



Effects of Employee Job satisfaction on Performance in Ramat Polytechnic, Maiduguri, Borno State, Nigeria

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Abstract

One of the fundamental mind-sets that affects how people perform at work is job satisfaction. It is an ecstatic response to one's ties to the social and physical environment of the workplace. Job satisfaction is a notion that also shows the extent to which psychological expectations are met. The study aim is the effect of employee job satisfaction in Ramat Polytechnic, Maiduguri, Borno State, Nigeria. The goal is to investigate the determinant of employee job satisfaction and performance. A sample of 157 questionnaires was distributed across academic and non-academic staff of the polytechnic. The outcome of the study revealed that high remuneration is essential for employee job satisfaction and performance. Likewise, there is a significant relationship and effects between employee job satisfaction and performance.

Keywords: *Job satisfaction, performance, Remuneration, Employee*

Introduction

A sense of fulfilment or a sense of success that an employee derives from their work is known as job satisfaction. One can fulfil their professional values or take care of their basic necessities thanks to the evaluation's outcome. Additionally, a person's thoughts about their employment, both positive and negative, make up their level of work satisfaction. Determining how much someone likes or dislikes their work is helpful. It was also well established that job performance, contextual performance, and adaptive performance all have an impact on how satisfied one is at work. Additionally, employee productivity and happiness are important in a business since they might affect the overall success of the enterprise. After all, employees are the face of the enterprise's activities.

Recruiters, supervisors, and managers should pay more attention to employee satisfaction and performance because it is believed that employees contribute to an organization's performance. Work performance and contentment shouldn't be an issue if a company has chosen the right candidate for the correct job. Employees want a setting where they may operate without difficulties that might prevent them from performing to the best of their abilities. The company must also provide for the needs of its employees by making sure they have respectable working conditions. The degree of job satisfaction—or lack thereof—depends on how well employees and supervisors work together. Every company's success also depends on having employees who are motivated and feel appreciated for their work. Particularly in the area of production, the employee is a crucial component in the process of carrying out the enterprise's objective and vision. In order to guarantee both the quantity and quality of their work, employees need meet the performance standards specified by the company. Employees require a work environment that allows them to work freely and is free from obstacles that can prevent them from achieving their full potential in order to achieve organisational standards (Raziq and Maulabakhsh, 2015). They also require a suitable supervisor who will give them this setting, but who will also inspire them to perform properly and make them feel content with their output. Each person uses a different set of indicators to gauge their own job happiness. It is influenced by management style as well as remuneration, working conditions, schedule, perks, stress level, and flexibility. According to Abuhashesh et

al. (2019), job happiness is linked to productivity, motivation, work performance, and life satisfaction, hence this also affects employees' personal lives. It is important to keep in mind that job satisfaction influences an employee's sense of security within the company. An employee who is happy with his or her job performs better at work and feels safer about the future of the organisation and his or her job. That is why a crucial component of workplace safety is job happiness (Wolniak and Olkiewicz, 2019; Niciejewska, 2017).

It is against this backdrop that this present study ‘‘Evaluation of Employee Job satisfaction on performance in Ramat Polytechnic, Maiduguri, Borno State, Nigeria’’ revealed that high remuneration has an effect on employee job satisfaction and employee performance, likewise there is a significant relationship and effects between employee job satisfaction and organisational performance.

Material and Methods

A cross-sectional study was conducted and a sample of 309 questionnaires were distributed purposively across the academic and Non-academic staff of Ramat polytechnic, Maiduguri in the present study. The sample comprised of 157 academic and 152 Non-academic staff of the Polytechnic. The questionnaires were further categories into likert scales of 1-5, where 1 = strongly Agreed, 2 = Agreed, 3= Strongly Disagreed, 4= Disagreed, 5= Undecided. The data obtained were analysed using descriptive statistics and logistic regression with JMP version 11 software (SAS Institute Inc., Cary, NC) and is considered significant at $p < 0.05$.

