

**JOB SATISFACTION AND WORK ATTITUDE AMONG BOARD OF INTERNAL
REVENUE STAFF, BENIN CITY, EDO STATE.**

BY

**OGBOMO PRECIOUS AISOSA
SSC2013048**

**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF BENIN
BENIN CITY**

SEPTEMBER, 2024

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**A RPROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF
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CERTIFICATION

This is to certify that this project was carried out by **OGBOMO PRECIOUS AISOSA** in the Department of Public Administration with the Matriculation Number **SSC2013048** in Partial Fulfillment of the Requirement for the award of a Degree of Bachelor of Science in Public Administration, faculty of Social Sciences, University of Benin, Benin City.

DR. W. OKOTIE
(Project Supervisor)

DATE

DR. A.K. MUSTAPHA
(Head of Department)

DATE

DEDICATION

This project work is dedicated to God Almighty who gave the divine wisdom, strength, provision, protection and guidance during the course of my academic programme. To my loving parents, Mr. & Mrs. Ogbomo, thank you for your love, care, and support all through my academic pursuit.

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May God Bless You All

ABSTRACT

This project examined “job satisfaction and work attitude among board of internal revenue staff, Benin City, Edo State. The objectives of the study are to know what makes job satisfaction a motivation tools for employee performance. identify the various tools and methods used to measure work attitude among employees in the public service. examine the factors that contribute to employee satisfaction and their potential to drive productivity improvement in the public services examine the conditions and workplace factors that lead to employee dissatisfaction with the goal of identifying areas for productivity enhancement in the public services. The survey research method was used which consist of frequency, percentage means and a crosstabulation method was also used to test the structured hypotheses in the study. A total number of 210 questionnaire were distributed to the respondents in public sector in Edo State. The statistical analysis was used with the goal of performing the empirical analysis and obtaining estimated coefficients. SPSS was used as statistical package in the is study. From the findings it was revealed that job satisfaction is a motivational tools for employee performance. The study reviewed that what make job satisfaction a motivating factors is that employee expect a reward after completion of their job. But when such employee is under paid or when an employee is not comfortable with a certain working environment the employee it may affect the mind set of such employee in working toward organizational goals The employees who are satisfied are a valuable asset to their organizations as they achieve better and strive hard to achieve their organizational goals efficiently, whereas employees who not satisfied are reflected as a load for any organization. was Based on the findings in this study, the following recommendations were made Organization should ensure that employees are satisfied with the condition of their job as this increases organizational productivity. Management of any organization should ensure there is a good relationship between supervisor and other employees as this relationship could pave way for employee to jointly work toward organizational goals Management should always create a good working environment as this will enhance employees performance in the organization

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 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. It is the desire of every employee in an organization to be efficient and productive in all their operations, and the Nigeria public service is not an exception (Adepoju, 2014). Workers are the most valuable asset to an organization and they play an important role in preserving the successful image of organization. Worker performance is the main factor in ensuring that the organization is run smoothly and successfully. Good worker performance will improve the organization performance (Eze, 2012). Attainment of a high level performance through productivity and efficiency has always been an organization's goal of high priority. In order to do that, highly satisfied work force is an absolute necessity, but when employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could pose a threat to the overall performance of the organization (Theresa, & Henry, 2016).

Job satisfactions is a psychological concept that refers to job related attitudes and characteristics such as pay and rewards, policies, leadership behaviours, management styles of 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.

Ujo (2016) quoting Davis (1977) asserts; what workers do when joining an organization is to make an unwritten psychological contract with it, this contract is in addition, to the economic contract for wages and working conditions. Workers agree to give a certain amount of work and loyalty, but in return they demand more than economic rewards from the system. They seek security, treatment as human beings and rewarding relationship with people and support in fulfilling expectations. If the organization honours only the economic contract, employees will tend to lose interest in their jobs. Following this trend, there is an agreement that job satisfaction is the extent to which a job helps one attain his important job values.

Work attitudes among employees is the feelings, belief, values and behaviours that individuals exhibit towards their job, organization, and work environment. It is a complex and multi-faceted construct that influences how employees perceived and respond to their work-related responsibilities and experience. Work attitude is a vital aspect of an individual's behavior and mindset in the workplace (Duari & Sia, 2013). According Oyekanmi (2020), a positive work attitude is essential for high job satisfaction, productivity, and overall well-being. In the public service sector, where employees are responsible for delivering essential services to citizens, a positive work attitude is crucial for effective service delivery. Public service employees with a positive work attitude are more likely to be motivated, engaged, and committed to providing high-quality services. According to Salawu (2018), for an organization to make its workers satisfied and be committed to their jobs, there is a need to ensure a strong and effective motivation or incentives of staff at various divisions, sections and units within the organization.

Workers' performance cannot be properly ascertained without looking into the satisfactions derived by the workers on the job. In other words, workers' contentment is positively related to their performances on the job, all things being equal, if worker is satisfied with his/her job, automatically, the morale to put in the best will be increased and vice versa. This context raises the need to a critical evaluation of job satisfaction in relation to job performance. Sapiro (2015), opined that job satisfaction implies both the material advantages that accrue to the worker from the job as well as the spiritual well-being provided by the work environment. If the work environment is not satisfactory, it may reduce the morale of the employee. Job satisfaction ensues when the work conforms to the desires of the worker. It is an entirely personal measurement of the individual's assessment of the job. Ever since machines began to supplement human skills, people have failed to derive adequate pleasure from their work.

