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Job Satisfaction and Employees' Performance in Nnamdi Azikiwe University, Awka, Anambra State.

Enaberue, O. J.[1*], Prof Anah, S. A.[2] and Williams, G.[3]
[1,2&3]Department of Business Administration,
Chukwuemeka Odumegwu Ojlukwu University, Igbariam
Email: ujujulian@gmail.com, williamsgbenga80@gmail.com,

ABSTRACT: The study examined job satisfaction and employee's performance in Nnamdi Azikiwe University Awka, Anambra State. The study investigated the relationship between reward and career development with employee performance. Relevant theoretical and empirical literatures were reviewed. The study was anchored on Herberg's. The study collected data from primary and secondary sources. The population of the study comprised of 6355 staff in Nnamdi Azikiwe University. The sample size of the study is 376 using taro Yamane formulas, Formulated hypothesis were tested using ANOVA. From the analysis, it was discovered that: Reward has significant effect on employee's performance in Nnamdi Azikiwe University Awka, Anambra state**.** Career development has significant effect on employee's performance in Nnamdi Azikiwe University Awka, Anambra state. In view of the findings, the study recommended that. The study also recommends that management should provide effective incentive plan to their employees from time to time to boost their morale for enhanced productivity and performance. The reason is that bonuses will encourage them to put more effort in discharging their duties effectively.

Keywords: Job Satisfaction, Reward, Career Development and Employee Performance

INTRODUCTION

Employee attitude are important to management because they determine the behaviour of workers in the organization. The commonly held opinion is that 'A satisfied worker is a productive worker a satisfied work force will create a pleasant atmosphere within the organization to perform well. Thus, attainment of a high level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that highly satisfied work force is an absolute necessity for achieving a high level of performance advancement of an organization. Pushpakumari (2018). Hence job satisfaction

has become a major topic for research studies. Job satisfaction is the level to which workers like their work it is the difference between employees' expectation and what they receive. It is a general attitude towards the job; the difference between the amount of rewards employees receive and the amount they believe they should receive (Rocca and Kostanki, 2011).

Job satisfaction brings several benefits to an organization. It is believed that when employees are satisfied with their jobs, they become more committed and loyal to the organization and even protect the organization's confidential information from unauthorized access (Popoola, 2009). In addition, job satisfaction brings about organizational commitment. This is very true because employees seem to show more commitment towards work when they are satisfied with their jobs. It is very difficult for an employee who enjoys his/ her job to voluntarily quit and look for other job opportunities elsewhere (Lambert & Hogan, 2019). In addition, employees demonstrate positive attitude towards work when their levels of satisfaction in the job are high. Thus, job satisfaction encourages creativity and innovation, high level of retention, and high productivity, thereby achieving organizational goals. This may give organizations competitive advantage over others (Robin, as cited in Mbah, 2012).The lack of job satisfaction greatly affects organizations negatively as it may yield high employee turnover and low commitment levels. Employees tend to consider other job offers that may provide satisfaction, and thus leave the initial job with their experience (Coomber & Barriball, 2017; Mbah, 2012).

The lack of job satisfaction may also degenerate into negative attitudes such as absenteeism, lateness, pilfering and so on, which can lead to low productivity. Therefore, if the issue of job satisfaction is not properly addressed, it may have adverse consequences on various. However, it is worth mentioning that the type of career a person chooses has an effect on his/ her job satisfaction. If one settles for a career, which is in tandem with one's values and desires, there is a possibility that one may be satisfied and vice versa.

Some organizations shy away from ensuring employee job satisfaction and this may likely be due to cost implications. Despite the ban on private practice by government, public servant still engage in very serious private businesses and sometimes use their official time for their personal business. They sell, hawk, and even scramble for contracts and supplies when they are supposed to be in their

offices. The individuals whose goals and aspirations are thwarted by the organization becomes frustrated, develop feelings of low self-worth, become apathetic, disinterested and tend to withdraw self-commitment in their work. Personal business outside the organization becomes more important. The unsatisfied worker may be physically present at their place of work, but his mind and thought are off the job. There is no doubt that if public servants have job satisfaction, they will perform better in their job, the research will therefore examine the effect of job satisfaction on employee's performance in Nnamdi Azikiwe University, Awka, Anambra State.

Objectives of the Study

The broad objective of the study is to examine the job satisfaction and employees' performance in Nnamdi Azikiwe University Awka, Anambra state. Specifically, the study intends to:

Determine the effect of reward on employees' performance in Nnamdi Azikiwe University Awka, Anambra state.

