EMPLOYEE JOB SATISFACTION: A SURVEY OF SELECTED PUBLIC INSTITUTIONS IN EDO STATE, NIGERIA

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Abstract

The aim of the study is to empirically examine the level of job satisfaction among employees in public organizations in Edo State, Nigeria. A descriptive survey method was adopted whereby questionnaire was developed to collect data from 486 employees of three public organizations in Edo State, Nigeria. Overall, a large portion of the staff surveyed lacked satisfaction in their job. In other words, there is no proper motivation. The findings show that most employees in the three organizations were dissatisfied with their job responsibilities, the work place culture, performance evaluation and job rewards benefits/ (salaries). However, the empirical findings show that employees were satisfied with the nature of supervision and administration, professional development and opportunities that are being offered to them. The study recommends that public organizations should fully implement the provisions of the Nigerian Labour Law as this will enhance job satisfaction among the employees.

Keywords –*Workplace Culture, Roles and Responsibility, Reward Performance Evaluation*

Introduction

Ceteris Paribus, job satisfaction should be considered among the major determinants of an employee's view of the organization Sutherland, (2004). No doubts it has been well established that employees who are satisfied with their jobs conditions are more likely to contribute more positively to the organization Tella et al, (2007). The concept of job satisfaction has been rigorously death within the literature. For example, in the definition of Cote and Morgan (2002) job satisfaction is viewed as a person's positive feeling of the position and acceptance of his/her works. This implies that the employee believes that he/she is going excellently in his/her duties, enjoying the job process and is being adequately rewarded for the job being carried out. In Jenaibi (2010), job satisfaction of an employee can be used to measure how happy the employee is with his/her job and work environment.

There exist adequate labour laws in Nigeria, nevertheless not many organizations meet up with the working conditions spelt out in the laws. For example, section 13 subsection 2 of the Nigerian labour law states that "Hours which a worker is required to work in excess of the normal hours fixed shall constitute overtime". Some other sections of the law require that employers shall provide transportation and the need for annual leave with bonus with standard working environment is also highlighted. (Laws of the Federation of Nigeria, 1990)

However, several organizations have tried to explore ways to improve the performance of their employees through employee retention, turnover intention, promotion opportunities, productivity, employee commitment, job satisfaction, workers participation in management activities etc Gupta, (2013).

Performance is considered an all-around module of an organization's human resource strategies

which shows how successful a group of individuals are with the set goal(s) established. It shows the actual outputs of an organization vis-à-vis planned outputs, objectives or goals Maicibi, (2012). However, Maicibi, (2012) notes that high organizational performance exists when all the parts of an organization work together to achieve great results.

High organizational performance can only be achieved if the human resources involved are adequately utilized. This has been recognized by many organizations especially in today's highly competitive global business environment Maicibi, (2012). Therefore, it is very important to understand what makes human resources satisfied or dissatisfied on the job. The importance of analyzing employee satisfaction cannot be overemphasized. It provides a much better perspective on the pattern that strategies and policies should be designed so as to achieve organizational performance while maintaining employee satisfaction Qasim, et al., (2012).

Job satisfaction is expected to be low if the employees feel that their expectations and organization's do not match Rothbard, Philips, and Dumas, (2005). Generally, employees expect their organizations to do their best to satisfy their expectations. Most public organizations have little or no understanding on employee satisfaction and how these factors influence their performance. This shows that there is dire need to fully understand the reason(s) why employees may choose to commit to their job while others may not even while under the same working conditions. There is also need to find out how rewards and incentives determine the performance level of employees. This will help to ascertain the rewards and incentives that employee value and to make provision for these since people are usually willing to work harder when they are motivated. Based on this background, this study aims to empirically succinctly examine the level of job satisfaction among employees in public organizations in Nigeria.

Literature review
Theoretical framework on job satisfaction
The study employed the two factor theory of Frederick Herzberg Herzberg, et al. (1957). The theory indicates satisfiers and dissatisfies. In Herzberg two factor theory, satisfiers include the contents of the job which comprises of recognition, autonomy, achievement, advancement, responsibility and work. Dissatisfies on the other hand include supervision, salary, administration, company policy and working conditions. In this study, satisfiers and dissatisfies were looked at in form of job satisfaction operationalized in terms of efficiency and effectiveness among the employees. For instance, when an employee is satisfied he/she becomes efficient and effective, whereas if he is dissatisfied he becomes inefficient and ineffective thus lowering his contribution to the organization.