It is glaringly clear that most employees exhibit negative or positive attitudes as a result of numerous factors accruing from their workplaces. Although, Organizations achieve higher performance by positively influencing employees' attitudes to their jobs through configurations of various practices that are supportive of intrinsic motivation. It is also obvious that intrinsic forces that affect organizational activities are employee attitude. Employee attitude determines to a large extent, their productivity, commitment and job satisfaction level. Intrinsic work motivation is conceptualized as subjective rewards emanating from positive execution of task, which hinges particularly on feelings of accomplishment, growth, development, self-esteem, and personal satisfaction, Lawler and Hall (1970). Employees who have positive attitude towards their organization become not only valuable employees but also great assets to the organization. Attitude is very essential and even more credible than facts and figures. Attitude can make or mar an organization if not properly monitored and handled (Anchor, 2009; Keller, 2012; Swindoll, 2012). That is

why Organizations experience increased productivity and huge success whenever management actively works to improve culture by improving attitudes, quality of work life, and job satisfaction of employees (Anchor, 2009; Keller, 2012). The most focal employee attitude is job satisfaction. That is why most successful organizations consider job satisfaction to be vital for work performance. This is because they believe that employees who demonstrate increasing levels of ability are influenced by commensurate increase in job satisfaction. These employees are passionate about their work and are always ready to make sacrifices at all times. Sequel to this development, Meyer (2002) opines that employees who are highly satisfied with the organization hardly portray any form of negative attitude. This depicts that negative employee attitude stems from dissatisfaction and other concomitant variables. Job satisfaction is highly important because it is significant to the physical and mental well-being of employees as well as the organization. It is also the employee attitude that is most often related to organizational outcomes. It is highly unfortunate that Nigerians, both young and old have a poor attitude to work. Surprisingly, the rate at which employees exhibit lackadaisical attitudes in our various public and private establishments is heart-rending and disheartening.

One of the factors predicted to increase work productivity is worker 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 workers 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 workers to be productive. There is a real problem in the world today with driving worker's attitude without over-burdening 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 employee performance within that space (Vimalanathan and Thangavelu (2014). Fassoulis and Alexopoulos (2015) also noted that job satisfaction and worker performance 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 workers a safer environment to work (Osibanjo, Gberevbie, Adeniji & Oludayo, (2015).

It's unclear whether job satisfaction plays a role in motivating workers. 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 employee performance, if the tools used impact the accuracy of measuring job satisfaction, what factors make workers happy at work, and which workplace conditions make workers unhappy.

1.3 Objectives of the Study

The objectives of the research work are specifically to:

1. examine the factors influencing work attitude among employees in the public service.
2. examine the various tools and methods used to measure work attitude among employees in the public service.
3. examine the factors that contribute to employee satisfaction and their potential to drive productivity improvement in the public services.

4. examine the conditions and workplace factors that lead to employee dissatisfaction with the goal of identifying areas for productivity enhancement in the public services.

1.4 Research Questions

Based on the objectives above, the following research questions were made:

1. What are the factors influencing work attitude among employees in the public service?
2. What are the various tools and methods used to measure work attitude among employees in the public service?
3. What are the factors that contribute to employee satisfaction and their potential to drive productivity improvement in the public services?
4. What are the conditions and workplace factors that lead to employee dissatisfaction with the goal of identifying areas for productivity enhancement in the public services?

1.5 Research Hypotheses

H₀ There is are factors influencing work attitude among employees in the public service.

H₀ The choice of job satisfaction measurement tools that significantly affect the accuracy of assessing employee satisfaction.

H₀ Employee satisfaction at work is influenced by specific factors or elements within the workplace.

H₀ Workplace conditions have significant impact on employee dissatisfaction.

1.6 Scope of the Study

This research study focuses on factors influencing work attitude among employees in the public service: A case study of Oredo Local Government Area, Edo State. The research will be limited to staff of Oredo local government area where the population will be drawn.

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. 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 workers.
2. The study will provide staff members of Oredo local government area with the opportunity to enhance self-motivation and improve their work performance. By understanding the factors that drive motivation, workers' performance to take proactive steps to increase their performances.
3. The study's findings will be 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. Understanding the impact of motivational tools on job satisfaction can help create a more supportive and fulfilling work environment for workers. Higher job satisfaction often leads to improved morale, reduced stress, and increased overall well-being among workers.
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. The findings will also 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. The findings of the study will 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.

1.8 Definition of Terms

Factors: A factor is an element that influences something, like many factors that contribute to global warming.

Work Attitude: Work Attitude is a way of thinking or feeling about something and is usually reflected in behaviour. Also, work attitudes are the feelings we have toward different aspects of the work environment.

Employee: Employee refers to an individual who works for an organization or business in exchange for compensation, such as wages or salary. Employees are typically responsible for performing specific tasks, duties, and responsibilities as assigned by their employer.

Public Service: Public service or service of general (economic) interest is any service intended to address specific needs pertaining to the aggregate members of a *community*.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The focus of this chapter is to examine factors influencing work attitude among employees in the public service: A case study of Oredo Local Government Council, Edo State. To accomplish this, the chapter is structured into multiple subheadings. To gain a deeper understanding of the subject matter, the chapter begins with a conceptual review to evaluate and analyze the essential concepts and ideas related to the topic.

2.1 Conceptual Review

2.1.1 Concept of Work Attitudes

The concept of work attitudes refers to the feelings, belief, values and behaviours that individuals exhibit towards their job, organization, and work environment. It is a complex and multi-faceted construct that influences how employees perceived and respond to their work-related responsibilities and experience. Work attitude is a vital aspect of an individual's behavior and mindset in the workplace (Duari & Sia, 2013). According to Oyekanmi (2020), a positive work attitude is essential for high job satisfaction, productivity, and overall well-being. In the public service sector, where employees are responsible for delivering essential services to citizens, a positive work attitude is crucial for effective service delivery. Public service employees with a positive work attitude are more likely to be motivated, engaged, and committed to providing high-quality services.

