

**JOB SATISFACTION: A MOTIVATIONAL TOOL FOR INCREASED  
PRODUCTIVITY**



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**JOB SATISFACTION: A MOTIVATIONAL TOOL FOR INCREASED  
PRODUCTIVITY**

**BY**

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS  
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BACHELOR OF SCIENCE (B.Sc) IN BUSINESS ADMINISTRATION IN  
UNIVERSITY OF BENIN, BENIN CITY**

**OCTOBER, 2023.**

## **DECLARATION**

I, **Eloghosa Top UWAGHARE**, do hereby declare that this project has been written by me and that it is entirely my own work and composition. The work has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree, to the best of my knowledge. All sources of information collected and materials used have been duly acknowledged by means of reference.

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**Eloghosa Top UWAGHARE**  
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Date

## CERTIFICATION

This is to certify that the research was carried out by **Eloghosa Top UWAGHARE** matriculation number **MGS1808096**, the Department of Business Administration and that the work is adequate in scope and qualify for the requirements for the award of B.Sc. Honours in Business Administration

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## **DEDICATION**

I dedicate this project to God Almighty, my creator and the source of my inspiration, wisdom, and knowledge. I also extend this dedication to my parent, Mr and Mrs Uwaghare, who paved the way for me to embark on this journey.

## ACKNOWLEDGEMENTS

I extend my heartfelt gratitude to God Almighty for blessing me with life and good health, enabling me to embark on this academic journey. His continuous provisions, opportunities, and care have been my constant companions throughout my studies.

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## **ABSTRACT**

The study examined job satisfaction as motivational tool for increased productivity. Four research objectives were raised to carryout the study, the four specific objectives were to: know what makes job satisfaction a motivation tools for increased productivity; Identify the various tools methods used to measure job satisfaction and the impact on productivity among employees; explore the factors that contribute to employee satisfaction and their potential to drive productivity improvement at work and examine the conditions and workplace factors that lead to employee dissatisfaction, with the goal of identifying areas for productivity enhancement. The research was limited to the selected organization(s) name Nadia enterprise in Benin City, Edo State.

The population of this study is made up of all the staff in Nadia Enterprise. The study covers all groups and cadre of staff in the Organization. The population stands at 85 staff in the Organization being composed of professionals and non-professionals. The absence of a sampling technique in the questionnaire administration for this study was attributed to the insufficient staffing levels at Nadia Enterprise. The staff at Nadia Enterprise is relatively small or homogeneous in terms of characteristics relevant to the study, using a sampling technique may not yield substantial benefits. Computed frequency distributions, averages, modes, range and percentages was used to draw inferences on the degree of occurrence of the variables measured within our study sample.

It was concluded that a substantial proportion of respondents recognize a positive relationship between job satisfaction and both employee motivation and increased productivity. Furthermore, the majority of participants underscore the pivotal role of recognition and appreciation in enhancing job satisfaction, ultimately leading to improved productivity. Based on the findings and conclusion the researcher then give the necessary recommendations.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

Job satisfaction is a positive feeling an individual has towards his or her job, (Daft, 2021). An employee who is satisfied feels fulfilled doing the job. It is an inherent feeling that one's talents are being fully utilized and that one's contribution is impacting society, while at the same time, personal growth-needs are being met. Job satisfaction has also been defined by Mullins (2018) as being *'more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.'* Mullins further stated that concept of job satisfaction is regarded as complex and multifaceted. (Mullins, 2018). Job satisfaction is a psychological concept that refers to job related attitudes and characteristics such as pay and reward, policies, leadership behaviours, management styles and co-workers. These characteristics are influenced to a large extent by a person's disposition. For example, extroverted individuals have been found to experience greater job satisfaction. This was evident in work done by Boudreau (2019) which examined the role of personality and cognitive ability on the job search process of 1900 high- level US business executives.

Spector, (2017), Kinneman, Hitchings, and Bryan (2021). have also explained Job satisfaction as 'a complex construct and is often measured as a global attitude of an employee toward his or her work'. That is, the employee is either satisfied or dissatisfied with the job. Spector (2017) have expressed the belief that an employee's level of satisfaction can differ with specific aspects of the job. They have projected a number of elements (variables) that underlie this construct. These elements have been classified into 5 distinct dimensions: satisfaction with work attributes (the nature of the work, autonomy, responsibility), rewards (pay, promotion, recognition), other people (supervisors, co-workers), the organisational context (policies, promotion opportunities,

procedures, working conditions), and self or individual differences (internal motivation, moral values), Locke (2016), Spector (2017). Job satisfaction is a fulfilling or optimistic expression consequential of the consideration of one's activity (Azash, 2017). Organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance (Risambessy, Bambang, Armanu and Endang, 2012).

Moreover, Job dissatisfaction is employees' dissatisfaction from the work they do and their negative feelings against the job such as weariness, reluctance and the sense of escape. Conducted researches show that dissatisfied employees have high intention to quit. The reflections of job dissatisfaction to the employees are absenteeism, burnout, frequent errors while working and finally to quit (Karcioğlu ve Akbaş, 2020). Employees who dissatisfied with their jobs are more introverted, unfriendly, emotionally unstable and distressed. Job dissatisfaction leads the employees to feel themselves powerless and untalented. In the case of a dissatisfaction that cannot be dealt with personally, personality disorders and diseases arise (Ergün, 2013).

The demands for productivity were also alive and well, task autonomy was developing and the majority of the fortune 1000 companies were enabling their employees in the ideas of empowerment and self-management and to become autonomous in the early 1990s (Langfred, 2013). Langfred (2013) found that these ideas of autonomy increased dramatically in 1993 and practically every large company in the United States were practicing forms of autonomy, or at

least were considering the use of autonomy to allow for increased job satisfaction among employees, as well as increased productivity. Before the successful implementation of job autonomy in the majority of the large companies, hierarchical control existed. This type of control would drive employees to suppress the mechanisms within themselves which would normally regulate their ideas and thoughts of improvements and turns it over to the higher power (Stasishyn and Ivanov, 2013).

However, Gomathy & Hemalatha (2021) clarified that every Organization is set up to achieve certain goals and objectives. For organization to achieve their goals, employee or the individual that makes up the organization must be well considered, in terms of their well-being. The individuals as a group who makes the organization as expected as to reach the goals and objectives. This tell us the people are more important in an organization and if there are more confident and connect with their job then can do whatever the necessary to achieve the organization goals and objectives. So, attempting to understand the nature of job satisfaction is not that easy in the sense that it is a complex concept in which different scholars have different meaning to it. There is no organization that will work without workers. Workers are the main reason for organization exist for a long time, this is because they play a major role and also, they make significant contributes to the organizational growth and productivity. Therefore, if organization can be more concerned about job satisfaction of employees, better performance can be expected, which will enhance the organizational level of productivity.

One of the factors predicted to increase work productivity is employee job satisfaction (Hoboubi,, Choobineh, Ghanavati, Keshavarzi, and Hosseini, A. A 2017). The results of the study by

Bockerman and Ilmakunnas (2019) found that job satisfaction is a significant determinant of high and low employee productivity. Supported by the results of Deepa, Palaniswamy, and Kuppusamy (2014) who found that employees who were satisfied with their jobs would involve themselves in their work to find that there was an increase in their work productivity. The findings produced by Mamiseishvili and Rosser (2011) also show that increasing work productivity is significantly affected by job satisfaction.

## **1.2 Statement of the Problem**

Many organizations demand employees to be highly productive and efficient. The organizations need to first understand the pressure points and how to push the employees to be productive. There is a real problem in the world today with driving employees to be productive without overburdening them with unhealthy amounts of work, which will eventually cause them to be unproductive and possibly disgruntled. Therefore, it is necessary to dive into what drives productivity and research how job satisfaction, physical working environment, management support and job autonomy play a role in creating a productive workplace. Herzberg, a great leader of motivational studies of humans insists that having a good salary and safe work setting is not enough to constitute a significant and sustaining work incentive, yet it requires content factors such as a captivating and purposeful meaning of work, liability, and for others to recognize the work completed (Lazaroiu, 2015).

More than fifty percent of the world's population works in an office environment and many of the features of the office determine the level of productivity within that space (Vimalanathan and

Thangavelu (2014). Fassoulis and Alexopoulos (2015) also noted that job satisfaction and productivity are largely affected by the actual physical workplace. The key to higher productivity is being able to make the office operations within an environment which provides a nice comfortable place to work; this in turn provides an environment which maintains an optimal level of productivity (Khamkanya, Heaney & McGreal, 2018). The issue of sound levels in buildings have been proven to cause for low or high levels of productivity. For instance a study done by Mak and Lui (2012), who studied 259 office workers in Hong Kong proved that the effects of sound, temperature, and office layout had a strong correlation with productivity levels. They went on to show evidence of reduced productivity levels from the basic annoying office sounds of ringing phones, conversation and machines. In their study it also indicated human activity, such as closing doors, background noise and noises from both inside and outside of the office proved to be distracting to the workforce and reducing productivity. Investment in lighting for the office not only improves the electricity bill but, is also proven to increase productivity in the workforce and give employees a safer environment to work (Osibanjo, Gberevbie, Adeniji & Oludayo, (2015).

It's unclear whether job satisfaction plays a role in motivating employees. Companies use various tools to measure job satisfaction, but it's unclear if the choice of these tools affects the accuracy of assessing employee satisfaction. Employee satisfaction is vital for a healthy workplace, but it's unclear what specific factors or elements contribute to this satisfaction. Additionally, employee dissatisfaction can lead to turnover and other issues, but it's unclear which workplace conditions are most responsible for this dissatisfaction. Therefore, we need to understand if there's a connection between job satisfaction and increased productivity, if the tools used impact the

accuracy of measuring job satisfaction, what factors make employees happy at work, and which workplace conditions make employees unhappy.

