, the following recommendations are hereby made:

- a. It therefore recommend that corporate organization management as well as other sectors of the economic should maintain the payment of employee salary as at when due to their enable employee to stay with their jobs thereby helping these public services achieve a more rapid growth, and enhanced organizational performance and consequently improving the nation's economy.
- b. Therefore all organizations especially manufacturing sectors should consider promotion opportunities whenever the employees meet the criteria that qualified to be promoted to higher position with a higher remuneration package.
- c. Organization should reward employees for innovative ideas that contribute to the organization's growth
- d. Finally, government and the management of private sector should work hand in hand to ensure that maximum job security is provided to employees in the private sector. This will enhance better service delivery and productivity in the private sector.

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## APPENDIX A

### QUESTIONNAIRE

#### SECTION A

**INSTRUCTION:** Please tick appropriately in the box/column as [√]

#### SECTION A: Personal Data

1. Sex: Male [ ] Female [ ]
2. Educational Qualification: Secondary Education and below [ ], OND/Diploma [ ], HND/B.Sc.[ ], MBA/MSc [ ], Ph.D.[ ]
3. Work Experience: 0-5yrs [ ], 6-10yrs [ ], 11-15yrs [ ], 16-20yrs [ ], 21yrs and above [ ]
4. Marital Status: Single [ ], Married [ ], Divorced [ ], Widowed [ ].
5. Position in Organization: Senior Staff [ ], Junior Staff [ ].

#### SECTION B: RESEARCH QUESTIONS

**Instructions:** Please indicate as frankly as possible the extent to which the following statements below describe job satisfaction

Here are a number of characteristics that may or may not apply to you. Please indicate accordingly.

**SCALE:** Strongly Agreed (SA), Agreed (A), Undecided (U), Disagreed (D), Strongly disagreed (SD).

S/N	Items	SA	A	U	D	SD
	<b>JOB SATISFACTION</b>					
6.	Staff welfare package influences job satisfaction					
7.	The leadership style adopted in my organization enhance my job satisfaction					
8.	My attitude towards work is unwavering if I am fairly treated by the management of my organization					
9.	Conducive work environment promote job satisfaction					
10.	Employee participation in decision making enhance job satisfaction					
	<b>SALARY</b>					
11.	My salary affects my job satisfaction					

12.	The salary structure in my workplace enhance my job satisfaction					
13.	I will continue to give my best at workplace if I am monetarily compensated					
14.	I will exhibit high level of job satisfaction if my salary is paid promptly					
15.	I will put in my best at work if I do receive attractive benefits					
	<b>PROMOTION</b>					
16.	Regular promotion exercise influence my job satisfaction					
17.	I am satisfied with the way employees are promoted in my organization					
18.	I will give my employer my best attitude to work if my promotion is not denied/delayed					
19.	I will exercise an unreserved job satisfaction if I am promoted as at when due					
20.	I will continue to encourage my colleagues at workplace to put in their best at work if our promotion is regular					
	<b>JOB SECURITY</b>					
21.	Job security gives me confidence to work extra hard					
22.	The security of my job gives me emotional and psychological stability to commit more time to my job					
23.	I come to work always because I feel that my job has retirement benefits					
24.	I have reason to enhance my job satisfaction if am not struggle to get my entitlement.					
25.	Favourable government policy in the public service makes the future of job to be certain hence job satisfaction					
	<b>TRAINING</b>					

26.	My job satisfaction at workplace is boundless if I receive on and off-the-job training					
27.	Delay/non-conduct of job training affects job satisfaction					
28.	The training I received helped me to enhance my job satisfaction and the discharge of my duty diligently					
29.	Lack of training programme for employee reduces the level of job satisfaction					
30.	I perform better when I take part in the induction training in my organization					

## APPENDIX B

Dependent Variable: JOBSA

Method: Least Squares

Date: 07/09/23 Time: 05:41

Sample: 1 285

Included observations: 285

Variable	Coefficient	Std. Error	t-Statistic	Prob.
SALA	-0.984795	0.407114	-2.418964	0.0199
PROM	-0.418759	0.313760	-1.334648	0.1890
JOSEC	0.091921	0.315666	0.291197	0.7723
TRAIN	1.333271	0.545258	2.445212	0.0186
C	29.35216	6.008166	4.885378	0.0000
R-squared	0.154536	Mean dependent var		30.68750
Adjusted R-squared	0.075888	S.D. dependent var		5.049357
S.E. of regression	4.853984	Akaike info criterion		6.095809
Sum squared resid	1013.130	Schwarz criterion		6.290726
Log likelihood	-141.2994	Hannan-Quinn criter.		6.169468
F-statistic	1.964913	Durbin-Watson stat		0.350659
Prob(F-statistic)	0.117026			

Dependent Variable: JOBSA

Method: Least Squares

Date: 07/09/23 Time: 05:41

Sample (adjusted): 2 285

Included observations: 284 after adjustments

Convergence achieved after 6 iterations

Variable	Coefficient	Std. Error	t-Statistic	Prob.
SALA	0.154400	0.089942	1.716658	0.0936
PROM	-0.031278	0.066229	-0.472270	0.6392
JOSEC	0.077517	0.064585	1.200232	0.2369
TRAIN	-0.233764	0.138214	-1.691320	0.0984
C	46.76164	25.08610	1.864046	0.0695
AR(1)	1.025285	0.039715	25.81581	0.0000
R-squared	0.940616	Mean dependent var		30.59574
Adjusted R-squared	0.933374	S.D. dependent var		5.063336
S.E. of regression	1.306944	Akaike info criterion		3.492004
Sum squared resid	70.03223	Schwarz criterion		3.728193
Log likelihood	-76.06210	Hannan-Quinn criter.		3.580884
F-statistic	129.8852	Durbin-Watson stat		2.151855
Prob(F-statistic)	0.000000			
Inverted AR Roots	1.03			
	Estimated AR process is nonstationary			