Work attitude is a complex phenomenon that encompasses various emotions, beliefs, and values that employees hold about their job, organization, and work environment. It is a vital aspect of organizational behavior and management, as it influences employee behavior, performance, and overall well-being (Kumar, 2019).

2.1.2 Concept of Public Service

Public service is the act of giving one's services to the community at large, without pay or other compensation. People who work in public service are often associated with careers in education, law enforcement, politics and more. Public service is not limited to just these fields though- people can find opportunities working as volunteers for various organizations that perform charitable or social services. The concept of Public service is rooted in societies that believe in the welfare of others, and it helps create a sense of community (Azash, 2017).

Public service is the vehicle for public service delivery and governance. The quality of the public service largely determines the pace of development of any nation. This is because of the crucial role public servants play in the formulation and implementation of programs of governments (Dankofa, 2013).

According to Abdul (2013), Public service is a service provided by the government and public institutions that is available to the general public. Public service includes public education, public transportation, and local law enforcement. The characteristics of this type of service are that it is made available to the general public and it is provided by the government or institutions.

2.1.3 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 workers 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 suggests that managers have responsibility to create a work climate in which employees 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 workers' fulfillment or consent about his or her job which in return affects 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 is still no general 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 workers' perceptions of how well their work provides what is considered important.

Luthans (2022) defines, job satisfaction is a result of workers' perception of how well their jobs provide those things that are viewed as important. Job satisfaction is the result of workers' 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 workers 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.

2.1.4 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 workers 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.

2.1.5 Concept of Job Dissatisfaction

Job dissatisfaction is workers' 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 workers have high intention to quit. The reflections of job dissatisfaction to the workers are absenteeism, burnout, frequent errors while working and finally to quit (Karcıoğluve Akbaş, 2020). Workers who dissatisfied with their jobs are more introverted, unfriendly, emotionally unstable and distressed. Job dissatisfaction leads the workers to feel themselves powerless and untalented. In the case of a dissatisfaction that cannot be deal 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 workers 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).

2.2 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 workers working in the same job can experience different satisfaction level (Harputlu, 2014). Smith, Kendall and Hulin's on Job Description Index (1959), 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 workers. 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 workers 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).

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 workers 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).

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).

2.3 Factors Influencing Work Attitude Among Employees in the Public Service

2.3.1 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 workers 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 workers' moral. Also, workers' 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 workers who meet them with a scheme of bonuses for achievement, consequently raising the overall performance.

2.3.2 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 workers 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 workers 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 workers. 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 workers. Also, marketing culture can influence the performance of the workers (Al- Mohammad, 2014). A successful culture encourages workers 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 workers. When workers 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 workers 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 workers and reduce turnover rate (Kim et al., 2017).

On the other hand, in a culture where managers fail to empower their workers, anxiety and distrust become the norm. Workers 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 workers 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 workers know their tasks and responsibilities and understand assessment procedures. Thus, they will be able to reap the rewards of their skills and productivity.

2.3.3 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

workers. The considerable time spent by workers 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.

2.3.4 Stress

Workers 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 workers (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 workers' satisfaction and performance.

2.3.5 Training and Development

With globalization, technology, and leadership style which bring increased competition among businesses worldwide, companies must attract and retain talented workers 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 workers can keep pace with new technologies and the current market. Workers 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 workers, and enhance the on-going learning process so that workers 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 workers 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 workers 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 workers perform better on the job, thus, making them better equipped to assist customers. Furthermore, training and development can spur workers 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 workers 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 workers 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, workers 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 workers' skills and performance in the workplace. The strength and capabilities of the company are derived from those of its workers. Each employee's performance contributes to the company's success, so the stronger the workers' 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).

2.3.6 Promotion

Promotion can be defined as the internal mobility within the company by changing position vertically. Many workers 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 workers to vacant positions. Successful companies reward their best workers 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 workers 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 workers. Merit policy is a fair method that encourages workers 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 workers more motivated and engaged by implementing programs that can enhance performance and the desire to accept promotional challenges which allow workers to exercise higher level of skills and responsibility in the new position.

2.3.7 Job Security

Job security refers to the length of time workers can expect to remain in their job. In general, workers 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 workers from job termination. According to Shi (2017), job security is positively related to social safety. Workers 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 workers 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 workers 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 workers 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.

2.4 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 workers, 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).

2.4.1 Environmental Factors

2.4.1.1 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).

2.4.1.2 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 workers 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).

2.4.1.3 Reward

According to Kalleberg (2017), reward is related with the employee's desire, and it motivates workers. 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).

2.4.1.4 Supervision

Employee job satisfaction have positively affected by supervisors' support and recognition of workers (Yang, et al., 2011). Since the supervisors are representative for the institution, if they are supportive and helpful, workers perceive the organization as the same (Emhan, et al., 2014). Communication between supervisors and subordinates determines workers' 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 workers' 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 workers and supervisors negatively affect workers' job satisfaction.

2.4.1.5 Co-worker

Workers that have a better relationship with their coworkers are more likely to be satisfied with their job (Yang, et al., 2011). According to Locke, workers 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).

2.4.1.6 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.

Personal Factors

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).

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.

Seniority

Seniority is defined as how long workers 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).

2.5 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.

2.6 Theoretical Framework

2.6.1 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 performance.

2.6.2 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: Self-esteem, 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.

2.6.3. 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 workers 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 workers, some hygiene factors may be motivators while to some other workers; some motivating factors may only be hygiene factors.

2.7 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 workers' performance. Sample size of the study was 120 randomly selected workers. 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 workers 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.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the procedure that was adopted to achieve the purposes of the study. The procedure was discussed under the following sub-headings: Research Design, Population of the Study, Sample and Sampling Technique, Instrumentation, Validity of the Instrument, Reliability of the Instrument, Method of Data Collection, and Method of Data Analysis.