### **1.3 Objectives of the Study**

The objectives of the research work Specifically, seeks to:

1. Know what makes job satisfaction a motivation tools for increased productivity.
2. Identify the various tools methods used to measure job satisfaction and the impact on productivity among employees
3. To explore the factors that contribute to employee satisfaction and their potential to drive productivity improvement at work
4. To examine the conditions and workplace factors that lead to employee dissatisfaction, with the goal of identifying areas for productivity enhancement.

### **1.4 Research Questions**

Based on the objectives above the following research questions was made below:

1. What makes job satisfaction a motivation tools for increased productivity?
2. What are the various tools and methods used to measure job satisfaction and the impact on productivity among employees?
3. What are the factors that contribute to employee satisfaction and their potential to drive productivity improvement at work?
4. What are the conditions and workplace factors that lead to employee dissatisfaction with the goal of identifying areas for productivity enhancement.?

### **1.5 Research Hypotheses**

- H<sub>0</sub>** There is significant relationship between job satisfaction and increased productivity among employees.
- H<sub>0</sub>** The choice of job satisfaction measurement tools does significantly affect the accuracy of assessing employee satisfaction.
- H<sub>0</sub>** Employee satisfaction at work is influenced by specific factors or elements within the workplace.
- H<sub>0</sub>** Workplace conditions have significant impact on employee dissatisfaction.

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

This research study focuses on the utilization of job satisfaction as a motivational tool to enhance employee productivity in Nadia enterprise, Benin City, Edo State. The research was limited to the selected organization(s), and the findings may not be generalized to other industries or sectors. The staff of Nadia enterprise will be the population for the study where the study will be carried out. Its primary objective is to investigate how job satisfaction can positively influence and contribute to increased productivity among employees in this specific context.

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

In today's society, there is plenty evidence of dissatisfied and disillusioned workers, leading to low morale and a rapid decline in the quality of work life. This can be attributed to poor motivational policies and the indifference of managers towards the plight of workers. These issues have serious implications for employee motivation and performance.

This study holds significant importance for various sectors:

1. Management experts and policy makers: The findings of this study can assist management experts and policy makers in formulating and implementing internal policies. It will benefit both the management and staff, as well as the shareholders. The study will provide valuable insights into the various motivational factors that can contribute to improved work performance by employees.
2. The staff: The study will provide staff members with the opportunity to enhance self-motivation and improve their work performance. By understanding the factors that drive motivation, employees can take proactive steps to increase their own productivity and job satisfaction.
3. The government: The study's findings are beneficial to the government in terms of policy formulation and the review of existing laws, regulations, and bylaws. It can help the government in achieving maximum efficiency and productivity. Organizations, in their pursuit of enhanced profitability, are interested in improving the motivational factors that contribute to employee efficiency. By addressing these factors, organizations can experience growth and improved work performance.
4. Employee Well-being: Understanding the impact of motivational tools on job satisfaction can help create a more supportive and fulfilling work environment for employees. Higher job satisfaction often leads to improved morale, reduced stress, and increased overall well-being among employees.

5. **Enhanced Productivity:** By identifying the motivational tools that have the most significant impact on productivity, the study can assist the organization in focusing its efforts on the most influential areas. Increased productivity can lead to higher profits, improved performance, and a competitive advantage in the market.
6. **Academic and Theoretical Contributions:** The study can contribute to the existing body of knowledge in the field of organizational psychology and management. It may provide new empirical evidence and insights into the relationship between motivational tools, job satisfaction, and productivity, thus enriching the academic literature.
7. **Basis for Future Research:** The study can serve as a foundation for further research and exploration into the dynamics of motivational tools, job satisfaction, and productivity. It may inspire other researchers to delve deeper into the subject and explore new dimensions and contexts.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The focus of this chapter is to examine job satisfaction as a motivational tool for the increased of productivity. To accomplish this, the chapter will be structured into multiple subheadings. To gain a deeper understanding of the subject matter, the chapter will begin with a conceptual review to evaluate and analyze the essential concepts and ideas related to the topic. This will involve breaking down the various components or elements of academic management and examining their interrelationships. Furthermore, the chapter will comprise assessments of pertinent theories and empirical studies.

#### **2.2 Conceptual Review**

##### **2.2.1 Concept of Productivity**

The concept of productivity should not only result from work on total output, but also on various factors that can influence the process of achieving productivity itself so that productivity, efficiency, and effectiveness are inseparable entities. Many factors affect productivity, both those related to labor and those related to the environment as a whole. Productivity is a very expected factor in working because it directly contributes to the achievement of organizational goals. This is no exception in educational organizations such as schools, productivity is also a very important factor so that what is the goal of the school can be realized. Judging from the origin of the word in English, productivity comes from the word "produce" which means to produce. So, productivity is the ability to produce, or the level of results obtained by someone. Conceptually, the notion of

productivity was put forward by Gomez, et al. (2012) provides the definition, productivity is a measure of how much the individual value of employees adds the goods or services that the organization produces. This opinion has the understanding that productivity is measuring how much the employee's added value for the goods or services produced. The keyword of this definition is the measurement of value-added performance (value-added) so that people who have high productivity will be able to provide great added value to the organization. Added value in this case is related to goods, services, or jobs produced by someone.

According to Robbins and Coulter (2018), productivity is a performance measure of both efficiency and effectiveness. Productivity is a measure of performance, both in terms of efficiency and effectiveness. Productivity is the quality of performance that can measure how well the organization's goals are achieved (Kemal, Suryadi & Rosyidi, 2019). Furthermore, according to Steven M. Jex (2012): Productivity is defined as employee behavior that contributes positively to the goals and objectives of the organization. Productivity is closely related to both performance and effectiveness, but it is different because productivity takes into account the cost of achieving a given level of performance or effectiveness. Productivity is defined as employee behavior that contributes positively to the goals and objectives of the organization. Productivity is very closely related to performance and effectiveness, but it is different because productivity measures cost to achieve a certain level of performance or effectiveness.

This means that work productivity is a summary of measuring the quantity and quality of performance with the resources that have been considered. Agreeing with that Schermerhorn (2019) said, productivity is the quantity and quality of work performance, with resource

utilization considered. Productivity is the quality and quantity of performance by involving existing resources in the organization. Achievement of the performance in question is a measurement of one's motion at work. Anderson, Ones, Sinangil, and Viswesvaran (2001), also revealed, productivity is the generally agreed definition for performance and effectiveness. Productivity is a generally agreed definition for performance and effectiveness. Likewise in the opinion of Robbins and Judge (2013), Productivity is achieved its goals and does so by transferring inputs to outputs at the lowest cost. As such, productivity implies a concern for both effectiveness and efficiency. Productivity is achieving the goal as well as converting inputs into outputs at the lowest cost, so productivity includes effectiveness and efficiency

Productivity is one of the most important and influential basic variables that regulate economic production activities (Tangen,2015). Boyle (2016) defines work productivity as a measure of the amount of output produced by input units. According to Alvesson and Sveningsson (2015) the concept of work productivity can be seen from the individual and organizational side. From the individual side, productivity is seen as a result of individual personality characteristics that emerge in the form of mental attitudes and imply the desires and efforts of individuals who always strive to improve the quality of life, while the organization is explained in terms of technical relations between input, output, quality and quantity.

### **2.2.2 Concept of Job Satisfaction**

The concept of job satisfaction is a great interest to social and behaviour scientist because of the importance of job in the total life experience of an individual. Every individual wants to work in

order to have its financial ability to meet his need. Also, all organizations are concerned with what should be done to achieve high levels of productivity through people. This means giving close attention to how individuals can best be satisfied doing their job, through such means as employees job satisfy and security, poor working condition, promotion and job autonomy. In Inyang (2017), the hierarchy of needs follows in ascending order and potency; psychological needs, safety need social need, self-esteem need and self-actualization need. The theory suggestion the managers have responsibility to create a work climate in which employee can be satisfying their needs. In the area of management, the concepts of job satisfaction have been defined in different ways by different scholars.

Spector (2017) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. From the various definitions above, job satisfaction in terms of the individual or employees' fulfillment or consent about his or her job which in return affect the level of his performance. Also, from the definitions above, it shows that an employee that is highly satisfied holds a positive attitude about his or her job, while an employee who is dissatisfied with his or her job holds a negative attitude about the job. Though despite a wide range in scientific research, there are still no generally agreement regarding what the concept of job satisfaction is all about. This is to say that, there is no final agreed definition of job satisfaction. One of its biggest preludes to the study of job satisfaction was the Hawthorne studies 1924-1933, and these studies were primarily credited to Elton Mayo (Wikipedia, 2015).

Colquitt, Lepine, & Wesson (2015) define, job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a pleasant emotional

state that results from work assessment or work experience. Robbins and Judge (2017) define, job satisfaction a positive feeling about a job resulting from an evaluation of its characteristics is clearly broad. Job satisfaction is a positive feeling about work that results from a broad evaluation of its characteristics. Someone who has high satisfaction will take positive action on the job, otherwise, people who are dissatisfied will show negative actions. The consequence is that people who are satisfied will be positive, such as diligent work, earnest, and have a work spirit, while people who are dissatisfied will behave negatively, for example rarely come to work, neglect work, and lazy.

Ejere (2020) in his journal argues, defines job satisfaction as a generally positive attitude towards one's job. It has also been described as an affective reaction to one's job. Define job satisfaction as a positive attitude towards one's work. This has also been described as an affective reaction to one's work. Job satisfaction is an expression of one's feelings about welfare to do work, that job satisfaction is someone's attitude towards their work. That attitude stems from their perception of work, perception is a cognitive process (giving meaning) that is used by someone to interpret and understand the perspective of individuals in seeing the same thing in different ways. Job satisfaction is the result of employees' perceptions of how well their work provides what is considered important.

Luthans (2022) defines, job satisfaction is a result of employees' perception of how well their jobs provide those things that are viewed as important. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Hellriegel and Slocum (2021) explain: In organizational behavior, perhaps the attitude of great interest is the

general attitude of employees toward work or toward a job, often called job satisfaction. People are generally quite satisfied with their jobs. These feelings, reflecting attitudes toward a job, are known as job satisfaction.