The Concept of job satisfaction
The concept of job satisfaction can hardly be explained in one single term that will adequately capture the feelings of happiness and enthusiasm with an individual's work or the degree to which employees enjoy their work duties. This implies that job satisfaction aptly explains how satisfied or fulfilled a person is with his or her job. Though closely connected, job satisfaction is different from motivation, since job satisfaction covers employee involvement, management style and culture, empowerment as well as autonomous work groups Gupta, (2013).

Empirical studies have shown that numerous intrinsic rewards are available and have the ability to stimulate satisfaction as well as productivity in the job, since a well-stimulated employee will be super-active in productivity. Such intrinsic rewards include participation in decision making, task significance, job involvement, job autonomy and recognition Kwenin, Muathe & Nzulwa, (2013). The numerous intrinsic rewards are capable of creating a highly charged satisfied and stimulated workforce, as well as corporative and positive atmosphere in the organization. This calls for effective and well-designed compensation

packages for employees with the capacity of leading the workforce to motivation, commitment, satisfaction and above all enhanced functioning or productivity of the organization Kumar & Patnaik, (2004). The study by Yu (2017) carried out in Taiwan, focused on the processes involved in the motivation of the workforce. The study shows that the processes assist management to better oversee their responsibilities. The study concludes that supportive leadership and innovative culture should be adequately matched to achieve the organizational objectives.

Mokaya and Kipyegon (2014) remarked that in order to sustain market share, good human resource management (HRM) practices and employee satisfaction can have many significant benefits for organizations. Hence, the study shows that the workforce of the organization is partly responsible for developing strategies that will lead to the achievement of organization's goals. In line with this view, Khalid and Irshad, (2010) suggested that employee' satisfaction is one of the fundamental prerequisites of a well-organized organization. It is also viewed by corporate managers as imperative to the future outcomes of the organization, since an organization with dissatisfied employees is definitely doomed. This will glue the whole production process; enabling the worker to optimize whatever input they possess to increase organizational productivity. No wonder, the study of Mokaya and Kipyegon (2014) opined that engagement of employees entails the creation of viable prospects for the employees in order for them to seamlessly glue to colleagues, managers and the organization they work for.

In order to manage this relationship, Collins and Smith (2006) suggested that the organization should create a work environment that can stimulate workers' trust and motivation leading to the concept of "*employee voice*". According to Armstrong (2012), the concept of employee voice involves the active participation of the employees of an organization in issues that border on them in the organization. When employees are allowed to

have a voice in issues of concerns in the organization, it will hence improve organizational performance.

It is therefore logical to assert that employees must first feel satisfied with their jobs before committing their best to the organization in which they offer their services. The combination of organizational commitment and job satisfaction has featured in so many literature (Harrison et al., 2006; Moynihan & Pandey, 2007), in an attempt to explain the correlation between these variables. This led the studies of Harrison et al. (2006) and Moynihan and Pandey (2007) to combine both variables in the examination of work motivation. Their studies find a high correlation between organizational commitment and job satisfaction in US private and public organizations.

Olorunsola and Bamijoko (2005) states that various extrinsic and intrinsic factors can determine the level of employee satisfaction, such as relationship with supervisor and supervisees, commuting time, and commitment to organizational mission to name a few. Simoes and Borges (2012) utilizing the data of Brazil, investigated the direction and nature of relationship between organizational commitment and job satisfaction. Their study suggested that management should enhance employees' commitment through an increase in job satisfaction via these dimensions: supervision, rewards and benefits, job security, organizational environment, and possibility of growth, while fully encouraging employee involvement. The study of Kumar and Patnaik (2004) agreed with this, since it found a high correlation between job satisfaction and attitude.

Roles and Responsibility: The understanding of role and responsibility with behaviour in the workplace would have been better if one role and responsibility is assigned to an employee. But in reality, employees are required to play multiple and diverse roles and carry out several responsibilities within and outside the organization. These variations sometimes affect

job performance and satisfaction Mayoclinic, (2010).