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 (2004), 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 a study is usually that group of people from whom you wish to draw the conclusion of a study. According to the Administrative Department of Oredo Local Government Council, 2024 the population of staff is two hundred and twenty (220) staff in Oredo Local Government, Benin City, Edo State.

3.3 Sample and Sampling Techniques

A Sample size of two hundred and ten (210) questionnaire was drawn randomly from the populations. The sampling technique was adopted is the simple random sampling technique. The simple random technique is a method of selecting a sample from a population which have equal chances of being selected by the researcher.

3.4 Validity and Reliability of the Instrument

The questionnaire 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 and required vital amendments before administration.

3.5 Method of Data Collection

The method of data collection was through the aid of questionnaire. 210 copies of the questionnaire were produced and distributed to the sampled population by the researcher, the data was collected using the questionnaire. The researcher used two basic sources of data collection in the process of conducting the research, the researcher used both primary and secondary sources of data collection.

3.5.1 Primary Source of Data Collection

Primary source of data collection is information that are generated specifically for the purpose of this research work. In this study, data were gotten from personal observation, interview and responses on the questionnaire.

The questionnaire is a well-structured one, which permit the respondents to answer (SA- Strongly agree, A-Agree, U- Undecided, D- Disagree, SD- Strongly disagree). The questions are designed in order to ensure accurate statistical evaluation.

3.5.2 Secondary Source of Data Collection

The secondary source of data was gotten from existing information that are already written, published and unpublished that are related to the topic which includes textbooks, journals newspapers, international financial publications towards development.

3.6 Administration of Instrument

The instrument that was administered is a well-structured questionnaire which were administered to the respondents within the study area.

3.7 Method of Data Analyses

A vigilant analysis of the research was conducted using the Likert scale method. The Likert scale are anchored by strongly agree and strongly disagree, this were related to the aim of the research. The primary data collected through the questionnaire was designed for this project, were analyzed with descriptive statistics. In this vein, well computed frequency distributions, averages, modes, range and percentages. These percentages enable us draw inferences on the degree of occurrence of the variables measured within our study sample. Also, the inferential statistics was adopted in testing the hypothesis of the data generated for the study

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of the data collected for the purpose of which this study developed. The analysis therefore involves the use of statistical methods in order to provide a rich background for the investigation. The statistical tool employed is the descriptive statistics which are used to provide the initial characterization of the data. The statistical analysis was use with the goal of performing the empirical analysis and obtaining estimated coefficients which are valid enough to test the hypotheses in the study. As explained in the previous chapter SPSS was use as statistical package in this study. 210 questionnaires were distributed to the respondents but only 203 were correctly attended to and returned for analysis.

4.1 Data Presentation and Analysis

Frequency Table

Table 4.1.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	100	49.3	49.3	49.3
Female	103	50.7	50.7	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

From the above sex distribution table, 100 respondents representing 49.3 were male, and 103 respondents representing 50.7 were female. in the above it can be seen that the respondent consist of both male and female

Table 4.1.2. Age

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Less than 30 Years	12	5.9	5.9	5.9
	31-35 Years	124	61.1	61.1	67.0
	36-40 years	32	15.8	15.8	82.8
	41-45 Years	28	13.8	13.8	96.6
	46-years and above	7	3.4	3.4	100.0
	Total	203	100.0	100.0	

Source: Field Survey, 2024

On the age distribution table above, 12 respondents representing 5.9 were less than 30 years, 124 respondents representing 61.1 were between the age of 31-35 years, 32 respondents representing 15.5 were between the age of 36-40 years, 28 respondents representing 13.8 were between the age of 41-45 years, and 7 respondents representing 3.4 were between the age of 46 years and above. it can be deduced that respondent were matured and adult people because majority of them were 30 years and above

Table 4.1.3: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	62	30.5	30.5	30.5
	Married	141	69.5	69.5	100.0
	Total	203	100.0	100.0	

Source: Field Survey, 2024

On the marital status of the respondents, 62 respondents representing 30.5 were single men and women, 141 respondents representing 69.5 were married men and women, none of the respondents were widow separated and other. Base on the above it could be deduced that most respondent were married men and women.

Table 4.1.4: Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O' Level	20	9.9	9.9	9.9
	Diploma	75	36.9	36.9	46.8

NCE/ND	63	31.0	31.0	77.8
B.Sc/HND	24	11.8	11.8	89.7
Post-Graduates	21	10.3	10.3	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

On the educational qualification of the respondents, 20 respondents representing 9.9 have acquired 0'level certificate, 75 respondents representing 36.9 have attained Diploma certificate, 63 respondents representing 31.0 have attained NCE/ND certificate. 24 respondents representing 11.5 have attained B.Sc/HND certificate, and while 21 respondents representing 10.3 have attained Post-Graduate certificate. The above statement showed that respondents are educated men and women.

Table 4.1.5: Year(s) of Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1yrs	112	55.2	55.2	55.2
1-5yrs	64	31.5	31.5	86.7
6-10yrs	19	9.4	9.4	96.1
more than 10yrs	8	3.9	3.9	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

On the working experience, 112 respondents representing 55.2 have less than 1 years working experience, 64 respondents representing 31.5 have 1-5 years working experience, 19 respondents representing 9.4 have 6-10 years working experience, 8 respondents representing 3.9 have more than 10 years working experience. The above statement deduced that respondent at list have working experience and have knowledge of the above subject which we are concern about.

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Table 4.2: Salary increase and fringe benefits encourage workers to increase their output and contribution towards work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	20	9.9	9.9	9.9
Disagree	37	18.2	18.2	28.1
Undecided	6	3.0	3.0	31.0
Agree	77	37.9	37.9	69.0
Strongly Agree	63	31.0	31.0	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Most of the respondents asserted that job satisfaction positively impacts my motivation to perform well at work. On the above table 20 respondent representing 9.9 strongly disagree, 37 respondents representing 18.2 disagree, 6 respondent representing 3.0 were undecided, 77 respondents representing 37.9 agree, 63 respondents representing 31.0 strongly agree. On the above respondent opinion, it can be seen that job satisfaction positively impacts my motivation to perform well at work.