### **2.2.3 Concept of Job Dissatisfaction**

Job dissatisfaction is employees' dissatisfaction from the work they do and their negative feelings against the job such as weariness, reluctance and the sense of escape. Conducted researches show that dissatisfied employees have high intention to quit. The reflections of job dissatisfaction to the employees are absenteeism, burnout, frequent errors while working and finally to quit (Karcioğlu ve Akbaş, 2020). Employees who dissatisfied with their jobs are more introverted, unfriendly, emotionally unstable and distressed. Job dissatisfaction leads the employees to feel themselves powerless and untalented. In the case of a dissatisfaction that can not be dealt with personally, personality disorders and diseases arise (Ergün, 2013).

There are many studies examined relations between job satisfaction or job dissatisfaction and other job-related factors. For instance, the study of Atan on bankers (1994) shows as job satisfaction decreases, the ratio of intention to quit and desire to change the occupation increases for the lower level managers but it is not significant for upper level managers (Aksu, Acuner and Tabak, 2022). According to the results of Clark and Oswald's study (2019), more educated employees have lower level of job satisfaction compared to less educated ones. The negative effect of high education on job satisfaction is supported by latter studies (Groot, 2019). Oshagbemi (2017) conducted his study on academicians and revealed that teaching and research tasks significantly effect the job satisfaction or dissatisfaction of them. A study on 850

academicians working in several universities in Turkey detected that not only the qualifications of the job but also the prestige of the institutions are at work related to effects of job satisfaction. In this context, it is stated that academicians working in highly prestigious universities have more job satisfaction than others have (Baş, 2012). Another study conducted on academicians' job satisfaction demonstrates that academicians whose responsibilities are expressed clearly, execute their jobs fondly (Bakan and Büyükbeşe, 2014).

### **2.3 Measure of Job Satisfaction Tools**

Unlike many technical issues, determination, measurement, and improvement of job satisfaction is not so easy, because there are psychological effects and concerns about them. In order to prevent this issue, many researches are conducted and questionnaire methods are developed to deal with factors related to job satisfaction and to measure job satisfaction level. Literature review about job satisfaction and measurement techniques is presented in the following part.

In the literature, there is a consensus among researchers about the definition of job satisfaction, however; measurement of it is still on debate. Measurement of job satisfaction is a complex issue since job satisfaction is explained by not only job characteristics, but also personal characteristics, needs, values, expectancies. Because of that reason, for example, two employees working in the same job can experience different satisfaction level (Harputlu, 2014). Smith, Kendall and Hulin's on Job Description Index (2019), which is one of the most widely used approaches to identify factors affecting job satisfaction, indicates that job satisfaction can be measured with five aspects namely; pay, coworkers, promotions, supervision and the nature of the work. Minnesota Satisfaction Questionnaire was also designed to measure job satisfaction of employees. It contains

three scales. These scales are intrinsic satisfaction, extrinsic satisfaction and general satisfaction (Zaim, et al., 2012).

In the literature, there are two main approaches for the measurement of job satisfaction: 'global approach' and 'facet approach'. Global satisfaction scales can be categorized into multi-item and single item instruments. The idea that 'job satisfaction is a single concept and employees produce overall attitude towards work' is prominent in studies in 1970s. Global job satisfaction measuring scales were developed in these years. However, some researchers criticized the use of single item measures because it has assumption about job satisfaction as being one-dimensional (Green, 2020). Among the global job satisfaction scales having multiple items, two most prominent are The Job in General Scale (JIG) and Michigan Organizational Assessment Questionnaire Subscale. The JIG contains 18 items and Michigan Organizational Assessment Questionnaire Subscale contains three items (Spector, 2017).

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contains three items (Spector, 2017).

On the other hand, facet approach is used to obtain which aspects of the job cause satisfaction or dissatisfaction. Thanks to this approach, a more complete assessment about job satisfaction is reached than the goal approach (Spector, 2017). Facet specific scales also consist of a single item or multiple items per facet. Minnesota Satisfaction Questionnaire (MSQ) that was designed by Weiss et al. covers 20 facets. Long form of MSQ with 100 items contains five items per facet. In this case, usage of single-item measures is easier, less expensive and takes less time to complete. However, Spector (2017) presents two reasons to use multiple items per facet. The first one is, multiple item scale, is more reliable than single items. This is because, for instance, respondents can make mistakes while they are completing questionnaire and this may reduce the reliability of the questionnaire. When the number of items in a subscale is increased, the effect of the inconsistent responses decreases. Another advantage of the facet specific questionnaire is to provide assessment that is a more complete.

In addition, other examples of facet specific scales with multiple items are Job Descriptive Index (JDI) and Job Diagnostic Survey (JDS). JDI developed by Smith, Kendall and Hulin contains 5 facets and 72 items. Related with the index, Van Saane (2013) suggests that it did not meet quality criteria. In his study, twenty-nine instruments are described. It has very good psychometric properties compared with others and it is one of the most reliable and valid instruments for job satisfaction measures. Moreover, JDS was designed by Hackman and Oldman in order to investigate the effects of job characteristics on people. It consists of subscales to measure the nature of work, motivation, personality, psychological states and reaction to the job like job

satisfaction. Furthermore, it also covers several areas of job satisfaction: growth, pay, security, social and supervision as well as global satisfaction (Spector, 2017).

## **2.4 Factors that Influence Employees Satisfaction**

### **2.4.1 Wages**

Previous studies by Frye (2014) show that there is a positive relationship between wages and employee performance and that income is the major factor of employee satisfaction. A survey by Nguyen et al. (2013) also showed that job satisfaction is positively affected by wages. These findings have been corroborated by numerous researchers.

Kathawala, Moore & Elmuti (2019) concluded that the salary system is the sole motivating factor for employees in the automobile industry. They also state that compensations and rewards are important tools to control employee turnover rate. Hamermesh (2011) found that an increase in the salary has only temporary effects on employee satisfaction. In the other hand, According to Wang & Seifert (2017), wages cut can affect employees' moral. Also, employees' performances tend to go to the wrong direction. Therefore, most of the companies during recession tend to lay off people instead of cutting payment.

The roots of the payment for performance idea stems from a reinforcement theory which suggests that payment can be linked to employee performance. Heneman (2012) suggested that managers set target goals and reward employees who meet them with a scheme of bonuses for achievement, consequently raising the overall performance.

### **2.4.2 Organizational Culture**

Organizational culture can be defined as the set of characteristics that makes a company unique and distinguishes it from other companies, or as the way by which employees within a company interact and the work environment that this interaction creates. Researchers have expanded the definition of organizational culture, with Lee & Yu (2014) stating that it is the unique quality and organization style of a given workplace, while Abu-Jarad, Yusof, & Nikbin (2010) defined it as how things are done and dealt within an organization, as well as being a way for new employees to gauge how to interact with colleagues. Alvesson & Spicer (2012) affirmed that culture encompasses a shared set of key values, understandings, assumptions, and norms among a company's employees. Organizational culture can be viewed as the normative binding that holds the entire organization together (Tichy, 2012).

Organizational culture can have either a positive or a negative impact on employee motivation and performance. Previous studies had determined the relationship between culture and commitment. Yıldırım et al. (2016) found that positive culture increased the commitment of the employees. Also, marketing culture can influence the performance of the employees (Al-Mohammad, 2014). A successful culture encourages employees to perform their work tasks with energy and enthusiasm. The more encouraging and positive the culture, the greater the job satisfaction, the level of commitment and the consequent efforts expended by employees. When employees consider themselves crucial to the company growth, they take responsibility for the organization's overall well-being. Overt recognition and appreciation of good performance leads employees to perform better in order to achieve their personal work goals and those of the company. In addition, innovative culture and effective working environment can promote effective changes and generate

high quality service and product. Also, strong culture can attract talented employees and reduce turnover rate (Kim et al., 2017).

On the other hand, in a culture where managers fail to empower their employees, anxiety and distrust become the norm. Employees don't feel involved in the overall company operation, don't perceive their role as important to the company, and thus tend to have low interest and satisfaction which negatively affects their performance. A weak organizational culture that doesn't value team work and unity may suffer from a lack of cooperation, and possibly creates a conflict between individuals and departments, thus greatly damages the overall health of the company. Since organizational culture is clearly a factor affecting satisfaction and performance in the workplace, Jordanian industry needs to focus on eliminating negative factors that hinder employee performance and concentrate on the factors that ameliorate satisfaction.

The ideal culture is the one in which employees hold similar ethical values, communicate well and form a cohesive team. Jordanian companies need to be aware of the benefits of enhancing their organizational culture and of shaping the work environment to one where company goals can be achieved and where employees know their tasks and responsibilities and understand assessment procedures. Thus, they will be able to reap the rewards of their skills and productivity.

### **2.4.3 Job Satisfaction**

Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017).

Each individual has different criteria for measuring job satisfaction. Influencing factors are payment, working hours, schedule, benefits, level of stress, and flexibility. Job satisfaction has been linked to productivity, motivation, performance, and life satisfaction (Landy, 2018), while Locke (2016) defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Research suggests that job satisfaction has emotional and behavioral components. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job. The behavioral components include early arrival, tardiness, working late, or faking illness in order to avoid work (Bernstein & Nash, 2018).

Mueller & Kim (2018) identified two types of job satisfaction; firstly, the overall feeling about the job, and secondly, the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. The considerable time spent by employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on the individual’s personal life. Saari & Judge (2014) indicate that the relationship between job satisfaction and performance is more important for those doing difficult jobs than for those in less demanding jobs.

#### **2.4.4 Stress**

Employees who find themselves subject to greater demands and responsibilities than they are capable of handling suffer from raised stress levels which can be detrimental to an employee’s emotional and physical responses, thus, causing challenges for both the employee and the organization (Leong, Furnham, & Cooper, 2016). Research has linked work stress to role

ambiguity and role conflict (Chang, 2008) and indicated that certain factors, such as work overload and poor working conditions often result in negative mental and physical health consequences for employees (Murphy, Cooper, & Payne, 2018).