Reward: Reward influences the degree to which an employee is motivated leading to either an increase or decrease of dissonance in the workplace. The more rewards offered to an employee, the higher the dissonance. The rewards act to decrease dissonances by increasing the consistency side of the individual's output in the workplace, whether in the form of intrinsic or extrinsic Edirisooriya, (2014).

Performance Evaluation: It has been confirmed that improved customer service is influenced by behaviour-based performance evaluations. These evaluations are designed to appraise or rate employees' behaviour or action in areas such as teamwork, ability to resolve customer problems, effect, friendliness and commitment Chepkworny, (2014).

Workplace Culture: Workplace culture is predicted to have specific behaviour that lead to dissatisfaction or satisfaction on the part of the employees of the organization. It centres on behaviours such as undue socializing, substance abuse, ammonization attempts, stealing at work and tardiness, this occur when the culture is not favourable to the employees. A well-structured organization should be able to put in place culture that will be friendly to its workforce Baro, (2012). An organization culture does not pop out from thin air.

Administration and supervision: Administration and supervision are the primary duties of every manager of an organization. Managers utilize people or human resources to achieve stated goals. The ability to interrelate with effectiveness in communication determines how best a manager is. This interpersonal relationship will translate into the organization positively for the realization of the goal and objectives of the organization Law, (2016).

Review of Related Studies
A study by Olorunsola and Bamijoko (2005) reported that motivators that are extrinsic in nature

(retirement benefits, good pay, good working conditions and overtime allowances) should not be down-rated in order to attract the best form of human resources in Nigeria. Baro, Fyneman and Zoukemefa (2013) examined the issue of job satisfaction among librarians in universities in Nigeria and found that these employees were dissatisfied in the areas such as professional development, workplace culture, roles and responsibilities, salaries and benefits. Ikon and Chukwu (2017) concluded that when employees have a voice on matters that affects them in the organization; it increases employees' desire to stay in such organization. The researchers however recommended that management of private organizations should provide an avenue through which employees can express their opinions on matters that affect them.

Using selected libraries in Oyo State of Nigeria, Tella, Ayeni and Popoola (2007) studied job satisfaction, work motivation and organizational commitment and find a strong correlation between job satisfaction, perceived motivation and commitment. According to Salaam, Alawiye, Okunlaya (2013) "a stressed up and dissatisfied staff cannot render efficient and effective services to patrons." Reporting on the overall job satisfaction of cataloguers in university libraries in Nigeria, Baro, Fyneman, and Zuokemefa (2013) found that a large proportion of the cataloguers responded that they were very satisfied, and almost half indicated they were somewhat satisfied. Similarly, Salaam, Alawiye and Okunlaya (2013) recommended that library staff should be highly motivated and encouraged so that a good degree of cooperation could be enjoyed from them.

Methodology
This study adopted the descriptive survey method. Data was collected from three public organizations in Edo State, Nigeria which are: College of Education Ekiadolor Benin City, University of Benin and Nigerian Institute for Oil Palm Research. Convenient sampling technique was used to select 688 respondents from the

population. Questionnaires were distributed to the respondents personally by the researchers on a visit to the organizations.

The questionnaire is divided into two parts; section A contains biographical data of the respondents, while section B contains 21 items covering job satisfaction. A four-point-Likert scale was used:

Disagree (D), Strongly disagree (SD), Agree (A), Strongly agree (SA).

Of the 688 questionnaires distributed to the respondents, 486 were completed and returned with response rate of 70.6% and was used for the analysis. The results are presented in tables and chart for clarity.

Results

Table 1: Biographical Data of respondents in the public organizations

Biographical data	Options	Frequency	Percentage
Gender	Male	280	57.6%
	Female	206	42.4%
	Total	**486**	**100**
Organization	College of Education Ekiadolor Benin City	81	16.7
	University of Benin	307	63.1
	Nigerian Institute for Oil Palm Research	98	20.2
	Total	**486**	**100**
Educational Level	FSLC/Primary 6	49	10.1
	SSCE/WASC/GCE	54	11.1
	OND/NCE	87	17.9
	First Degree	209	43.0
	Post Graduate Degree	87	17.9
	Total	**486**	**100**
Salary level	Less than N50,000	159	32.7
	N50,000-N100,000	197	40.5
	N100,000 - N200,000	89	18.3
	N200,000 and above	41	08.5
	Total	**486**	**100**

Table 1 highlights respondent's personal data of the employees in the three public institutions. It indicated that males (280: 57.6%) responded more than females. Also, University of Benin had the largest (307: 63.1%) number of respondents among the three organizations, followed by Nigerian Institute for Oil Palm Research with 98 (20.2%) respondents. From the educational qualification of the respondents it is revealed that the highest number (209: 43.0%) possess first degree. The monthly salary of respondents indicates that, the highest number (197: 40.5%) of them earns above N50, 000, closely followed by those (159: 32.7%) who earn less than N 50,000.