Table 4.3: A high Level of Job Satisfaction leads to Increase Productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	15	7.4	7.4	7.4
Disagree	9	4.4	4.4	11.8
Undecided	6	3.0	3.0	14.8
Agree	83	40.9	40.9	55.7
Strongly Agree	90	44.3	44.3	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

When respondents were asked if a high level of job satisfaction leads to increase productivity, 15 respondents representing 7.4 strongly disagree, 9 respondents representing 4.4 disagree, 6 respondents representing 3.0 were undecided, 83 respondents representing 40.9 agree and 90 respondents representing 44.3 strongly agree. On the above statement it can be deduced that high level of job satisfaction leads to increase productivity.

Table 4.4 Recognition and Appreciation from Supervisors and Colleagues Contribute to my Job Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.0	2.0	2.0
Disagree	24	11.8	11.8	13.8
Undecided	39	19.2	19.2	33.0
Agree	90	44.3	44.3	77.3
Strongly Agree	46	22.7	22.7	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Most of the respondents reviewed that recognition and appreciation from supervisors and colleagues contribute to my job satisfaction. In the above table 4 respondents representing 2.0 strongly disagree, 24 respondents representing 11.8 disagree, 39 respondents representing 19.2 were undecided, 90 respondents representing 44.3 agree, 46 respondents representing 22.7 strongly agree. It can be deduced that organization employee are satisfied as a result of recognition and appreciation from supervisors and colleagues.

Table 4.5: I believe that when I am Satisfied with my Job, I am more Productive

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	12	5.9	5.9	5.9

Disagree	22	10.8	10.8	16.7
Undecided	4	2.0	2.0	18.7
Agree	61	30.0	30.0	48.8
Strongly Agree	104	51.2	51.2	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Respondents believe that when they are satisfied with job, they are more productive. In the above table 12 respondents representing 5.9 strongly disagree, 22 respondents representing 10.8 disagree, 4 respondents representing 2.0 were undecided, 61 respondents representing 30.0 agree, 104 respondents representing 51.2 strongly agree. It can be concluded from the respondent responses that employee believe that when they are satisfied with my job, they are more productive.

Table 4.6: Environmental Factors (e.g Workplace Ambiance, Safety) are Important Indicators of Job Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	32	15.8	15.8	15.8
Disagree	20	9.9	9.9	25.6
Undecided	8	3.9	3.9	29.6
Agree	59	29.1	29.1	58.6
Strongly Agree	84	41.4	41.4	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Respondents representing 15.8 and 20 respondents representing 9.9 strongly disagree and disagree to the assertion that environmental factors (e.g workplace ambiance, safety) are important indicators of job satisfaction. 8 respondents representing 3.9 were undecided, 59 respondents representing 29.1 agree, and 84 respondents representing 41.4 strongly agree. The above statement reviewed that environmental factors (e.g workplace ambiance, safety) are important indicators of job satisfaction.

Table 4.7: Factors related to Job Role and Responsibilities (e.g. Workload, Task Variety) are Essential for Assessing Job Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	19	9.4	9.4	9.4
Disagree	109	53.7	53.7	63.1
Undecided	3	1.5	1.5	64.5
Agree	51	25.1	25.1	89.7
Strongly Agree	21	10.3	10.3	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Respondents reviewed that factors related to job role and responsibilities (e.g. workload, task variety) are not the major essential for assessing job satisfaction. From the above, 19 respondents representing 9.4 strongly disagree, 109 respondents representing 53.7 disagree, 3 respondents representing 1.5 were undecided, 51 respondents representing 25.1 agree, 21 respondents representing 10.3 strongly agree. The above statement reviewed that organization should look forward for other factors which could cause employee job satisfaction.

Table 4.8: Self-Improvement Opportunities (e.g Training, Skill Development) Contribute to Job Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly Disagree	40	19.7	19.7	19.7
	Disagree	61	30.0	30.0	49.8
	Undecided	9	4.4	4.4	54.2
	Agree	21	10.3	10.3	64.5
	Strongly Agree	72	35.5	35.5	100.0
	Total	203	100.0	100.0	

Source: Field Survey, 2024

On if self-improvement opportunities (e.g training, skill development) contribute to job satisfaction, 40 respondents representing 19.7 strongly disagree, 61 respondents representing 30.0 disagree, 9 respondents representing 4.4 were undecided, 21 respondents representing 10.3 agree, 72 respondents representing 35.5 strongly agree. From the above analysis of the respondent opinion it was agree that self-improvement opportunities (e.g training, skill development) contribute to job satisfaction.

Table 4.9: Rewards and Recognition (e.g Bonuses, Awards) can be used to gauge Job Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	5.9	5.9	5.9
	Undecided	9	4.4	4.4	10.3
	Agree	63	31.0	31.0	41.4
	Strongly Agree	119	58.6	58.6	100.0
	Total	203	100.0	100.0	

Source: Field Survey, 2024

Respondents reviewed that rewards and recognition (e.g bonuses, awards) can be used to gauge job satisfaction. In the above table none of the respondents strongly disagree, 12 respondents representing 5.9 disagree, 9 respondents representing 4.4 were undecided, 63 respondents representing 31.0 agree, 119 respondents representing 58.6 strongly agree to the view. It can be concluded base on the analysis of the respondent opinion that rewards and recognition (e.g bonuses, awards) can be used to gauge job satisfaction

Table 4.10: The Quality of Relationships with Colleague and Supervisors Significantly contributes to my Job Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	20	9.9	9.9	9.9
Disagree	40	19.7	19.7	29.6
Undecided	12	5.9	5.9	35.5
Agree	80	39.4	39.4	74.9
Strongly Agree	51	25.1	25.1	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

A very high number of the respondents strongly uphold to the opinion that the quality of relationships with colleagues and supervisors significantly contributes to my job satisfaction. In the above 20 respondents representing 9.9 strongly disagree, 40 respondents representing 19.7 disagree, 12 respondents representing 5.9 were undecided, 80 respondents representing 39.4 agree, and 51 respondents representing 25.1 strongly agree. Base on the above respondent opinion analysed, it could be concluded that the what significantly contributes to employee’s job satisfaction include quality of relationships with colleagues and supervisors.