According to Schabracq & Cooper (2010), stress is a key factor of low motivation and morale which lead to low performance, high turnover, low job satisfaction, increased absenteeism, and low quality products and services. Since stress can directly affect organizational efficiency, Jordanian companies need to identify the root cause of job stress and find ways of controlling stress factors that impact employees' satisfaction and performance.

#### **2.4.5 Training and Development**

With globalization, technology, and leadership style which bring increased competition among businesses worldwide, companies must attract and retain talented employees in order to survive in the market (Allen, 2010). Employee roles should be clear-cut in order for them to perform well and contribute to the company's success. Thus, human resource management should focus on training and development so that employees can keep pace with new technologies and the current market. Employees should receive up-dated knowledge in the field to be aware of the company's mission and goals. Garner (2012) states that training and development are basic needs to increase employee's accuracy role, reduce the role of conflicts among employees, and enhance the on-going learning process so that employees can adapt to changes in company practice (Masa'deh et al., 2013; Shannak et al., 2010).

Armstrong (2009) distinguishes between the concepts of training and development; identifying development as the new skills and knowledge that an employee gains from his/her company that

help to fit and progress into a future position. Training helps employees to practice their current skills to a better standard, thus increasing performance and helping them to advance in the workplace. Training and development serve to enhance the confidence of employees and can consequently improve their general attitude toward the company. Adequate knowledge and information about their roles and the products or services they are providing helps employees perform better on the job, thus, making them better equipped to assist customers. Furthermore, training and development can spur employees to think creatively.

According to Gusdorf (2009), a change in business environment and practices has led to an increase in training and development and talent inventory management. The appropriate training can alleviate many workplace challenges, such as team work, employee conflict, innovation, and organizational culture. Training and development sessions not only prepare employees for the next step on the promotional ladder, but they can also strengthen employer-employee bonds, enabling the employer to distinguish employee performance and talent (Qayyum et al., 2012). Vemic (2007) points out that when employees possess adequate knowledge and experience, they feel confident enough to become part of the decision-making process. Moreover, when top management promotes strong organizational learning culture, employees expand their knowledge and skills through training (Malik & Kanwal, 2016).

Saleem et al. (2011) identify some of the benefits of training and development as the tools to improve human capital, enhance skills, increase employee knowledge and work efficiency, reduce non-productive work time such as sick days, and reduce absenteeism, as well as increase quality by reducing employee error and the resulting wastage. According to Obisi (2011), training should

aim to enhance employees' skills and performance in the workplace. The strength and capabilities of the company are derived from those of its employees. Each employee's performance contributes to the company's success, so the stronger the employees' performance, the more likely the company is to achieve its goals. Also, in order to promote learning culture, top management needs to be involved in the training program (Tom & Harris, 2017).

#### **2.4.6 Promotion**

Promotion can be defined as the internal mobility within the company by changing position vertically. Many employees find that holding the same position and repeating the same daily tasks for many years is tedious, but that can be avoided if the employee has the expectation of gaining promotion to a higher position with new tasks and responsibilities. As Prasad (2010) points out, it is rare to see an employee remaining in one position for twenty years. He/she either gains promotion or seeks new challenges elsewhere. Moreover, promotion brings higher status and better payment, as well as the feeling that hard work and loyalty are recognized and rewarded.

Company promotion policies and procedures play a big role in employee satisfaction. Some companies have a policy of internal promotion, while other companies prefer to recruit new employees to vacant positions. Successful companies reward their best employees with promotions, since obvious appreciation and reward from management encourage the employee to maximize his/her efforts, and thus, increase productivity. Naturally, an employee who enjoys high self-esteem will perform tasks confidently and efficiently, which is beneficial to the organization as a whole. A pro-active employee will seek advancement through education, training and

development programs, thus enhancing their skills and experience in order to be recognized by management as somebody worthy of promotion (Gupta, 2011; abuhashesh, 2014).

According to Armstrong (2009), companies looking to increase stability and retain long-term employees should strengthen employer-employee relationships by creating trust and loyalty through a policy of internal promotion. Employee trust and loyalty can help the company to achieve its goals and gain long-term market success. Some companies use promotion on merit as a means of motivating employees. Merit policy is a fair method that encourages employees to work harder and stay loyal to the company because they know that ultimately the reward will be a promotion to a higher position, leading to higher wages and greater status. The result is increased job satisfaction, better performance and further advancement.

Human resources departments can play an important role in making employees more motivated and engaged by implementing programs that can enhance performance and the desire to accept promotional challenges which allow employees to exercise higher level of skills and responsibility in the new position.

#### **2.4.7 Job Security**

Job security refers to the length of time employees can expect to remain in their job. In general, employees prefer to find a job that they can occupy in the long term, which works to the benefit of the company. Some companies offer lengthy contracts which protect employees from job termination. According to Shi (2017), job security is positively related to social safety. Employees with vulnerable position will increase their performance in order to maintain their high social

status. Other studies have shown that job insecurity reduces employee commitment, satisfaction and performance (Ashford et al. 1989). Rosow & Zager (1985), however, found no relationship between job insecurity and job performance.

According to Iverson (1996), job security leads to increased employee commitment, with long-term employees showing a stronger sense of loyalty. Lifetime employment and seniority changes employee performance and creates a sense of leadership. Personal factors, such as the age of the employee, level of education, number of children, position level, and income combine to encourage employees to remain in the job. As an employee gets older and has greater personal responsibilities, the need for job security increases. A long-term employee often has greater skill levels, which means they perform tasks to a higher standard and are more productive. In contrast, a company that cannot ensure job security will find that its employees quickly seek more stable employment with less risk, causing that company to suffer from high turnover rate which will affect it negatively. Low productivity and increased outlay in training new staff can result in higher prices passed on to customers and can provoke customer dissatisfaction. When a company loses its customers trust, it will inevitably lose business and revenue.

## **2.5 Factors that Affect Job Satisfaction**

Up until now, several approaches developed for determination of the employee job satisfaction and many studies were conducted about factors that affect employee job satisfaction in the literature. Therefore, significant background information is obtained about the related and effecting factors of job satisfaction.

Some researchers examined the determinants of job satisfaction. Locke (2016) defined the fundamental dimensions of job satisfaction as the job itself, payment, promotion, working conditions, benefits of the work, fellow workers, personal values, employee relationship. In 1962, Vroom pointed out that the job satisfaction has seven aspects, i.e. the compensation, the supervisor, the colleagues, the working environment, the job content, the promotion, and the organization itself. As a recent study, Sirin (2019) states the factors affecting job satisfaction as follows; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Qinar & Karcioğlu, 2012). All these kind of studies support the idea that employee satisfaction has many aspects and influenced by various factors (Zaim, et al., 2012).

### **2.5.3 Environmental Factors**

#### **2.5.3.1 Working Conditions**

Working conditions consists of the physical and social conditions at the work. People want to work in a comfortable, safe environment, a clean, modern and enough-equipped environment (Sun, 2012) and work in good conditions such as appropriate temperature, lighting and noise (Green, 2020). For example, people can be disturbed when they are distracted by unexpected noise such as telephones, conversations or crowding (Bridger & Brusher, 2011) and absence of temperature or lighting causes strain (MacMillan, 2012).

### **2.5.1.2 Self-Improvement**

Workers want to improve their skills, abilities, knowledge, and to learn new things especially, which provide personal growth. In parallel with, if they are satisfied on selfimprovement opportunities, their overall job satisfaction level increases. Therefore, job training plays a key role for personal development opportunities and helps employees to be more specific with their job, as a result, employee job satisfaction increases. In addition, employee development programs improve workers' satisfaction level by giving them more sense of confidence, providing to control over their career and increasing positive feelings towards their job (Jin & Lee, 2012).

### **2.5.1.3 Reward**

According to Kalleberg (2017), reward is related with the employee's desire, and it motivates employees. It shows what an employee wants after performing a certain task. According to Gerald & Dorothee (2014), rewards are very strongly correlated with job satisfaction (Javed et al., 2012). Moreover, according to the related literature, rewards are divided into two categories as; extrinsic rewards and intrinsic rewards. Extrinsic rewards consist of money, promotion and benefits. Intrinsic rewards include having a sense of achievement, being part of a team success, being appreciated by superiors because of a good performance and feeling recognized. Job satisfaction increases with all these feelings and returns (Basar, 2011).

### **2.5.1.4 Supervision**

Employee job satisfaction have positively affected by supervisors' support and recognition of

employees (Yang, et al., 2011). Since the supervisors are representative for the institution, if they are supportive and helpful, employees perceive the organization as the same (Emhan, et al., 2014). Communication between supervisors and subordinates determines employees' attitudes towards their jobs. In addition, management style of supervisors is important and it can be different. For example, in one type, supervisors implement such things like checking to see employees' performance and communicating with subordinates. In another type, they allow their subordinates to participate in decisions related with their jobs (Yeltan, 2017, & Beşiktaş, 2009). Moreover, lack of communication between employees and supervisors negatively affect employees' job satisfaction.

#### **2.5.1.5 Co-worker**

Employees that have a better relationship with their coworkers are more likely to be satisfied with their job (Yang, et al., 2011). According to Locke, employees prefer to work with people being friendly, supportive, and cooperative (Basar, 2011). Since people spend majority of their times with colleagues, if co-workers make them happy, this has positive impact on their job satisfaction (Besiktas, 2019).

#### **2.5.1.6 Communication**

Communication within workplace is essential for organizations in terms of job satisfaction. According to Ozturk, Hancer et al. (2014), there are two different dimensions of internal communication in organizations. One of them is managerial communication such as giving oral presentation and giving feedback, the other one is informal interaction such as communication

with each other beyond formal channels. Effective interaction and communication provide to improve job satisfaction; on the contrary, lack of communication causes dissatisfaction.