Variables	Mean	Standard Error
AEJS1	2.87	0.09
AEJS2	2.63	0.09
AEJS3	2.76	0.09
AEJS4	2.30	0.09
AEJS5	2.23	0.09
AEJS6	1.88	0.08
AEJS7	2.34	0.09
AEJS8	2.58	0.09
AEJS9	2.06	0.08
AEJS10	1.95	0.07
AEJS11	2.63	0.10
AEJS12	1.99	0.09

Results

Table 1: Evaluation of Academic Staff Employee Job Satisfaction (AEJS)

The mean of the factors responsible for employee job satisfaction of the academic staff in the present study ranged from 1.88 to 2.87 (mean = 1.88 ± 0.08 to 2.87 ± 0.09). The factor ‘‘Am satisfied with my pay’’ has the highest mean score whereas, the factor ‘‘I find my work meaningful’’ showed the lowest mean score value. The employee job satisfaction in Ramat Polytechnic Maiduguri, Borno state, Nigeria showed that there is a significant ($P < 0.05$) relationship between AEJS2 (dependent variable on employee job satisfaction with AEJS1, AEJS8, AEJS3and AEJS10. Similarly, there is a significant effect of AEJS2 on AEJS1, AEJS8, AEJS3and AEJS10.

Table2. Relationships between AEJS2 on other variables in the model of training needs assessment in Ramat Polytechnic Maiduguri, Borno state, Nigeria

Variables	Estimate	Standard Error	t-Ratio	p-value
AEJS1	0.49	0.06	8.43	<.0001
AEJS3	0.29	0.07	3.61	0.0004
AEJS8	0.25	0.08	2.97	0.0035
AEJS10	0.17	0.08	2.02	0.0456

Effects of AEJS2 on other variables in the model of training needs assessment in Ramat Polytechnic Maiduguri, Borno state, Nigeria

Variables	df	Sum of Squares	F-ratio	p-value
AEJS1	1	71.02	71.03	<.0001
AEJS3	1	6.62	13.00	0.0004
AEJS8	1	4.49	8.83	0.0035
AEJS10	1	2.07	4.06	0.0456

Table 3: Evaluation of Non- Academic Staff Employee Job Satisfaction (NEJS)

Variables	Mean	Standard Error
NEJS1	2.24	0.09
NEJS2	2.51	0.20
NEJS3	2.19	0.08
NEJS4	1.99	0.07
NEJS5	1.99	0.07
NEJS6	1.84	0.07
NEJS7	2.13	0.09
NEJS8	2.31	0.09
NEJS9	1.96	0.08
NEJS10	1.86	0.08
NEJS11	2.26	0.09
NEJS12	2.19	0.09

The mean of the factors responsible for employee job satisfaction of the non-academic staff in the present study ranged from 1.84 to 2.51 (mean = 1.84 ± 0.07 to 2.51 ± 0.20). The factor “Am satisfied with the benefit offered to me by the institution” has the highest mean score whereas, the factor “I find my work meaningful” showed the lowest mean score value. The employee job satisfaction in Ramat Polytechnic Maiduguri, Borno state, Nigeria showed that there is a significant ($P < 0.05$) relationship between NEJS2 (dependent variable on employee job satisfaction with NEJS10, NEJS11, and NEJS12). Similarly, there is a significant effect of NEJS2 on NEJS10, NEJS11, and NEJS12.

Table 4. Relationships between NEJS2 on other variables in the model of training needs assessment in Ramat Polytechnic Maiduguri, Borno state, Nigeria

Variables	Estimate	Standard Error	t-Ratio	p-value
NEJS12	-0.57	0.23	-2.42	0.0166
NEJS10	0.68	0.28	2.40	0.0176
NEJS11	0.56	0.25	2.24	0.0265

Effects of NEJS2 on other variables in the model of training needs assessment in Ramat Polytechnic Maiduguri, Borno state, Nigeria				
Variables	df	Sum of Squares	F-ratio	p-value
NEJS12	1	31.80	5.88	0.0166
NEJS10	1	31.24	5.77	0.0176
NEJS11	1	27.18	5.02	0.0265

Discussion

Job satisfaction is characterised as a sense of personal accomplishment and success. Most people agree that it has a direct impact on both personal and professional well-being as well as productivity and performance at work. To be happy at work, one must enjoy what they are doing, perform it effectively, and receive recognition for their efforts (Kaliski, 2007; Aziri, 2011).