Table 4.11: Opportunities for Skill Development and Career Growth are Important Factors for Employee Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	43	21.2	21.2	21.2
Disagree	27	13.3	13.3	54.7
Undecided	6	3.0	3.0	57.6
Agree	68	33.5	33.5	70.9
Strongly Agree	59	29.1	29.1	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

On if opportunities for skill development and career growth are important factors for employee satisfaction, 43 respondents representing 21.2 strongly disagree, 27 respondents representing 13.3 disagree, 6 respondents representing 3.0 were undecided, 68 respondents representing 33.5 agree, and 59 respondents representing 29.1 strongly agree. From the above analysis of the respondent opinion, it could be deduced that opportunities for skill development and career growth are important factors for employee satisfaction.

Table 4.12: Improved Communication and Collaboration among teams Members can Positively Impact Productivity Gains

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	12	5.9	5.9	5.9
Disagree	9	4.4	4.4	10.3
Undecided	6	3.0	3.0	13.3
Agree	104	51.2	51.2	64.5
Strongly Agree	72	35.5	35.5	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Respondents reviewed that improved communication and collaboration among team members can positively impact productivity gains. In the above, 12 respondents representing 5.9 strongly disagree, 9 respondents representing 4.4 disagree, 6 respondents representing 3.0 were undecided, 104 respondents representing 51.2 agree, 72 respondents representing 35.5 strongly agree. The above analysis reviewed that there are some factors that can improve productivity gains and some of them include improved communication and collaboration among team members.

Table 4.13: Addressing Factors that Contributes to Employee Satisfaction can lead to Measurable Productivity Gains

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly Disagree	18	8.9	8.9	8.9
	Disagree	78	38.4	38.4	47.3
	Undecided	9	4.4	4.4	51.7
	Agree	32	15.8	15.8	67.5
	Strongly Agree	66	32.5	32.5	100.0
	Total	203	100.0	100.0	

Source: Field Survey, 2024

On if addressing factors that contributes to employee satisfaction can lead to measurable productivity gains, 18 respondents representing 8.9 strongly disagree, 78 respondents representing 38.4 disagree, 9 respondents representing 4.4 were undecided, 32 respondents representing 15.8 agree, 66 respondents representing 32.5 strongly agree. The above statement reviewed that addressing factors that contributes to employee satisfaction can lead to measurable productivity gains

Table 4.14: Inadequate Wages or Compensation is a Significant Factor Contributing to Employee Dissatisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Undecided	6	3.0	3.0	3.0
Agree	56	27.6	27.6	30.5
Strongly Agree	141	69.5	69.5	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Most of the respondents agree to the assertion that inadequate wages or compensation is a significant factor contributing to employee dissatisfaction. In the above none of the respondent strongly disagree and disagree to the assertion, 6 representing 3.0 were undecided, 56 respondents representing 27.6 agree, and 141 respondents representing 69.5 strongly agree. The above respondent opinion showed that one of the major factor that contribute to employee dissatisfaction is inadequate wages or compensation.

Table 4.15: The Organizational Culture at my Workplace Negatively Affects Employee Morale and Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	28	13.8	13.8	13.8
Disagree	20	9.9	9.9	23.6
Undecided	12	5.9	5.9	29.6
Agree	55	27.1	27.1	56.7
Strongly Agree	88	43.3	43.3	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Respondents asserted that the organizational culture at my workplace negatively affects employee morale and satisfaction. In the table above 28 respondents representing 13.8 strongly disagree, 20 respondents representing 9.9 disagree, 12 respondents representing 5.9 were undecided, 55 respondents representing 27.1 agree, 88 respondents representing 43.3 strongly agree. From the above respondent opinion, it could be deduced that organizational culture can negatively affect employee morale and satisfaction.

Table 4.16: The Lack of Adequate Training and Development Opportunities is a Source of Employee Dissatisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	27	13.3	13.3	13.3
Disagree	6	3.0	3.0	16.3
Undecided	3	1.5	1.5	17.7
Agree	76	37.4	37.4	55.2
Strongly Agree	91	44.8	44.8	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Very high number of the respondents agree that lack of adequate training and development opportunities is a source of employee dissatisfaction in an organization. In the above 27 respondents representing 13.3 strongly disagree, 6 respondents representing 3.0 disagree, 3

respondents representing 1.5 were undecided, 76 respondents representing 37.4 agree and 91 respondents representing 44.8 strongly agree. There is argument base on the respondent opinion that lack of adequate training and development opportunities can result to employee not satisfied with a certain job.

Table 4.17 Concerns about Job Security Contributes to Employee Dissatisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.0	2.0	2.0
Disagree	52	25.6	25.6	27.6
Undecided	20	9.9	9.9	37.4
Agree	52	25.6	25.6	63.1
Strongly Agree	75	36.9	36.9	100.0
Total	203	100.0	100.0	

Source: Field Survey, 2024

Job security contribute to employee not satisfied according to the respondent. from the above table, 4 respondents representing 2.0 strongly disagree, 52 respondents representing 25.6 disagree, 20 respondents representing 9.9 were undecided, 52 respondents representing 25.6 agree, and 75 respondents represent 36.9 strongly agree to the viewed that job insecurity can result to employee not satisfied with their job.