#### **2.5.4 Personal Factors**

##### **2.5.2.1 Gender**

In the literature, there are many studies investigating relationships between gender and job satisfaction. There are different results about this issue. Some of them propose that women are more satisfied than men are; some of them suggest the vice-versa. Because of the fact that men and women have different social roles, their expectancies from job may also be differ. For example, women give more importance to working conditions and social relationship, whereas men are more satisfied with some factors such as pay and promotion opportunities. This may be resulted from the difference between expectancy levels of each gender, in which expectancy of women are relatively less than men are, so, women can be satisfied with more (Besiktas, 2019, & Spector, 2017).

##### **2.5.2.2 Educational Level**

In the literature, most researches indicate that as the level of education increases, job satisfaction may decrease. Highly educated workers may be dissatisfied with their work if it requires performing the repetitive tasks (Green, 2020). Requirements of jobs should be fitted with educational level of employee, otherwise, if educational level of a worker is so high for requirements of the job, this causes dissatisfaction (Sun, 2012). Another reason of dissatisfaction among highly educated people is to have higher levels expectation for their job.

### **2.8.2.3 Seniority**

Seniority is defined as how long employees have been working in their jobs within the same organization. There are different views about the relationship between seniority to job satisfaction. Some of studies states that as with age, seniority is also expected to contribute to increase of job satisfaction due to the familiarity with work content and work environment. On the other hand, some of them suggest that job satisfaction and seniority are negatively correlated as shown in De Santis and Durst's study (Green, 2020).

## **2.9 Job Satisfaction and Increased Productivity**

Job satisfaction and productivity is at the forefront of interest for employers and it is important to understand the benefits of job satisfaction and what it means. People spend the majority of their lives at work than any other place, it is important that the place they spend the majority of their adult life is one that they are satisfied (Duari P and Sia SK 2013). When the individual is happy the company is happy and many good things happen when this is the case, including increases in productivity, creativity, quality, customer satisfaction, innovation, and adaptation. Labour markets and economists should really understand the significance of job satisfaction, it has been documented to have high positive correlations with worker performance and productivity (Tumen & Zeydanli T 2016). Difficult working conditions cause for workers to be dissatisfied and overburdened with an abundance of workload. Increases in monetary rewards are not fully replacing the need for satisfaction in the work area, but more so, human to human interactions and relationships drive the overall satisfaction (Abdul, 2013). According to Antoni et al. (2017), they concluded when monetary rewards are distributed evenly across the team it would tend to increase

morale and productivity among the group. However, when the rewards were handed out based on performance it tended to extrude deviant behaviour between team members driven by the individual completeness for the monetary reward. Therefore, monetary rewards can be misleading and hurt performance if not fully understood the effects of the program.

Attempting to understand the nature of job satisfaction and its effect on productivity is not easy. Some researchers argue that there exist relationships between the two variables while others argue that there is no relationship between them. Buchanan (2011) argued that job satisfaction is more of an attitude, an internal state. He also noted that it could for example be associated with a personal feeling of achievement, either quantitative or qualitative. However, it should be noted that a happy worker is a good worker. Happiness in a work place is most often as a result of the satisfaction experienced in such workplace. Most of the variables that bring about teachers job satisfaction can motivate them to improve their performance. Also, such improved level of performance leads to a higher job satisfaction which then motivates them to improve their performance and thereby increasing the company's productivity.

Job satisfaction is closely related to productivity which is then related to firm profitability. It has a positive persuade an organizational performance. Beside this, firm profitability has a reasonable non recursive effect on satisfaction. Employee job satisfaction plays considerable role in enhancing the firm's profitability and improving operational performance of organizations and quality of goods and services. There is no doubt in it that job satisfaction is critical to attain quality and profitability in organization (Agbonika, 2013).

Osakwe (2014) conducted an ex-post-facto research design study that seeks to investigate factors affecting motivation and job satisfaction of academic staff of universities in southsouth geopolitical zone of Nigeria which included states like Bayelsa, Rivers, Edo, Cross-River, Akwa-Ibom, Bayelsa and Delta. The hypothetical results showed a positive correlation between motivational factors and job satisfaction among academic staff across all gender. More so, job satisfaction positively influence employee performance in terms of productivity as a significant difference was established between the productivity of highly motivated and poorly motivated no management academic staff with regards to motivation and job satisfaction. Based on the study findings, it was concluded that efficiency of academic staff in terms of performance and productivity largely depends on motivational factors like work environment, promotion opportunities, autonomy, professional development, safety and security, empowerment and authority etc. among others.

Ayodele and Olurunsola (2012) ascertained the relationship between job satisfaction and performance of administrative staff in south west Nigeria universities. The research employed a descriptive research of the survey type. The sample of the study consisted of 400 respondents selected from four universities based on stratified random sampling technique. The strata comprises of two state and two federal universities. Using Pearson moment correlation coefficient and correlation matrix, the result showed that there was a very high and significant relationship between job satisfaction and job performance. It was also revealed that there were significant relationships between the components of job satisfaction and job performance.

Fadlallah (2015) identified the impact of job satisfaction factors on employee performance in terms of employee's impressions, inclinations, desires and visualizations towards their jobs. Total sample size of research was 86 members of teaching staff from the faculty of science and humanity studies, University of Salman Bin Abdul-Aziz-Al Aflaj. Questionnaire survey was used for data collection. The questionnaire measured four dimension of job satisfaction namely working conditions (4 items), pay and promotion potential (6items), working relationships (4 items) and employee performance (4 items). Responses was analyzed through the SPSS (statistical package for social science). Research findings revealed that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. It was concluded that whenever there are better work conditions, pay, promotions and work relationships there is a higher job satisfaction.

Job satisfaction describes how content an individual is with his or her job. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2012) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests

that we form attitudes towards our jobs by taking into account our feelings, our beliefs and our behaviors.

## **2.10 Theoretical Framework**

### **2.7.1 Affect theory**

The affect theory was developed by Edwin A. Locke in 1976 and it is arguably the most famous job satisfaction model (Wikipedia, 2015). The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. The theory further states that, how much one values a given facet of work moderates how satisfied or dissatisfied one becomes when expectations are met or not met. That is when employee values a particular facet of a job, his satisfaction is more greatly impacted both positively, when expectations are met and negatively, when expectations are not met compared to an employee who does not value that facet. To illustrate, if employee “A” values autonomy in the work place and employee “B” is indifferent about then employee A will be more satisfied in a position that offers a higher degree of autonomy and less satisfied in a position with little or no autonomy compared to employee B.

### **2.7.2 Dispositional theory**

This is another well-known theory of job satisfaction. According to Shied (2010), the idea that people who are happy in life are happy in their job is called the dispositional theory. The theory actually suggest that people have innate disposition that cause them to have tendencies toward a certain of satisfaction regardless or approach became a notable explanation satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. An

important contribution to the understanding of this theory is the judge's core self-evaluation model. Judge (1998) averred that, there are four core self evaluations that determine one's disposition towards job satisfaction, and they include: Selfesteem, general self-efficacy, locus of control and neuroticism. Judge further argued that high levels of self-esteem and self-efficacy lead to higher job satisfaction and lower level of neuroticism lead to higher job satisfaction. Also, having an internal locus of control, that is believing that one has control over his over life as opposed to outside forces having control, leads to higher job satisfaction.

### **2.7.3. Two-factor theory**

This theory was developed by Fredrick Herzberg in 1959. This theory attempts to explain satisfaction and motivation in the workplace. It is for this reason that this theory is also referred to as motivation hygiene theory. This theory states that employees are driven by different factors; motivation and hygiene factors respectively. According to Inyang (2014), the factors are consistently associated with job satisfaction are called the intrinsic factors such as achievement, recognition, work itself, growth, responsibility and advancement. These factors are also the motivators. Also, the factors that are associated with dissatisfaction include company policy, working conditions, salary, status, supervision, security, etc. these factors are the hygiene factors. However, this theory outlines a general tendency only. To some employees, some hygiene factors may be motivators while to some other employees; some motivating factors may only be hygiene factors.

## **2.11 Empirical Review**

Riasat, Aslam and Nisar (2016) examined the impact of extrinsic and intrinsic rewards on employee performance. Research design was quantitative and descriptive in nature. the study revealed that intrinsic and extrinsic rewards (independent variables) has significant and positive relationship with job satisfaction and employee job performance (dependent variables). Similarly, findings provided support for the postulated mediation effect of reward system on the relationship between intrinsic and extrinsic reward and job satisfaction and employee job performance.

Laosebikan, Odepidan, Adetunji and Aderinto (2018) examined the impact of job satisfaction on employees' performance. Sample size of the study was 120 randomly selected employees. 116 copies of valid return questionnaires representing 98.3% response rate was used for data analysis. SPSS (version 20) was used to analyse descriptive statistics such as frequencies and percentages. Regression analysis was used to test the hypotheses and results revealed that a significant and positive relationship exist between job satisfaction and employee performance. Furthermore, findings revealed that immediate supervisor factors, employee personal characteristics factors and employee pay package are significantly and positively related to job satisfaction. On this note, the study concluded that employee job satisfaction impact on employee performance.

Rozanna, Adam and Majid (2019) examined the mediation effect of job satisfaction on the relationship between organizational change, organizational cultures (independent variables) and employee performance (dependent variable) of the Public Works and Spatial Planning Agency in Indonesia. The study using census technique as the number of population is small, selected all 209 staff of the Public Works and Spatial Planning Agency, Pidie District, Aceh Province of Indonesia as sample of the study. The researchers employed questionnaire as instrument for data collection.

Through Structural Equation Modeling (SEM) approach, the study found out that job satisfaction significantly mediated the influences of organizational change and organizational culture on employee performance. In cognizance of this finding, the researchers suggested a need for more studies on the issue investigated and considering more variable by future studies on the topic as so doing would provide better and comprehensive empirical findings.