A person may also approach their work differently depending on the type of work they do, their co-workers, superiors, or subordinates, and their compensation (George and Jones, 2008). Every employee may respond differently to different leadership and motivational approaches, which can improve work output and job happiness. Therefore, job happiness is a crucial component in inspiring workers to work more and produce better results (Raziq and Maulabakhsh, 2015).

Table 1 in the present study is the evaluation of employee job satisfaction of academic staff of Ramat Polytechnic, Maiduguri, Borno State, Nigeria. The factor "Am satisfied with my pay" has the highest mean score whereas, the factor "I find my work meaningful" showed the lowest mean score value. The first factor statement indicates good remunerations as a factor in job satisfaction and is positively accepted as having the highest mean score.

However, the second factor statement indicates that the employees do not find their work meaningful indicating lack of job satisfaction. This could be the result of dissatisfaction of the employee as a result of some factors. Job satisfaction entails a lot of factors and it does not only requires good remunerations, but other factors like the working environment, recognition, promotions, interrelationships etc.

Table 2 in this present study is the relationships between AEJS2 on other variables in the model of training needs assessment in Ramat Polytechnic Maiduguri, Borno state, Nigeria. The result indicates that The employee job satisfaction in Ramat Polytechnic Maiduguri, Borno state, Nigeria showed there is a significant ($P < 0.05$) relationship between AEJS2 (dependent variable on employee job satisfaction with AEJS1, AEJS8, AEJS3 and AEJS10. Similarly, there is a significant effect of AEJS2 on AEJS1, AEJS8, AEJS3 and AEJS10.

Table 3 in the present study is the evaluation of employee job satisfaction of non-academic staff of Ramat Polytechnic, Maiduguri, Borno state, Nigeria. The factor "Am satisfied with the benefit offered to me by the institution" has the highest mean score whereas, the factor "I find my work meaningful" showed the lowest mean score value. The first factor statement is also indication the essence of good remuneration and thus shows to having the highest mean score. Likewise the second factor statement indicating lowest mean score could be the result of dissatisfaction due to certain factors on the part of supervisor, management of lack of good relationship among the employees.

Table 4 in the present study is the relationships between NEJS2 on other variables in the model of training needs assessment in Ramat Polytechnic Maiduguri, Borno state, Nigeria. The outcome indicates that The employee job satisfaction in Ramat Polytechnic Maiduguri, Borno state, Nigeria showed there is a significant ($P < 0.05$) relationship between NEJS2 (dependent variable on employee job satisfaction with NEJS10, NEJS11, and NEJS12. Similarly, there is a significant effect of NEJS2 on NEJS10, NEJS11, and NEJS12.

Conclusion

The present study explore and analysed job satisfaction among academic and non-academic staff of Ramat Polytechnic, Maiduguri, Borno State, Nigeria. The outcome of the study for the academic staff showed that good remunerations as a factor in job satisfaction is positively accepted as having the highest mean score indicating its essence towards staff motivating to employee satisfaction and performance. Likewise, there is a significant relationship and effects between employee job satisfaction and organisational performance.

The result of the non-academic staff on the other hand shows that statement is also indicating the essence of good remuneration and thus shows to having the highest mean score. Likewise the second factor statement indicating lowest mean score could be the result of dissatisfaction due to certain factors on the part of supervisor, management of lack of good relationship among the employees. Furthermore, the outcome also indicates that the employee job satisfaction on performance in Ramat Polytechnic Maiduguri, Borno state, Nigeria also showed that there is a significant relationship and effect between employee job satisfaction and performance.

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