4.2 Testing of hypothesis

Hypothesis one

Hi: job satisfaction is motivation tool for employee performance

A High level of Job Satisfaction leads to Increase Productivity * I believe that when i am Satisfied with my Job, I am more productive Crosstabulation

Count		i believe that when i am satisfied with my job, i am more productive					Total
		SA	A	Un	D	SD	
a high level of job satisfaction leads to increase productivity	SA	0	0	0	12	3	15
	A	0	0	0	9	0	9

	Un	0	0	0	6	0	6
	D	12	22	4	17	28	83
	SD	0	0	0	17	73	90
Total		12	22	4	61	104	203

Source: Field Survey, 2024

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.293E2 ^a	16	.000
Likelihood Ratio	136.765	16	.000
Linear-by-Linear Association	9.686	1	.002
N of Valid Cases	203		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .12.

From the above chi-square result, the chi-square value stands at 1.293 with associate asymp.sig (2-sided) value at .000, this simply means that job satisfaction is a motivation tool for employee performance. Therefore, we can reject the null hypothesis and accept the alternative that job satisfaction is a motivational tools for employee job performance

Hypothesis two

Hi: there are tools and methods used to measure job satisfaction and the impact on employee performance

Environmental factors (e.g workplace ambiance, safety) are important indicators of job satisfaction * rewards and recognition (e.g bonuses, awards) can be used to gauge job satisfaction Crosstabulation

Count						
		rewards and recognition (e.g bonuses, awards) can be used ot gauge job satisfaction				
		Agree	Undecide	Disagre	Strongly Disagree	Total
environmental factors (e.g workplace	Strongly Agree	0	0	0	32	32

	Agree	0	0	0	20	20
	Undecided	0	0	0	8	8
	Disagree	4	0	27	28	59
	Strongly Disagree	8	9	36	31	84
Total		12	9	63	119	203

Source: Field Survey, 2024

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	70.291 ^a	12	.000
Likelihood Ratio	92.391	12	.000
Linear-by-Linear Association	41.478	1	.000
N of Valid Cases	203		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .35.

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The hypothesis stated that there are no tools and methods used to measure job satisfaction and the impact of employee performance, in the above cross tabulation, the chi-square value stand at 70.291 with associate significant value at .000 which is less than alpha 5% significant value. Therefore, we reject the null hypothesis and accept the alternative that there are tools and methods used to measure job satisfaction and the impact on employee performance.

Hypothesis three

Hi: there are factors that contribute to employee satisfaction and their potential to drive productivity improvement at work

The quality of relationships with colleagues and supervisors significantly contributes to my job satisfaction * opportunities for skill development and career growth are important factors for employee satisfaction Crosstabulation

Count						
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		opportunities for skill development and career growth are important factors for employee satisfaction					Total
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
the quality of relationships with colleagues and supervisors significantly contributes to my job satisfaction	Strongly Agree	0	20	0	0	0	20
	Agree	16	24	0	0	0	40
	Undecided	12	0	0	0	0	12
	Disagree	0	24	0	0	56	80
	Strongly Disagree	15	0	6	27	3	51
Total		43	68	6	27	59	203

Source: Field Survey, 2024

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.957E2 ^a	16	.000
Likelihood Ratio	313.904	16	.000
Linear-by-Linear Association	43.112	1	.000
N of Valid Cases	203		

a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is .35.

The null hypothesis stated that there are no factors that contribute to employee satisfaction and their potential to drive productivity improvement at work. From the result above the chi-square value stand at 2.9572, with significant value at .000 which is less than alpha 5% significant value. Therefore, with reject the null hypothesis and accept the alternative that there are factors that contribute to employee satisfaction and their potential to drive productivity improvement at work.

Hypothesis four

H: there are condition and workplace factors that lead to employee satisfaction

inadequate wages or compensation is a significant factor contributing to employee dissatisfaction * the organizational culture at my workplace negatively affects employee morale and satisfaction Crosstabulation

Count							
		the organizational culture at my workplace negatively affects employee morale and satisfaction					
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
inadequate wages or compensation is a significant factor contributing to employee dissatisfaction	Undecided	0	0	0	0	6	6
	Disagree	0	0	0	5	51	56
	Strongly Disagree	28	20	12	50	31	141
	Total	28	20	12	55	88	203

Source: Field Survey, 2024

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	87.179 ^a	8	.000
Likelihood Ratio	103.204	8	.000
Linear-by-Linear Association	52.480	1	.000
N of Valid Cases	203		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .35.

The hypothesis stated that there are no condition and workplace factors that lead to employee satisfaction. In the above result the chi-square value stand at 87.179, with the significant value at .000. the significant value is less than 5% alpha level, therefore we reject the null hypothesis and accept the alternative that there are condition and workplace factors that lead to employee satisfaction

4.3 Discussion of Findings

The result from the analysis of the respondent responses show that job satisfaction is a motivation tools for employee performance. This is because a high level of job satisfaction lead to increase productivity. It was discovered that there are other factors which contribute to customer employee job satisfaction this factors include recognition and appreciation form supervisor and colleagues' wages and job security. This is in line with Theresa & Henry, (2016) work that Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Employee job performance might not be effective as expected due to some certain reason. In any organization employee job satisfaction cannot be over look because it contributes to the organization performance or profitability.

Respondent pointed out that there are various tools and methods that can be used to measure job satisfaction and the impact on employee performance. Some of the tools pointed out were environmental factors like workplace ambiance, safety and factors related to job role and responsibilities e.g workload, takes variety. And also self-improvement opportunities and reward, recognition was pointed out as tools and method used to measure job satisfaction. Though in most cases Job satisfaction is an attitude towards Job. Literatures has reviewed that employee's job satisfaction and employee's performance are the most valuable asset to an organization and they play a vital role in preserving the successful image of organization, and to measure this job satisfaction performance could be use as one of the tools because, when an employee is satisfied with his/her job, production or performance will be positively contributes toward organizational goals.