	JOBSA	SALA	PROM	JOSEC	TRAIN
Mean	30.68750	16.04167	18.37500	19.29167	17.29167
Median	30.00000	16.00000	18.00000	20.00000	17.00000
Maximum	35.00000	25.00000	25.00000	24.00000	25.00000
Minimum	18.00000	8.000000	13.00000	12.00000	12.00000
Std. Dev.	5.049357	3.432996	2.780058	2.782608	3.080193
Skewness	-1.027185	0.362844	0.315039	-0.496608	0.459583
Kurtosis	3.085898	3.103558	3.020164	2.616265	2.829502
Jarque-Bera Probability	8.455637 0.014584	1.074695 0.584296	0.794809 0.672062	2.267462 0.321830	1.747873 0.417305
Sum	1473.000	770.0000	882.0000	926.0000	830.0000
Sum Sq. Dev.	1198.313	553.9167	363.2500	363.9167	445.9167
Observations	285	285	285	285	285

Covariance Analysis: Ordinary  
Date: 07/09/23 Time: 05:43  
Sample: 1 285  
Included observations: 285

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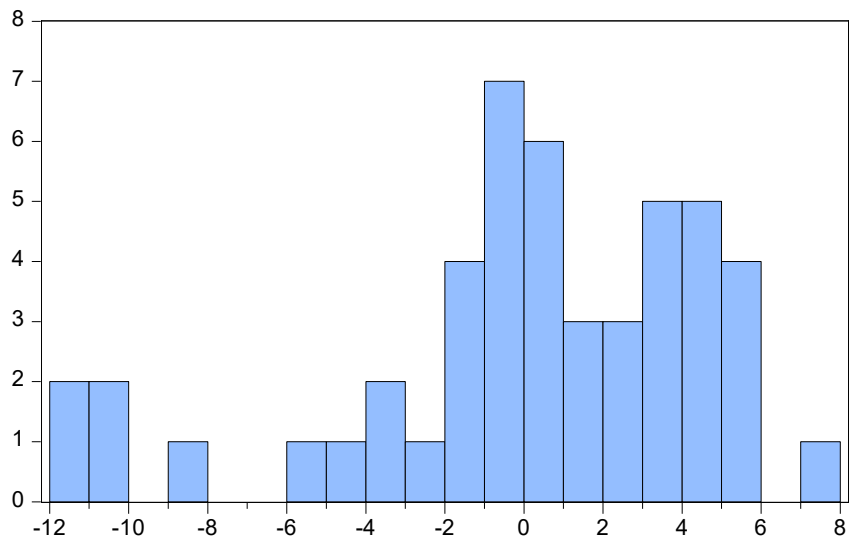
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Correlation t-Statistic Probability	JOBSA	SALA	PROM	JOSEC	TRAIN
JOBSA	1.000000 ----- -----				
SALA	-0.038510 -0.261383 0.7950	1.000000 ----- -----			
PROM	-0.012694 -0.086102 0.9318	0.368397 2.687616 0.0100	1.000000 ----- -----		
JOSEC	0.147456 1.011146 0.3172	0.455295 3.468294 0.0011	0.323860 2.321650 0.0247	1.000000 ----- -----	
TRAIN	0.145522 0.997595 0.3237	0.851959 11.03549 0.0000	0.550978 4.477918 0.0000	0.585640 4.900253 0.0000	1.000000 ----- -----

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Series: Residuals	
Sample 1 285	
Observations 285	
Mean	-8.88e-15
Median	0.328130
Maximum	7.065740
Minimum	-11.82908
Std. Dev.	4.642839
Skewness	-0.992281
Kurtosis	3.493719
Jarque-Bera	8.364487
Probability	0.015264

Variance Inflation Factors

Date: 07/09/23 Time: 05:45

Sample: 1 285

Included observations: 285

Variable	Coefficient Variance	Uncentered VIF	Centered VIF
SALA	0.165742	90.78787	3.896553
PROM	0.098445	69.23415	1.517761
JOSEC	0.099645	77.08981	1.539075
TRAIN	0.297306	186.7283	5.626791
C	36.09806	73.54081	NA

Heteroskedasticity Test: Breusch-Pagan-Godfrey

F-statistic	0.957983	Prob. F(4,43)	0.4403
Obs*R-squared	3.927505	Prob. Chi-Square(4)	0.4159
Scaled explained SS	3.929966	Prob. Chi-Square(4)	0.4156

Test Equation:  
 Dependent Variable: RESID^2  
 Method: Least Squares  
 Date: 07/09/23 Time: 05:45  
 Sample: 1 285  
 Included observations: 285

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-30.63909	41.76773	-0.733559	0.4672
SALA	4.695057	2.830189	1.658920	0.1044
PROM	1.638953	2.181204	0.751398	0.4565
JOSEC	2.002124	2.194453	0.912357	0.3667
TRAIN	-5.338446	3.790538	-1.408361	0.1662
R-squared	0.081823	Mean dependent var		21.10687
Adjusted R-squared	-0.003589	S.D. dependent var		33.68367
S.E. of regression	33.74406	Akaike info criterion		9.973818
Sum squared resid	48962.44	Schwarz criterion		10.16873
Log likelihood	-234.3716	Hannan-Quinn criter.		10.04748
F-statistic	0.957983	Durbin-Watson stat		0.673516
Prob(F-statistic)	0.440251			