Table 2: Roles and responsibilities

s/n	Roles and responsibilities	D	SD	A	SA	Total
Q1	The number of staff in my	188	132	66	100	486

	department is sufficient to perform the work.	(38.7%)	(27.2%)	(13.6%)	(20.6%)	
Q2	The right persons will always be delegated to all work responsibilities	162 (33.33%)	133 (27.37%)	108 (22.22%)	83 (17.08%)	486

Roles and responsibilities

As shown in Table 2, we find that staff strength is insufficient in the department to carry out the work (Q1). This is occasioned by the response of those who disagreed, 188 (38.70%) and strongly disagreed 132 (27.20). The result reveals that the right persons are not always `delegated to work responsibilities. This is as a result of respondents who disagreed (33.33%) and those who strongly disagreed (27.33%) (Q2).

Table 3: Workplace Culture

s/n	Workplace culture	D	SD	A	SA	Total
Q3	My work, family and personal life are fully balanced.	187 (38.48%)	103 (21.19%)	106 (21.81%)	90 (18.52%)	486
Q4	I have good working relationship with my co-workers.	118 (24.28%)	127 (26.13%)	136 (27.98%)	105 (21.60%)	486
Q5	I work in a healthy physical environment.	204 (41.98%)	169 (34.77%)	79 (16.26%)	34 (7.00%)	486
Q6	Work stress is little	206 (42.39%)	134 (27.57%)	94 (19.34%)	52 (10.69%)	486

Workplace Culture: As shown in Table 3, with response to work family and personal life balance, the study finds out that more respondents (38.48%) disagreed, followed closely by those who agreed that they are able to strike a balance between their work, family and personal life (Q3). While about 28% of the respondents agree to a good working relationship with co-workers (Q4), about 26% of them were observed to have strongly disagreed to it. The analysis reveals that the physical work environment is not healthy as observed from about 42% of the respondents. The analysis of the study reveals that only 7% of the respondents work in a healthy physical environment. Furthermore, work stress is seen to be much for most of the staff in the various public organizations under review.

Table 4: Administration and Supervision

s/n	Administration and Supervision	D	SD	A	SA	Total
Q7	In my department, the leadership is effective	74 (15.23%)	96 (19.75%)	203 (41.77%)	113 (23.25%)	486
Q8	I have satisfaction in participating in the management decision that affects my job.	85 (17.49%)	95 (19.55%)	184 (37.86%)	122 (25.10%)	486
Q9	I have satisfaction when I am consulted about work related issues.	99 (20.37%)	76 (15.64%)	172 (35.39%)	139 (28.60%)	486

Administration and Supervision

Results in Table 4 show that a large portion of respondents (about 42%) and (about 23%) were seen to agree and strongly agree respectively, that the leadership in their departments is effective

(Q7). About 38% of the respondents agreed to it that they are satisfied with participating in management decision making process but a few respondents 17% disagreed to it (Q8).

Furthermore in administration and supervision we find out that most of the respondents get satisfaction when consulted about issues that relates to their work (Q9).

Table 5: Performance Evaluation

s/n	Performance Evaluation	D	SD	A	SA	Total
Q10	In my work place, I am satisfied with the annual evaluation because it is based on the specific responsibilities of my position.	209 (43.00%)	124 (25.51%)	85 (17.49%)	68 (13.99%)	486
Q11	I feel accomplished doing my work.	239 (49.18%)	75 (15.43%)	92 (18.93%)	80 (16.46%)	486

Performance Evaluation

Result in Table 5 shows that more than half of the respondents (43%) disagreed and strongly disagreed (25.51) that they are satisfied with the annual evaluation (Q10). Again more than half of the respondents do not feel accomplished doing their work (Q11).