Susanty and Miradipta (2013) examined the effect of attitude toward works, organizational commitment and job satisfaction on employee's job performance. Simple random sampling was used to select a total of 200 respondents from managerial and nonmanagerial staff of PT. Intech, Indonesia. Structural equation modeling (SEM) using AMOS program was employed for data analysis. The result of SEM analysis showed that attitude to work did not have a significant effect on employee job satisfaction and employee performance of the worker of PT. Intech. The study also revealed that organizational commitment was a factor which has a significant effect on job satisfaction and job performance.

More so, the findings of the study Altaf, Yousaf, Tahir, & Bagram (2013) investigated job satisfaction and employees participation in government sector organization of Pakistan. This study is conduct 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.

Heryanto (2012) examined job satisfaction and organizational citizenship behavior. This study is designed to measure the two dimensions of organizational citizenship behaviour and to examine how these organizational citizenship behaviours are related to the two facets of job satisfaction (intrinsic and extrinsic). To achieve the research objectives, the survey method is employed. Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behaviour. Implications and limitations of the study are discussed along with suggestions for future research.

Chiboiwa, Chipunza & Samuel (2011) conducted Evaluation of job satisfaction and organizational citizenship behaviour: Case study of selected organizations in Zimbabwe The purpose of the study was to evaluate job satisfaction and Organizational Citizenship Behaviour (OCB) amongst selected organizations in Zimbabwe. The research was aimed at achieving the following objectives: determine job satisfaction levels of employees in the selected organizations; determine the extent to which employees in these organizations engaged in OCB; analyze the correlation between job satisfaction and OCB and recommend job satisfaction measures that can be used by these organizations to enhance OCB. The study adopted the quantitative research design. Questionnaires were administered to 1,202 employees from 5 selected hospitality firms in Calabar. Employees in the organizations surveyed experienced intrinsic job satisfaction more than extrinsic job satisfaction. Furthermore, employees in these organizations engaged more in altruism than other dimensions of OCB. Substantive correlation between job satisfaction and OCB was also found.

Assam (2012) examined the effect of extrinsic and intrinsic job factors on job motivation and satisfaction, which leads to performance. It showed that though there was no significant difference in motivational level and job satisfaction across various categories of workers in different organizations.

Lawler (2015) concluded that motivational factors influence the performance with regards to work. Firstly, it depends on the amount received and the amount the individual feels he or she should receive. Secondly, comparison to what others collect influences peoples performance, and thirdly, and employee's satisfaction with both intrinsic and extrinsic rewards received affects overall job performance. Fourthly; people differ widely in the rewards they desire and in the value they attach to each. And the firth, that many extrinsic rewards satisfy only because they lead to other rewards. All these observations suggest the need for a diverse reward system.

In another study carried out by Centres and Bugental (2010), they also base their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They made use of a sample of 692 subjects to test the validity of the two factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational levels "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them.

Egwuridi (2011) also investigated motivation among Nigerian workers using a sample of workers of high and low occupational levels. The hypothesis that low income workers will be intrinsically motivated was not confirmed, and the expectation that higher income worker will place a greater

value on intrinsic job-factors than low income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

Research design can be described as a blue print that allows a researcher to provide solution to the problem under study, where to study and how to generate the data in the research situation. The study adopted the survey method of research, using questionnaires as an instrument of data gathering. Surveys are most useful for collecting demographical data, for systematically quantifying the occurrence of observable objects and characteristics. The method involves drawing up a set of questions on various subjects or on various aspects to which selected members of a population are requested to respond.

#### **3.2 Population of the Study**

According to Kitchenham, population represents the group or the individuals to whom the survey applies. In other words, populations contain those group or individuals who are in a position to answer the questions and to whom results of the survey apply. The population of this study is made up of all the staff in Nadia Enterprise. The study covers all groups and cadre of staff in the Organization. The population stands at 85 staff in the Organization being composed of professionals and non-professionals.

#### **3.3 Sampling Technique**

The absence of a sampling technique in the questionnaire administration for this study was attributed to the insufficient staffing levels at Nadia Enterprise. The staff at Nadia Enterprise is

relatively small or homogeneous in terms of characteristics relevant to the study, using a sampling technique may not yield substantial benefits.

### **3.4 Sample Size**

The size for the study on which questionnaires were administered was 85 to the Staff in the organization. They were all selected from different department to generate data about their perceptions and opinions as regards to customer retention and performance of the organization.

### **3.5 Research Instrument**

For the purpose of this research work, questionnaire was an appropriate data gathering instrument. The questionnaire was carefully designed in simple structural language to enable the correctness in the response given by the respondent and to easily get the information gathered.

The questionnaire is a very pre-planned set of questions deigned to yield specific information in other to meet a particular need for a research. The questionnaire will be divided into two sections; the first section of the questionnaire is on the personal data of the respondents such as the ages. Sex, marital status, educational qualification and department. The second section will cover question that are relevant to the study, response with close ended or Agree, Strongly Agree, Disagree, Strongly Disagree.

### **3.6 Validity and Reliability of the Instrument**

The questionnaires were designed based on the structure of questionnaire used for previous similar studies. The questionnaires was examined by some colleagues to test if the actual

respondents would understand the instrument being used and also by the supervisor who made available required and vital amendments before administration was effected.

### **3.7 Data Collection Method**

Data was collected using the questionnaire which the researcher administered face to face to the respondents. 85 copies of questionnaire was administer to the respondents. And a number of data collection techniques were used to enable me collect as much and relevant information as possible.

### **3.8 Method of Data Analyses**

After an attentive analysis of different factors under the research, a vigilant analysis of the research topic was conducted using the Likert scale method. The Likert scale are anchored by strongly agree and strongly disagree, this was related to the aim of the research. The primary data collected through the questionnaire that was designed for his project, were analyzed with descriptive statistics. In this vein, we computed frequency distributions, averages, modes, range and percentages. These percentages enables us draw inferences on the degree of occurrence of the variables measured within our study sample.

## CHAPTER FOUR

### ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

#### 4.1. Introduction

The following analysis is based on the data obtained from response to the questionnaire administered. All positive responses (that is strongly agree, agree) are in support of the question asked and are referred to as favourable responses and all negative responses and all negative responses (that is strongly disagree, disagree) indicated that they do not agree with the question and are generally referred to as unfavourable responses.

#### 4.2 Data Presentation and Analysis

A total of eight-five (85) questionnaires were distributed among the staffs in Nadia was properly filled and returned. The response from the respondents were in pie chart showing the options, the decision made.

#### Section A

**Table 4.2.1: Respondents personal data**

Items	Options	Frequency	% of Response
<b>Gender</b>	Male	38	44.7%
	Female	47	55.3%
	<b>Total</b>	<b>85</b>	<b>100%</b>
<b>Age</b>	Less than 30yrs	36	42.4%
	31 – 35yrs	28	33.0%
	36 - 40yrs	16	18.8%
	41 – 45yrs	5	5.9%
	46 and yrs above	0	0%
	<b>Total</b>	<b>85</b>	<b>100%</b>
<b>Marital Status</b>	Single	67	78.8%
	Married	12	14.1%
	Not to say	6	7.1%

	<b>Total</b>	<b>85</b>	<b>100%</b>
<b>Education Status</b>	Post-Graduates	3	3.5%
	HND/B.Sc	43	50.6%
	OND/NCE	8	9.4%
	Diploma	5	5.9%
	O' Level	26	30.6%
	<b>Total</b>	<b>85</b>	<b>100%</b>
<b>Experience</b>	1yrs Below	58	68.2%
	2-5yrs	19	22.4%
	6-10 yrs	8	9.4%
	11 yrs above	0	0%
	<b>Total</b>	<b>250</b>	<b>100%</b>

**Source:** Field Survey 2023.

Table 4.1 shows that 44.7% of the respondents are males while 55.3% are females, 42.4% of the respondents falls in the age of 30years below whereas 33.0% are from 31-35y, 18.8% are from 36-40yrs, 5.9% are from 41-45yrs, then none of the respondent are 46yrs and above. 78.8% of the respondents are single, 14.1% are married, 7.1% decided not to say. Also, 3.5% of the respondents education status is Post-graduate Level, 50.6% status is HND/B.Sc level, 9.4% Status is OND/NCE, 5.9% Status is Diploma level, 30.6% status is O'level, while 68% of the respondents has is 1yrs Below experience, 22.4% has 2-5yrs experience, 9.4% is 6-10yrs and none is 11yrs and above

## Section B

**Table 4.2.2: Know what makes job satisfaction a motivation tools for increased productivity**

S/N	Response	Agree %	U %	Disagree %	Total %
1	My job satisfaction positively impacts my motivation to perform well at work.	76 89.4%	0 0%	9 10.6%	<b>85</b> <b>100%</b>
2	A high level of job satisfaction leads to increased productivity	72 84.7%	3 3.5%	10 11.8%	<b>85</b> <b>100%</b>
3	Recognition and appreciation from supervisors and colleagues contribute to my job satisfaction.	77 90.6%	7 8.2%	1 1.2%	<b>85</b> <b>100%</b>
4	I believe that when I am satisfied with my job, I am more productive.	77 90.6%	7 8.2	1 1.2%	<b>85</b> <b>100%</b>

**Source:** Field survey 2023.

Table 4.2.2 show that 89.4% of the respondents agreed that their job satisfaction positively impacts their motivation to perform well at work., 0% undecided, 10.6% disagreed. 84.7% of the respondents agreed that a high level of job satisfaction leads to increased productivity, 3.5% undecided, 11.8% disagree. 90.6% of the respondents agreed that recognition and appreciation from supervisors and colleagues contribute to their job satisfaction, 3.5% undecided, 11.8% disagreed. While 90.6% of the respondents agreed that when they are satisfied with their job, they am more productive., 8.2% undecided, then 1.2% disagreed.