Examine the effect of career advancement on employees' performance in Nnamdi Azikiwe University Awka, Anambra state.

Hypothesis

The following hypotheses were formulated to guide the research questions:

H0: Reward has no significant effect on employees' performance in Nnamdi Azikiwe University Awka, Anambra state.

H0: Career advancement has no significant effect on employees' performance in Nnamdi Azikiwe University Awka, Anambra state.

LITERATURE REV IEW

Job Satisfaction

The concept of job satisfaction has a strong psychological underpinning and traditionally has been of great interest to social scientist concerned with the problems of work in an industrial society. The concept itself over the years has transformed to become a Nobel area of research in understanding human motivation. Job satisfaction as concept has been widely researched especially in the area of management and organizational behaviour. However, general perspective on the concept of job satisfaction exists with different interpretation but mostly defined along the line of aspects of an individual job and employee well-being. Taking into consideration of previous studies, it is observed that institutional concept of job satisfaction describing employees working attitudes in an effort to conceptualize job satisfaction has gradually evolved over time.

Reward

Reward exists in order to motivate employees to work towards achieving strategic goals which are set by the entities. Armstrong (as cited in Anku, Amewugach & Glover 2018) '' reward systems consist of the interested processes and practices which combine to ensure that the reward management is carried out effectively to the benefit of the organization and the people who work there'' it is based on the reward strategy, which are derived from business strategy. These strategy coordinates and controls the operation and advancement of reward practices, process and thus, shape policies that involves reward management which in turn influence reward practices, process and procedurecs (Anku, et al 2018).

Career Development

Career development is perceived like joint effort between the individual employee and the organization. Career development describes the lifelong process of managing life, learning and work. It involves individuals planning and making decisions about education, training and career choices as well as developing the right skills and knowledge to do this (Arthur et al, 2015). Greenhaus et al, (2015) sought to investigate the relationship between talent management and succession planning processes. The study, which was carried out using descriptive and inferential statistics revealed that talent management and succession planning within government organizations met the requirements and therefore impacted on talent absorption, talent retention and talent development which gave the organizations a competitive edge.

Employee Performance

Employee performance or job performance as interchangeably used is a multi-dimensional concept. This is because employee performance is determined by more than one kind of behaviour (Mawoli & Babandako, 2011), and influenced by lots of determinants (Alromaihi, Alshomaly & George, 2017). According to Armstrong and Taylor (2014) employee performance as a multi-dimensional concept consisting of two aspect namely the behavioural which entails the process and the outcome that entails the result aspect. Sonnetag, Volmer and Spychala (2008) described behavioural aspect as what people do at work while the outcome aspect refers to the results of the individual behaviours. Similarly, Robbins and Judge (2013)opined that three major types of behaviour constitute employee performance namely: task performance, citizenship and counter-productive performance.

Theoretical Framework

This work is anchor on Herzberg's Two-Factor Theory Herzberg's theory is said to be the most functional model to study job satisfaction (Kim, 2004). The two factor theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfier are aspects of the features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self-control, the more independent a worker feels, the more responsibilities he or she assumes. Hygiene factors (security, status, supervision etc) were characterized a lower level motivators. Where they have not been satisfied, job dissatisfaction is the result.

Reward and Employee Performance

It is the concern of organizations all over the world on effective human capital strategies to enhance their productivity. It is clear that employee's productivity in the expanding organization is a key factor in organization performance. Employees, technically known as human resources in modern organizations, are rightly considered as the most important assets (Ong & Teh, 2017). In developed countries such as USA, JAPAN, UK and Germany organizations recognize employees as the important asset that needs high consideration in promotion (Lawler & Worley, 2016). The rationale behind the use of rewards to employees is that motivated employees become satisfied in terms of fulfilling their wants, both financial and non financial. Failure to do so, employees will be tempted to leave the organization. (Azasu, 2009). On one hand, employees prefer receiving intrinsic rewards in terms of praise and recognition for certain work accomplishments, while other employees are happy with extrinsic reward in terms of salaries, bonus and incentive offered to employees (Sajuyigbe, Bosede & Adeyemi, 2013).

Career development and employee performance

Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities(Peterson and Tracey2009).Career development practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the

capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization (Irene and Hazel 2016). Career development covers an employee's working life. It starts with, for example staff orientation, on-job training, experience, short courses, professional courses, post graduate degrees or diploma. According to the National Strategy for the Development of the social service workforce in Scotland (2005), employee development is the foundation on which the confidence and competence of individual staff is built, (Robbins, 2010).