Table 6: Rewards (Salaries/Benefits)

s/n	Rewards	D	SD	A	SA	Total
Q12	The reward I get in monetary value adequately covers my needs.	214 (44.04%)	155 (31.89%)	80 (16.46%)	37 (7.61%)	486
Q13	We are provided with adequate benefits and allowances	178 (36.63%)	190 (39.09%)	66 (13.58%)	52 (10.70%)	486

Rewards (Salaries/Benefits)

From the response obtained from question twelve, 44% of the respondents disagreed to it that their monetary reward adequately cater for their needs, but a very few number of respondents noted that the reward is good enough to cover their needs. Majority of the respondents (36.63%) also disagreed and strongly disagreed (39.09%) that benefit packages and allowances are provided adequately (Q13) which may include annual leave pay, overtime allowances, and health and life insurance.

Table 7: Professional development

s/n	Professional development	D	SD	A	SA	Total
Q14	Whenever we acquire new technologies or new products for the job, we are given sufficient training.	20 (4.12%)	62 (12.76%)	223 (45.88%)	181 (37.24%)	486
Q15	My organization supports continued education /training of staff.	44 (9.06%)	63 (12.96%)	280 (57.61%)	99 (20.37%)	486

Professional development
On the job training when new technologies and products are acquired our result reveal that a large proportion of the respondents (about 46%) agreed that sufficient training is provided (Q14). Quite interestingly, more than half of the respondents (about 58%) agreed and strongly agreed (about 20%) that their organization supports the continuous education /training of staff (Q15).

Table 8: Opportunities

s/n	Opportunities	D	SD	A	SA	Total
Q16	I am satisfied with the opportunity to participate in planning and decision-making in my department.	34 (7.00%)	24 (5%)	180 (37%)	248 (51%)	486
Q17	I attend some sought of management courses and seminar of which I am satisfied with	40 (8.23%)	58 (11.93%)	116 (23.87%)	272 (55.97%)	486
Q18	The process for promotion or advancement in my organization is satisfactory.	126 (25.93%)	140 (28.81%)	118 (24.28%)	102 (20.99%)	486
Q19	In my organization, I am given the opportunity to supervise and train others	61 (12.55%)	66 (13.58%)	159 (32.72%)	200 (41.15%)	486

Opportunities
The results shown in Table 8 reveal that 51% of the respondents strongly agreed and 37% agreed that they are satisfied with the opportunity to participate in planning and decision-making in their various departments (Q16). More than half of the respondents (56%) strongly agreed that they are satisfied with the kind of management courses and seminars which they are allowed to attend (Q17).

The process for promotion or advancement in the various organizations reveal that about 29% shows strong satisfaction for the process, while about 21% shows strong satisfaction for the opportunity for promotion or advancement in their organizations (Q18). Majority of the respondents (about 41%) strongly agreed that they have the opportunity to supervise and train others (Q19).

Table 9: Future concerns

s/n	Future concerns	D	SD	A	SA	Total
Q20	I aspire to work in another position in my current organization.	56 (11.52%)	122 (25.10%)	103 (21.19%)	205 (42.18%)	486
Q21	I wish for another job in a different organization.	92 (18.93%)	53 (10.91%)	181 (37.24%)	160 (32.92%)	486

Future concerns
As shown in Table 9, about (21.19%) of the respondents agreed and 42.18% strongly agreed that they would like to work in another position in their current organization (Q20). More respondents (about 37.24%) agreed and 32.92 strongly agreed that they are currently looking for job in another organization (Q21).

Discussion of findings
Job satisfaction has to do with a person' feelings toward the various facets of his/her job. In this study, the response from a large proportion of staff suggests that they are not satisfied, and a few indicated that they are somewhat satisfied and very satisfied (Figure 1). The correlation of results revealed that those who are not satisfied are mostly males (Table 10), and a large number are from the University of Benin, closely followed by staff of College of Education Ekiadolor (Table 11). Finally, the correlation of salary level of staff with overall job satisfaction revealed that almost half of the respondents who indicated they are not satisfied with the job earns between N100, 000 to N200,000 (Table 12).