**Table 4.2.3: Identify the various tools methods used to measure job satisfaction and the impact on productivity among employees**

S/N	Response	Agree %	U %	Disagree %	Total %
1	Environmental factors (e.g., workplace ambiance, safety) are important indicators of job satisfaction.	65 76.5%	1 1.2%	19 22.6%	<b>85</b> <b>100%</b>
2	Factors related to job role and responsibilities (e.g., workload, task variety) are essential for assessing job satisfaction	69 81.2%	16 18.8%	0 0.0%	<b>85</b> <b>100%</b>
3	Self-improvement opportunities (e.g., training, skill development) contribute to job satisfaction	81 95.3%	1 1.2%	3 3.5%	<b>85</b> <b>100%</b>
4	Rewards and recognition (e.g., bonuses, awards) can be used to gauge job satisfaction.	77 90.6%	7 8.2	1 1.2%	<b>85</b> <b>100%</b>

**Source:** Field survey 2023.

Table 4.2.3 show that 89.4% of the respondents agreed that environmental factors (e.g., workplace ambiance, safety) are important indicators of job satisfaction, 1.2% undecided, 22.6% disagreed. 81.2% of the respondents agreed that factors related to job role and responsibilities (e.g., workload, task variety) are essential for assessing job satisfaction, 18.8% undecided, 0.0% disagreed. 95.3% of the respondents agreed that self-improvement opportunities (e.g., training, skill development) contribute to job satisfaction, 1.2% undecided, 3.5% disagreed. However, 90.6% of the respondents agree that rewards and recognition (e.g., bonuses, awards) can be used to gauge job satisfaction, 8.2% undecided, then 1.2% disagreed.

**Table 4.2.4: To explore the factors that contribute to employee satisfaction and their potential to drive productivity improvement at work**

S/N	Response	Agree %	U %	Disagree %	Total %
1	The quality of relationships with colleagues and supervisors significantly contributes to my job satisfaction	63 74.1%	0 0%	22 25.9%	<b>85</b> <b>100%</b>
2	Opportunities for skill development and career growth are important factors for employee satisfaction	74 87.1%	0 0%	11 12.9%	<b>85</b> <b>100%</b>
3	Improved communication and collaboration among team members can positively impact productivity	74 87.1%	0 0%	11 12.9%	<b>85</b> <b>100%</b>
4	Addressing factors that contribute to employee satisfaction can lead to measurable productivity gains	83 97.6%	2 2.4	0 0%	<b>85</b> <b>100%</b>

**Source:** Field survey 2023.

Table 4.2.4 show that 74.1% of the respondents agreed that the quality of relationships with colleagues and supervisors significantly contributes to my job satisfaction, 0% undecided, 25.9% disagree. 87.1% of the respondents agreed that opportunities for skill development and career growth are important factors for employee satisfaction, 0% undecided, 12.9% disagreed. 87.1% of the respondents agreed that improved communication and collaboration among team members can positively impact productivity, 0% undecided, 12.9% disagreed. More so, 97.6% of the respondents agreed that addressing factors that contribute to employee satisfaction can lead to measurable productivity gains, 2.4% undecided, then 0% disagreed.

**Table 4.2.5: To examine the conditions and workplace factors that lead to employee dissatisfaction, with the goal of identifying areas for productivity enhancement**

S/N	Response	Agree %	U %	Disagree %	Total %
1	Inadequate wages or compensation is a significant factor contributing to employee dissatisfaction	63 74.1%	19 22.4%	3 3.5%	<b>85</b> <b>100%</b>
2	The organizational culture at my workplace negatively affects employee morale and satisfaction	19 22.4%	17 20.0%	49 57.6%	<b>85</b> <b>100%</b>
3	The lack of adequate training and development opportunities is a source of employee dissatisfaction.	76 89.4%	0 0%	9 10.6%	<b>85</b> <b>100%</b>
4	Concerns about job security contribute to employee dissatisfaction	83 97.6%	2 2.4	0 0%	<b>85</b> <b>100%</b>

**Source:** Field survey 2023.

Table 4.2.5 show that 74.1% of the respondents agreed that Inadequate wages or compensation is a significant factor contributing to employee dissatisfaction, 22.4% undecided, 3.5% disagreed. 22.4% of the respondents agreed that the organizational culture at their workplace negatively affects employee morale and satisfaction, 20.0% undecided, 57.6% disagreed. 89.4% of the respondents agreed that the lack of adequate training and development opportunities is a source of employee dissatisfaction, 0% undecided, 10.6% disagreed. 97.6% of the respondents agreed that the concerns about job security contribute to employee dissatisfaction, 2.4% undecided, then 0% disagree.

### **4.3 Analysis of Research Hypotheses**

In order to test the hypothesis, regression analysis techniques were used and the validity test of the hypothesis is done through T-test method.

### Hypothesis I

H<sub>0</sub> There is significant relationship between job satisfaction and increased productivity in employees.

H<sub>1</sub> There is no significant relationship between job satisfaction and increased productivity in employees.

**Table 4.3.1**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 <sup>a</sup>	.131	.553	1.077

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Increased Productivity

**Table 4.3.2**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.756	2	4.378	3.773	.002 <sup>a</sup>
	Residual	271.497	234	1.160		
	Total	280.253	236			

a. Dependent Variable: Increased Productivity

b. Predictors: (Constant), Job Satisfaction

**Table 4.3.3**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.128	.206		10.315	.000
	Job Satisfaction	.194	.059	.102	3.584	.001

a. Dependent Variable: Increased Productivity

Table 4.3.3 shows the value of adjusted  $R^2$  which is 0.131 indicates that all the independent variables (explain 13.1% of the systematic variation in the dependent variable). From the table, the t-test of Job Satisfaction is (3.584) significant at p-value (0.001) less than the critical value (0.05). This shows that Job Satisfaction is significant because the p-value is 0.001 which is less than 0.05 and it has predictive significance for the Increased Productivity among employees.

### Hypothesis II

$H_0$  The choice of job satisfaction measurement tools does significantly affect the accuracy of assessing employee satisfaction.

$H_1$  The choice of job satisfaction measurement tools does not significantly affect the accuracy of assessing employee satisfaction.

**Table 4.3.4**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 <sup>a</sup>	.314	.308	1.059

a. Predictors: (Constant), Job satisfaction measurement tools

b. Dependent Variable: Accuracy of assessing employee satisfaction

**Table 4.3.5**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.838	2	60.419	53.840	.000 <sup>a</sup>
	Residual	263.717	235	1.122		
	Total	384.555	237			

a. Dependent Variable: Accuracy of assessing employee satisfaction

b. Predictors: (Constant), Job satisfaction measurement tools

**Table 4.3.6**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.727	.202		13.527	.000
	Job satisfaction measurement tools	.443	.058	.422	7.675	.000

a. Dependent Variable: Accuracy of assessing employee satisfaction

Table 4.26 shows the value of adjusted  $R^2$  which is 0.314 indicates that all the independent variables (explain 31.4% of the systematic variation in the dependent variable). From the table, the t-test of Job satisfaction measurement tools is (7.675) significant at p-value (0.000) less than the critical value (0.05). This shows that the relationship between job satisfaction measurement tools is significant because the p-value is 0.000 which is less than 0.05 and it has predictive significance for the accuracy of assessing employee satisfaction.

### Hypothesis III

$H_0$  Employee satisfaction at work is influenced by specific factors or elements within the workplace.

$H_1$  Employee satisfaction at work is not influenced by specific factors or elements within the workplace.

**Table 4.3.7**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247 <sup>a</sup>	.061	.653	1.072

a. Predictors: (Constant), Specific factors or elements within the workplace

b. Dependent Variable: Employee satisfaction at work

**Table 4.3.8**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.516	2	8.758	7.614	.001 <sup>a</sup>
	Residual	270.303	235	1.150		
	Total	287.819	237			

a. Dependent Variable: Employee satisfaction at work

b. Predictors: (Constant), Specific factors or elements within the workplace

**Table 4.3.9**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.120	.202		15.478	.000
	Specific factors or elements within the workplace	.439	.062	.214	3.207	.002

a. Dependent Variable: Employee satisfaction at work.

Table 4.3.9 shows the value of adjusted R<sup>2</sup> which is .061 indicates that all the independent variables (explain 6.1% of the systematic variation in the dependent variable). From the table, the t-test of specific factors or elements within the workplace is (3.207) significant at p-value (0.002) less than the critical value (0.05). This shows that Specific factors or elements within the workplace is significant because the p-value is 0.002 which is less than 0.05 and it has predictive significance for employee satisfaction at work.

### Hypothesis IV

H<sub>0</sub> Workplace conditions have significant impact on employee dissatisfaction.

H<sub>1</sub> Workplace conditions have no significant impact on employee dissatisfaction.

**Table 4.3.10**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.0424 <sup>a</sup>	.180	.130	13.695	2.041

- a. Predictors: (Constant), Workplace conditions  
b. Dependent Variable: Employee dissatisfaction

**Table 4.3.11**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.516	2	8.758	6.741	.002 <sup>a</sup>
	Residual	307.303	326	1.150		
	Total	379.819	237			

- a. Dependent Variable: Employee dissatisfaction  
b. Predictors: (Constant), Workplace conditions

**Table 4.3.12**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.210	.212		16.371	.000
	Workplace conditions	.593	.062	.214	2.207	.001

- a. Dependent Variable: Employee dissatisfaction.

Table 4.3.12 shows the value of adjusted  $R^2$  which is .180 indicates that all the independent variables (explain 16.1% of the systematic variation in the dependent variable). From the table, the t-test of workplace conditions is (2.207) significant at p-value (0.001) greater than the critical value (0.05). This shows that Workplace conditions is significant because the p-value is 0.001 which is less than 0.05 and it has no predictive significance for Employee dissatisfaction.

#### 4.4 Discussion of Findings

Table 4.2.2 presents significant findings regarding job satisfaction and its impact on various aspects of employee performance. The data reveals that a substantial proportion of respondents acknowledge the positive correlation between job satisfaction and motivation, as well as job satisfaction and increased productivity. The majority of respondents also emphasize the role of recognition and appreciation in enhancing job satisfaction and, consequently, productivity.