It was discovered that there are factors that contribute to employee satisfaction and their potential to drive productivity improvement at work. Respondent reviewed that the quality of relationship with colleague and supervisors significantly contributes to job satisfaction.

Opportunities for skill development and career growth are important factors that was discovered to be factors for employee satisfaction. Respondent also reviewed that improved communication and collaboration among team members and addressing some issues that discovered employee will improve job satisfaction in an organization. Halkos & Bousinakis (2017) reviewed that employee satisfaction can be greater, if there is healthy workplace and employee welfare. According to Fazlul, Sanoara & Abdullah (2012), people get more out of work than merely money or tangible achievements, work also fills the need social interaction for most employees. So having friendly and supportive co-workers lead to increased job satisfaction, and good work group serves as a source of support, comfort, advice, and assistance to the individual work and of course, makes the job more enjoyable. And absence of this in the workplace has negative effect on job satisfaction. Better relation with employee was found affecting the level of job satisfaction.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

This work focused on job satisfaction and work attitude among board of internal revenue staff, Benin City, Edo State. The study specifically examined the factors influencing work attitude among employees in the public service, examine the various tools and methods used to measure work attitude among employees in the public service, the factors that contribute to employee satisfaction and their potential to drive productivity improvement in the public services, the conditions and workplace factors that lead to employee dissatisfaction with the goal of identifying areas for productivity enhancement in the public services.

In this study, descriptive statistics method was use which consist of frequency, percentage means and a crostabulation method was also use to test the structured hypothesis in the study. A total number of 210 questionnaires was distributed to the respondent in public sector in Edo state,

Base on the analysis of the respondent responses it was discovered that there is a close relationship between job satisfaction and employee performance in the public sector. The finding supports the view of Indermun & Bayat, (2013) that satisfaction leads to performance and performance leads to satisfaction through number of mediating factors. The study reviewed that what make job satisfaction a motivating factors is that employee expect a reward after completion of their job. But when such employee is under paid or when an employee is not comfortable with a certain working environment the employee it may affect the mind set of such employee in working toward organizational goals. A

satisfied employee in terms of their pay compensation, promotion, better work environment, good managerial relations feel secure at their job will perform at their best. The employees who are satisfied are a valuable asset to their organizations as they achieve better and strive hard to achieve their organizational goals efficiently, whereas employees who not satisfied are reflected as a load for any organization.

Wage security relationships with supervisor and other employee was found to be some significant factor which may case employee job satisfaction in any organization.

5.2 Conclusion

Issues of factors influencing work attitude among employees in the public services have been researched on by several literatures. The work of Halkos & Bousinakis (2017) showed that employee satisfaction can be greater, if there is healthy workplace and employee welfare, and while dissatisfaction brings very negative results for the company, and suggest that job satisfaction is also a positive feeling about work resulting from a broad feature evaluation. Base on the analysis of the respondents in this work the following findings were made:

1. What make job satisfaction a motivation tools for employee performance include all expectation of the employee during and after job done. Such expectation includes wages, security, environmental working condition and relationship between supervisor and other employee in the organization.
2. Various tools and methods used to measure job satisfaction and the impact on employee performance include all factors which could affect or could cause dissatisfaction among employee. If all this all met the result is expected to be that employee is satisfying. it is unarguable that factors such as wage and salary of an employee can be use to measure how satisfy an employ will be, because it is an

expectation of that employee that after job done there should be reward and if such reward is not met as expected job satisfaction could reduced

3. Factors that contribute to employee satisfaction is also the actors that can be used to measure employee satisfaction. Such factors include all employee expectation during and job done. This factors when it is met according to employee need has a potential to drive productivity improvement at work.
4. The conditions and workplace factors that lead to employee dissatisfaction include relationship between employee, employee training that help employee to meet up with his/her career, security. When this are met it help the employee to work toward organization goal and enhance productivity increase.

5.3 Recommendations

Based on the findings in this study, the following recommendations were made

1. Organization should ensure that employees are satisfied with the condition of their job as this increases organizational productivity.
2. Management of any organization should ensure there is a good relationship between supervisor and other employees as this relationship could pave way for employee to jointly work toward organizational goals
3. Management should always create a good working environment as this will enhance employees performance in the organization

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APPENDIX

Department of Public Administration,
Faculty of Social Sciences,
University of Benin
Benin City

Dear Respondent,

REQUEST FOR COMPLETION OF QUESTIONNAIRE

I am an M.Sc. student of the above named institution, conducting a research on the topic '**Job Satisfaction And Work Attitude Among Board Of Internal Revenue Staff, Benin City, Edo State.**

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

Researcher

AISOSA PRECIOUS OGBOMO
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					
*	Examine the factors influencing work attitude among employees in the public service.	SD	D	U	A	SA
6	Recognition and appreciation from supervisors and colleagues influence work attitudes among employees in the public service.					
7	A high level of job satisfaction that leads to increased productivity influence work attitude among employees in the public service.					
8	Job satisfaction can positively influence work attitude among employee in the public service.					
9	I believe that when I am satisfied with my job, I am more productive.					
*	Examine the various tools and methods used to measure work attitude among employees in the public service.	SD	D	U	A	SA
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.					
*	examine the factors that contribute to employee satisfaction and their potential to drive productivity improvement in the public services.	SD	D	U	A	SA
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					
*	To examine the conditions and workplace factors that lead to employee dissatisfaction with the goal of identifying areas for productivity enhancement in the public services.	SD	D	U	A	SA
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					