Table 10: Correlation of Gender with Overall Job Satisfaction Results

Gender	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Male	70	64.81	60	55.56	141	52.22	271
Female	38	35.19	48	44.44	129	47.78	215
Total	108	100%	108	100%	270	100%	486

Table 11: Correlation of Organization of staff with Overall Job Satisfaction Results

Organization of Staff	Very satisfied	%	Somewhat Satisfied	%	Not Satisfied	%	Total
College of Education Ekiadolor Benin City	23	26.14	43	32.82	93	34.83	159
University of Benin	30	34.09	47	35.88	107	40.07	184
Nigerian Institute for Oil Palm Research (NIFOR)	35	39.77	41	31.30	67	25.09	143
Total	88	100%	131	100%	267	100%	486

Table 12: Correlation of Salary Level of Staff with Overall Job Satisfaction Results

Salary level of staff	Very satisfied	%	Somewhat Satisfied	%	Not Satisfied	%	Total
Less than N50,000	27	25.00	28	23.93	64	24.52	119
N50,000-N100,000	23	21.30	35	29.91	59	22.61	117
N100,000 - N200,000	26	24.07	27	23.08	80	30.65	133
N200,000 and above	32	29.63	27	23.08	58	22.22	117
Total	108	100%	117	100%	261	100%	486

The study revealed that there are no sufficient numbers of staff in the various departments to perform the job. Not having sufficient number of staff leads to a backlog of work in the department. Most of the respondents also disagreed and strongly disagreed that work responsibilities are clearly delegated to the right person. According to Lyons (2016), delegation of authority (DoA) by managers was the most desirable practice which increase job satisfaction, improves employees' performance, and retention of the best employees. This may assist human resource (HR) practitioners to guide managers and supervisors in actual delegation practices. Lyons (2016), suggest that managers considering delegation of assignment should carefully ascertain tasks which could be re-assigned to others and who should handle the task. All things being equal, tasks should be assigned or delegated to employees who have displayed the needed technical skills, maturity or experience.

Some factors that influence job satisfaction in the workplace include but not limited to: job stress, relationships with co-workers, balancing work with personal commitment, and the physical environment. In this study, majority of the respondents disagreed, that they are able to balance their work, family and personal life, have good relationship with co-workers, and have little work-related stress. This result implies that policies that address workplace culture to make their staff satisfied with the job are inadequate. Physical areas of the work environment can also contribute to job satisfaction among employees. Kwenin et al. (2013) suggested that a well-organized and oriented human resource policy stimulates job satisfaction and enhances dexterity among employees in an organization. It also motivates workers, promotes efficiency and stimulates the overall employee performance (Memon, 2010).

The quality of the leadership in any organization can also determine the employees' job satisfaction. The study revealed that most of the respondents agreed that the leadership in their department is effective, they are satisfied with their participation in the management decision that affects their job, and they are being consulted about matters related to their job.

In Nigeria, employees are evaluated annually according to their performance and after three years, they are either recommended for promotion or perhaps for other rewards. The outcome of such evaluations can make an employee satisfied and motivated or dissatisfied. The study revealed that majority of the respondents disagreed that they are satisfied with the annual evaluation, and also most of the respondents disagreed that they are satisfied with the feeling of accomplishment from the work they are doing. Gupta and Jain (2003) find that dimensions as security, salary, physical conditions, recognition, promotion, among others have the ability to influence job satisfaction. That is why organizations that possess ample potentials for promotion quickly foster the job satisfaction level among employees in comparison to organizations who lack such opportunities (Muhammad & Akhter, 2010).

Danish and Usman, (2010) stated when the promotion of employees is fair and equitable, in other words, if the chances of promotion in the organization is based on the ability and skills of the employee, the employee becomes more loyal and motivated to increase the efficiency level of performance. He becomes more satisfied with the job since he has created a niche for himself in the organization, having a sense of belonging, safety, feelings of happiness, and contentment (Hackman & Oldham, 1980).

Reward in the working environment can take many different forms, ranging from appreciation, promotion to financial rewards. In this study, majority of the respondents disagree that the money they receive adequately takes care of their needs. The present income of the average Nigerian worker is absolutely not adequate to meet his/her needs most especially in the present economic situation in Nigeria where prices of goods and services are on the rise. This may be why organized labour on the 9th of June 2017 in Geneva, Switzerland, informed the international community of the worsening conditions of the Nigerian worker (Ahiuma-Young, 2017).