Table 4.2.3 highlights the importance of several contributing factors to job satisfaction. Respondents demonstrate a strong consensus on the significance of environmental factors, job role and responsibilities, self-improvement opportunities, and rewards and recognition as indicators of job satisfaction. These factors collectively shape the overall job satisfaction of employees.

In Table 4.2.4, the influence of relationships within the workplace, opportunities for skill development and career growth, communication and collaboration, and addressing employee satisfaction factors on productivity is emphasized by a significant majority of respondents. These findings underscore the interplay between job satisfaction and several factors that contribute to a productive and motivated workforce.

Table 4.2.5 provides insights into factors that negatively impact job satisfaction. While inadequate wages or compensation and the lack of adequate training and development opportunities are recognized as sources of employee dissatisfaction, a substantial proportion of respondents also consider that organizational culture and job security concerns do not significantly contribute to employee dissatisfaction. These findings shed light on the multifaceted nature of job satisfaction and its various determinants.

Overall, the results from these tables underscore the importance of job satisfaction in fostering a motivated and productive workforce and reveal the multifaceted nature of the factors that influence employee satisfaction and productivity. The findings indicate a strong interconnection between various elements that contribute to a positive work environment and ultimately lead to improved employee performance.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary of Findings

In summary, the findings across these tables highlight the multifaceted and interconnected nature of job satisfaction and its profound impact on employee motivation, productivity, and overall job performance. These insights provide organizations with valuable guidance for cultivating a satisfied and high-performing workforce.

#### 5.2 Conclusion

In conclusion, the study's findings present a compelling case for the critical importance of job satisfaction in influencing various aspects of employee performance. The data reveals that a substantial proportion of respondents recognize a positive relationship between job satisfaction and both employee motivation and increased productivity. Furthermore, the majority of participants underscore the pivotal role of recognition and appreciation in enhancing job satisfaction, ultimately leading to improved productivity.

The significance of several contributing factors to job satisfaction is highlighted, with respondents demonstrating a strong consensus. Environmental factors, job roles and responsibilities, self-improvement opportunities, and rewards and recognition are all identified as key indicators of job satisfaction. These factors collectively shape the overall job satisfaction levels of employees. The study also emphasizes the impact of relationships within the workplace, opportunities for skill development and career growth, effective communication and collaboration, as well as addressing

employee satisfaction factors on productivity. A substantial majority of respondents highlight these aspects as vital for enhancing overall productivity.

In contrast, the study identifies factors that negatively impact job satisfaction, including inadequate wages or compensation and the lack of sufficient training and development opportunities. Surprisingly, a significant proportion of respondents do not attribute employee dissatisfaction to organizational culture and job security concerns, revealing the complex and multifaceted nature of job satisfaction determinants. Taken together, these findings underscore the pivotal role of job satisfaction in fostering a motivated and productive workforce. They also reveal the intricate web of factors that influence employee satisfaction and productivity. Ultimately, the study emphasizes the importance of creating a positive work environment that addresses these multifaceted factors, leading to improved employee performance and contributing to overall organizational success.

### **5.3 Recommendations**

Based on the findings presented conclusion, several key recommendations are made to improve job satisfaction and, in turn, enhance employee motivation and productivity:

- 1. Recognize and Appreciate Employees:** Acknowledgment and recognition from both supervisors and colleagues play a substantial role in job satisfaction. Organizations should prioritize employee recognition programs, such as regular praise, awards, and appreciation events. This not only boosts morale but also motivates employees to perform at their best.

**2. Create a Positive Work Environment:** Respondents highlighted the importance of environmental factors like workplace ambiance and safety in job satisfaction. Employers should invest in creating a positive and safe workplace environment, addressing issues related to office comfort, lighting, and safety protocols to enhance employee job satisfaction.

**3. Encourage Skill Development:** Employee job satisfaction is closely linked to opportunities for self-improvement, skill development, and career growth. Employers should provide training programs, mentoring opportunities, and career advancement paths. Encouraging skill development boosts employee confidence and positively impacts job satisfaction and performance.

**4. Foster Strong Interpersonal Relationships:** Quality relationships with colleagues and supervisors are a significant contributor to job satisfaction. Organizations should promote team-building activities, open communication channels, and conflict resolution processes to create a positive workplace culture that values interpersonal relationships.

**5. Address Compensation Concerns:** Inadequate wages or compensation were identified as a source of employee dissatisfaction. Employers should regularly review compensation structures to ensure they are competitive and align with industry standards. Adequate compensation can mitigate financial concerns and bolster job satisfaction.

**6. Provide Job Security:** Although concerns about job security were not perceived as a major factor contributing to dissatisfaction, it remains essential to ensure employees feel secure in their roles. Organizations should be transparent about their long-term plans and offer job stability when possible.

**7. Continuously Monitor and Adapt:** Organizations should conduct regular employee surveys and feedback sessions to monitor job satisfaction levels and address any issues promptly. Flexibility and adaptability in responding to employee concerns are vital for maintaining a satisfied and motivated workforce.

**8. Offer Opportunities for Collaboration:** Encouraging effective communication and collaboration among team members can positively influence productivity. Employers should promote teamwork, provide platforms for collaboration, and facilitate open communication among employees.

**9. Provide Opportunities for Leadership and Growth:** Opportunities for skill development and career growth should be actively promoted, enabling employees to take on leadership roles and advance within the organization. This encourages job satisfaction and nurtures a culture of continual improvement.

#### **5.4 Suggestions for Further Studies**

To further explore the relationship between job satisfaction, motivation, and productivity, as indicated by the findings, here are some suggestions for future studies:

1. **Longitudinal Studies:** Conduct longitudinal research to investigate how job satisfaction, motivation, and productivity change over time. This approach will help in understanding whether the observed correlations remain consistent or evolve over different phases of an employee's career.

2. **Cross-Cultural Analysis:** Explore the cultural influences on job satisfaction, motivation, and productivity. Comparative studies in diverse cultural contexts can provide insights into how different cultural norms and values impact these factors.
3. **Industry-Specific Studies:** Examine the unique factors affecting job satisfaction and motivation within specific industries or sectors. Research tailored to different sectors, such as healthcare, education, technology, or manufacturing, can provide industry-specific insights.
4. **Qualitative Research:** Supplement quantitative data with qualitative research methods like interviews and focus groups to gain a deeper understanding of the underlying factors influencing job satisfaction, motivation, and productivity.
5. **Innovative Employee Engagement Strategies:** Investigate and assess the effectiveness of innovative employee engagement strategies, such as gamification, flexible work arrangements, or wellness programs, in enhancing job satisfaction and motivation.
6. **Interventions and Their Impact:** Study the impact of interventions designed to improve job satisfaction, motivation, and productivity. Evaluate the outcomes of specific programs, policies, or initiatives implemented by organizations.
7. **Generation-Specific Studies:** Examine how generational differences impact job satisfaction and motivation. Research on how the expectations and preferences of different generations, such as Baby Boomers, Gen X, Millennials, and Gen Z, affect job-related attitudes and performance.

8. **Technology and Remote Work:** Investigate how the increasing adoption of remote work and the use of technology affect job satisfaction, motivation, and productivity. Explore the role of virtual work environments, digital communication tools, and work-life balance in these aspects.

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## Appendix

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

Dear Respondent,

#### Request for completion of Questionnaire

I am a final year student of the above named institution, conducting a research on the topic **‘Job Satisfaction: A Motivational Tool For Increased Productivity’**.

I humbly request your assistance in filling the questionnaire. All information gathered shall be purely for research purpose and will be treated with confidentiality.

**Uwaghare Top Eloghosa**

**Researcher**

#### Section A

1. **Gender:** Male [  ] Female [  ]
2. **Age:** Less than 30 years [  ] 31 – 35yrs [  ] 36 - 40yrs [  ] 41 – 45yrs [  ] 46yrs and above [  ]
3. **Marital Status:** Single [  ] Married [  ] Not to say [  ]
4. **Educational Status:** Post-Graduates [  ] B.Sc/HND [  ] NCE/ND [  ] Diploma [  ] O’ Level [  ]
5. **Year (s) of Experience:** Less than 1 yr [  ] 2-5yrs [  ], 6-10yrs [  ], More than 10years [  ]

#### Section B

#### KEY TO SCORES

SA- Strongly agree, A-Agree, U- Undecided, D- Disagree, SD- Strongly disagree **SECTION B: GENERAL**

S/N	PARTICULARS					
*	<b>Know what makes job satisfaction a motivation tools for increased productivity.</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
6	My job satisfaction positively impacts my motivation to perform well at work.					
7	A high level of job satisfaction leads to increased productivity					
8	Recognition and appreciation from supervisors and colleagues contribute to my job satisfaction.					
9	I believe that when I am satisfied with my job, I am more productive.					
*	<b>Identify the various tools methods used to measure job satisfaction and the impact on productivity among employees</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>

10	Environmental factors (e.g., workplace ambiance, safety) are important indicators of job satisfaction.					
11	Factors related to job role and responsibilities (e.g., workload, task variety) are essential for assessing job satisfaction					
12	Self-improvement opportunities (e.g., training, skill development) contribute to job satisfaction					
13	Rewards and recognition (e.g., bonuses, awards) can be used to gauge job satisfaction.					
*	<b>To explore the factors that contribute to employee satisfaction and their potential to drive productivity improvement at work</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
14	The quality of relationships with colleagues and supervisors significantly contributes to my job satisfaction					
15	Opportunities for skill development and career growth are important factors for employee satisfaction					
16	Improved communication and collaboration among team members can positively impact productivity					
17	Addressing factors that contribute to employee satisfaction can lead to measurable productivity gains					
*	<b>To examine the conditions and workplace factors that lead to employee dissatisfaction, with the goal of identifying areas for productivity enhancement.</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
18	Inadequate wages or compensation is a significant factor contributing to employee dissatisfaction					
19	The organizational culture at my workplace negatively affects employee morale and satisfaction					
20	The lack of adequate training and development opportunities is a source of employee dissatisfaction.					
21	Concerns about job security contribute to employee dissatisfaction					