Empirical Studies

Abubakar & Abubakar (2020) examined the direct and indirect relationships between career planning/development practice with employee performance (task and contextual) through the mediation of perceived career opportunity. Encouraging employees to put more effort towards achieving organizational goals through good career planning practice has been the focus of many studies. Nevertheless, examining the fundamental reasons why and how career planning/development practice predict performance remains unclear. Using a cross sectional survey of 265 employees of 27 local governments in North Western Nigeria, the results of Partial Least Square-Structural Equation Modeling (PLS SEM) revealed that career planning practice predicts employee task and contextual performance and perceived career opportunity was found to have mediated the relationships.

Daniel, & Abbas (2019) examined the influence of performance appraisal management on employee productivity. The main objective of this study was to examine the ways in which performance appraisal has impacted employee's performance, to know if Management by Objectives method of performance appraisal enhanced employee productivity in North South Power Company and to find out if feedback, as performance appraisal variable influence. From the findings, the study concluded that there a significant relationship between performance appraisal management and employee productivity. Additionally, feedback definitely has an impact positively on employee productivity. Performance appraisal management should be taken seriously by organizations because it yields good results that will take the company far.

Ogunyemi (2018). examined the moderating roles of organizational justice and turnover intention in career plateauing and work attitudes of bank workers in Nigeria. Correlational and regression analyses were

employed to test the seven formulated hypotheses. Results showed, among other things, that there was a significant influence of career plateauing on job satisfaction (β = -.173, t = 11.486, p < .05) and organizational commitment (β = -.203, t = 9.937, p < .05) and significant moderating roles of organizational justice and turnover intention in career plateauing and both job satisfaction and organizational commitment. It was recommended, among other things, that employers should watch out for and take steps to prevent objective and subjective career plateauing among their employees in order to foster positive work attitudes, thereby enhancing employee performance and organizational effectiveness

Ejimudo (2004) also examined the relationship between reward system management and staff performance in Delta State Civil Service and concluded that the poor performance of the employees is as a result of poor and lack of adequate pay reward to them. Researchers like Ahmed and Ali (2008) in their literature "the impact of reward and recognition programs on employee motivation and satisfaction" founds that there is a positive relationship between rewards and work satisfaction as well as motivation. The impact of non-monetary rewards on employee performance Maryann (2013) argued that there is a significant relationship between employee performance and non-monetary rewards.

Abu Abdissamad (2013) studied the effects of non-financial rewards in Nigeria public and private organization. His findings was that monetization policy of the government in public service had adversely affected the morale of public servants negatively as they felt that organizations official vehicle were purchased and maintained by them. The study also revealed that workers are dissatisfied since most of the fringe benefits that was source of motivation to them has all disappeared. Finally, researchers have attempted to compare monetary and non-monetary rewards in relation to employee performance. For instance, Ezigbo (2011) and Lotta (2012) argued that monetary and non-monetary rewards should be provided to the employees to increase their performance.

Mbah,. Mgbemena, & Ejike, (2015) examined the impact of effective reward system as a tool for employee performance in civil service using Anambra state civil service as case study. As specific objectives, the study examined the relationship between employee performance and pay reward, employee recognition, conducive work environment and staff development. As a survey design, an item structured instrument developed by the researcher to reflect such options as strongly

agree, agree, disagree, strongly disagree and undecided popularly referred to as the modified five (5) points Likert Scale, was used to elicit information from the respondents. Out of the 1481 senior civil servants identified through the nominal roll of various ministries at the state secretariat, Awka Anambra state, 315 was estimated as the sample size. Statistical tools considered most appropriate for analyzing the data generated from the fieldwork were Pearson correlation coefficient and multiple regression analysis. Findings from the study shows that pay reward and some non-financial rewards of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high level performance in the service as obtains in the private sector of the economy

Njanja Maina, Kibet,. & Njagi (2013) determined the effect of reward on employee performance at Kenya Power and Lighting Company (KPLC) Ltd. The specific objectives sought to determine the effect of cash bonus on employee performance. The research adopted correlation research design. 68management employees were used as respondents. Data was collected using questionnaires. Descriptive statistics (frequency tables, percentages) were used to present data. Inferential statistics (chi-square) was used to analyze the relationship between cash bonuses and employee performance. Data was analyzed with the help of the Statistical Package for Social Sciences (SPSS) computer programme. Their findings showed that cash bonus have no effect on employee performance (p=0.8). This is because those who received cash bonuses and those who did not all agree that the cash bonus affects their performance are the same.