Reward can also take the form of appreciation. Workers are pleased whenever their efforts are recognized or appreciated. A simple "*job well done*" in the presence of others could add morale-boosting action. Other ways of rewarding could be gifts, cash bonuses or a deserved promotion (Mayoclinic, 2010). Since the employees are the most valuable assets which any organization could possess, gratitude is especially important in the workplace. (Law, 2016b) People need to feel a sense of belonging in social situations. In the workplace, gratitude indicates that people are valued by the organization. Greater belief in job security often emerges as a consequence. Employees who receive recognition and respect at work typically become more emotionally attached to the firm and their desire to remain there increases accordingly (Law, 2016b).

When a reward policy is well designed, it has the ability to be used as a tool for motivating, attracting and retaining employees in an organization (Terera & Ngirande, 2014). Thus, it is expected of management to mainly design attractive reward policies capable of attracting and retaining valuable employees and improve job satisfaction (Sutherland, 2004). Gohari, et al. (2013) opines that employees are motivated to perform more when they are rewarded based on merit, that is, through good performance. An unfairly designed reward policy can hurt an organization in terms of low performance, since the policy will demoralize the employees through job dissatisfaction. (Edirisooriya, 2014; Scott, 2010; Chepkwony, 2014; and Agwu, 2013).

In general, benefit packages may include annual leave pay, overtime allowances, health and life insurance. As good as the Nigerian Labour Act is, the question is, how many public organizations

2018 Smart Osarenmwinda, PhD. & Osarumwense Iguisi, PhD. 36

implement the payment of overtime allowances, leave bonuses, and good insurance policy? In the present study, majority of the respondents disagreed that benefit packages and allowances are provided adequately. This finding agrees with the finding of Jenaibi (2010) which revealed that the employees at the United Arab Emirates University are not satisfied at all with the benefits.

Professional development may cover areas such as receiving specialized training, attending conferences/workshops, engaging in research in order to contribute to the literature, or attending continuing education sessions. In this study, most respondents agreed that sufficient training was provided in the event of a new technology or products, thus reducing possible apprehensions. A large portion of respondents also agreed that the organization that they work supports the training and continuous education of staff. Development and training of employees helps the organization to create a pool of experts. The organization does not lack the needed qualified workforce at any time. The organization can also quickly adapt to new technologies in a changing business environment (Kennedy, 2009). It is therefore pertinent to develop intellectual capacities via the enhancement and optimization of employee competencies (Nassazi, 2013).

With regard to opportunities, participation in the planning and decision-making process is a good development by majority of the respondents. They agreed that they were satisfied with the opportunity to do so in their departments. A vast majority also agreed that they were satisfied by the management courses and seminars they were allowed to attend in order to improve on their professionalism. That was in line with Davis (2015) who recommended to organizations to reward the career-development-related achievements with gifts, vouchers. Davis (2015) also recommended to organizations to run quarterly workshops for employees to help them improve on interview skills, resume-writing and cover-letter writing skills. This will increase employees' chances of lateral movement in the organization or attaining promotion.

The results show that most of the respondents indicated that they would like to work in another position in their current organization. One solution to that is job rotation, such as reported by Baro (2012). A well-planned job rotation programme can make work more interesting, enjoyable, stimulating, and can equip staff with multiple skills. In support of this idea, Adomi (2006) asserted that job rotation helps staff acquire new skills in order to overcome boredom and job dissatisfaction. The study also revealed that majority of the respondents agreed that they are currently looking for job in another organization. A satisfied employee cannot look for another job in another organization. As revealed in the correlation of staff salary with overall job satisfaction, those earning below N200, 000 naira are the ones planning to quit the job. Organizations should do well by implementing the working conditions as provided in the Nigerian Labour Law.

Conclusion

The study revealed that workplace culture, Administration and supervision, rewards, professional development performance evaluation all have a positive role to play in relation to job satisfaction of the employees' in any given organization. Therefore these should form integral part of organization.

Recommendation

In order to enhance job satisfaction, a conducive working environment should be created for employees. Job rotation should be practiced in the organizations to make the work interesting, overcome boredom, and enable staff to acquire a variety of skills. These can affect job satisfaction. That is to say, job satisfaction can affect employees' morale and job performance. The study recommends that organizations should implement the provisions of the Nigerian Labour Laws as this will enhance job satisfaction among the employees.

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