METHODOLOGY

Research Design this paper adopted the descriptive survey design using the primary data collection method. Area of the study the study was carried out in Anambra State of Nigeria Population of the Study the population of the study is six thousand three fifty-five (6355) employees of Nnamdi Azikiwe University, Awka. Sample size determination simple random sampling was adopted. Sample size 376. Sources of Data In this study we used both primary and secondary data. Method of Data Analysis The statistical data was generated through a well-structured 5-point Likert scale questionnaire and analyzed with aid of analysis of variance

(ANOVA) and the student t-test to test the hypotheses.

RESULTS AND DISCUSSION

Data obtained from the respondents through the administered questionnaire. Three hundred and seventy seven (377) were administered, to the selected staff**.** However, three hundred and seventy-seven (377) copies were retrieved. Therefore the analysis and interpretation of data were only based on the returned copies of the questionnaires.

Hypotheses Testing

Hypothesis One

H0: Reward has no significant effect on employees' performance in Nnamdi Azikiwe University Awka, Anambra state.

Table 4.3.1 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.911	2	1.382	7.613	.000[b]
	Residual	80.589	375	3.358		
	Total	87.500	377			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis one is less than 0.05% level of significance (0.000), as a result null hypothesis was rejected and alternative is accepted, Reward has significant effect on employees' performance in Nnamdi Azikiwe University Awka, Anambra state

Hypothesis Two

H0: Career development has no significant effect on employees' performance in Nnamdi Azikiwe University Awka, Anambra state.

Table 4.3.2 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.507	2	4.501	6.952	.002[b]
	Residual	64.993	375	2.708		
	Total	87.500	377			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis two is less than 0.05% level of significance (0.002), as a result null hypothesis was rejected and alternative accepted, meanwhile. Career advancement has significant effect on employees' performance, in Nnamdi Azikiwe University Awka, Anambra state.

Discussion of Findings

This research examined the effect of job satisfaction on employees' performance in Nnamdi Azikiwe University Awka, Anambra state. Data were sourced from the employee of the selected staff in the Nnamdi Azikiwe University. The data generated were subjected to statistical analysis and the following output was ascertained.

Reward and Employee Performance: The study found that Reward have a significant positive effect on employee performance in Nnamdi Azikiwe University Awka. The implication of these findings is that, for reward system to be functional to achieve their aim and purposes, the salaries need to satisfy the expected needs of the individual, and must be seen to be fair or equitably satisfying to the employee. This further agreed with the findings of Iyida (2015), who found that increase in reward enhances the productivity of workers. The findings also corroborate with the findings of Olatunji and Sarat (2014) that salaries are pertinent determinant to employee motivation and performance in Nigeria.

Career Development on Employee Performance: The study found that career development had significant positive effect on employee performance in Nnamdi Azikiwe University Awka. The implication of these findings is that, for career development to be functional to achieve their aim and purposes, the career development need to satisfy the expected needs of the individual, and must be seen to be fair or equitably satisfying to the employee. This further agreed with the

findings of Iyida (2015), who found that increase in career development enhances the productivity of workers. The findings also corroborate with the findings of Olatunji and Sarat (2014) that career development is a pertinent determinant to Performance in Nigeria.

CONCLUSION

The study focused on the impact of job satisfaction on employee's performance in Nnamdi Azikiwe University Awka, Anambra state. The study concludes that reward and carrier development have positive effect on employee performance but such effect is strong and statistically significant. Their coefficients are statistically different from zero at less than 5 percent level of significance. It is obvious to reward and carrier development are sine qua non for stimulating worker's performance in any organization. When rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore, important for any organization to consider the needs and feelings of its employees and not just overlook them because "a happy worker they say is a productive worker.' The study concludes that, job satisfaction has significant positive effect on employee job/task performance in the sachet water companies in Anambra state, Nigeria. In line with the findings of the study the following recommendations were made:

The study also recommends that management should provide effective incentive plan to their employees from time to time to boost their morale for enhanced productivity and performance. The reason is that bonuses will encourage them to put more effort in discharging their duties effectively.

Employees should be trained according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known. Therefore, seminars/ workshop should be regularly organized by the management in order to update the employee knowledge.

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