

A Survey of Employees' Job Satisfaction in Selected Public Organizations in Edo State, Nigeria

Nwosu Ndubuisi Levi

nnlevi@yahoo.com

Department of Business Administration

Michael Okpara University of Agriculture, Umudike

Dialoke Ikechukwu

drdialokeikechukwu@yahoo.com

Department of Industrial Relations and Personnel Management

Michael Okpara University of Agriculture, Umudike

Tafamel, Andrew Ehiabhi Ph.D

andrew.tafamel@uniben.edu

Department of Business Administration,

Faculty of Management Sciences,

University of Benin,

Ugbowo Campus

pp 24-34

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. Questionnaire was developed to collect data from 505 employees from three public organizations in Edo State, Nigeria. Overall, a large portion (54.1 %) of the staff surveyed lacked satisfaction with their job. In other words, there is no proper motivation. The findings show that employees of the three organizations in Nigeria were dissatisfied with their job responsibilities, the working place culture, performance evaluation and job rewards benefits/(salaries). The employees were satisfied with the nature of supervision and administration, professional development and opportunities. The study recommended that organizations should implement the provisions of the Nigerian Labor Law as this will enhance job satisfaction among the employees.

Keywords –Workplace culture, roles and responsibility, reword performance evaluation.

Introduction

All things being equal, job satisfaction should be considered to be among the major determinants of an employee's view of the organization (Sutherland, 2004). Employees who are satisfied with their jobs are more likely to contribute more positively to the firm (Tella et al, 2007). Different definitions exist in the literature on job satisfaction. For example, Cote and Morgan (2002) define job satisfaction as "a person's positive feeling of the position and acceptance of his/her works". That implies that the employee believes that he/she is going excellently in his/her duties, is enjoying the job process and is being adequately rewarded for the job performed. **Jenaibi (2010) asserted that** the job satisfaction of an employee can be used to measure of how happy the employee is with his/her job and work environment.

Nigeria has good labor laws, the question is, how many organizations meet up with the working conditions spelled out in the Nigerian labor law? For example, the Nigerian labor law under section 13 subsection 2 states that "Hours which a worker is required to work in excess of the normal hours fixed shall constitute overtime". It is also stated that employers or organizations should provide transport and also in another section stated the need for 'annual leave with bonus', and standard working environment (**Laws of the Federation of Nigeria, 1990**). As good as the labor laws are, how many organizations provide transport for their employees, not to talk of annual leave with pay.

Organizations have however tried to explore ways to improve the performance of its employees. Some indicators of organizational performance include, but are not limited to, employee retention, turnover intention, promotion opportunities, productivity, employee commitment, job satisfaction, workers' participation in management activities (Gupta, 2013). Performance is considered as 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, 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 are adequately utilized. This has been recognized by many organizations especially in today's highly competitive global business environment (Maicibi, 2012). It is therefore, very important to understand what makes human resources satisfied or dissatisfied in an organization. The importance of analyzing employee satisfaction cannot be overemphasized. It will provide a much better perspective on the pattern that strategies and policies be designed so as to achieve organisational performance while maintaining employee satisfaction (Qasim, et al., 2012)

Job satisfaction will be low if the employees feel that their expectations and organization are 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 the satisfaction and how these employees' satisfaction levels influence their performance. That shows that there is a serious need to fully understand the reason(s) why employees may choose to commit to their job while others do not even while under the same working conditions. There is also need to found out how rewards and incentives determine the performance level of employees. This will help to ascertain the rewards and incentives that individuals 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 examine the level of job satisfaction among the 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. Satisfiers include the contents of the job which comprises of recognition, autonomy, achievement, advancement, responsibility and work. Dissatisfies include supervision, salary, administration, company policy and working conditions. In regard to this study, satisfiers and dissatisfies were looked at in form of job satisfaction, which were 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 by one single term that will adequately capture the feelings of happiness and enthusiasm with one's work or the degree to which employees enjoy their work duties. That implies that job satisfaction aptly explains how satisfied or fulfilled a person is with his or her job. Though they are closely related, *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 that has 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 participate in decision making, task significance, job involvement, job autonomy and recognition (Kwenin, Muathe & Nzulwa, 2013). The numerous intrinsic rewards are capable to create a highly charged satisfied and stimulated workforce, as well as creating a cooperative and positive atmosphere in the organization. That calls for an effective and well-designed compensation package for workers- packages 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 in Taiwan focused on the processes involve in the motivation of the workforce. The study shows that these processes assist

management to better oversee their responsibilities. It was concluded 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 in the market, 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 the organization's goals. In line with this view, Khalid and Irshad, (2010) suggested that the workers' 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 organisation, since an organization with dissatisfied employees is definitely doomed. This will glue the whole production process; enabling the worker to optimize whatever input they input they possess to increase the organisational 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 to colleagues, managers and the organization they work for. In order to manager this relationship, Collins and Smith (2006) suggested that the organization should create a work environment that can stimulate workers' trust and motivation. That will lead us to the concept of "*employee voice*". According to Armstrong (2012), the concept of employee voice involves the active participation of the employees of an organisation in issues that border on them in the organisation. 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 the fact 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 a multiple and diverse roles and responsibilities within and outside the organisation. These variations sometimes affect our 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 centers 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 the workforce in the organization (Baro, 2012). An organization culture does not pop out within air once.

Administration and supervision: Administration and supervision is the primary duties of every manager of the organization. Managers utilized 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 transit into the organization positively for the realization of the goal and objectives of the organization (Law, 2016).

Job satisfaction studies in Nigeria

The 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-rate in order to attract the best form of human resources in Nigeria. Baro, Fyneman and Zoukemefa (2013) examined studied the issue of job satisfaction among librarians in universities in Nigeria and discovered that these employees were dissatisfied in the areas such professional development, workplace culture, roles and responsibilities, and 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 affects them.

Using selected libraries in Oyo State of Nigeria, Tella, Ayeni and Popoola (2007) studied job satisfaction, work motivation and organizational 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. They are: Edo City Transport, University of Benin and Nigerian Institute for Oil Palm Research. Convenient sampling technique was used to select 798 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. The Four-Point-Likert scale was used: Disagree (D), Strongly disagree (SD), Agree (A), Strongly agree (SA).

Of the 798 questionnaires distributed to the respondents, only 505 were completed and returned with response rate of 63.3% and was used for the analysis. The results 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	307	60.8%
	Female	198	39.2%
	Total	505	100
Organization	Edo City Transport	94	18.6
	University of Benin	224	44.4
	Nigerian Institute for Oil Palm Research	187	37.0
	Total	505	100
Educational Level	FSLC/Primary 6	78	15.4
	SSCE/WASC/GCE	66	13.1
	OND/NCE	48	9.5
	First Degree	201	39.8
	Higher Degree	112	22.2
	Total	505	100
Salary level	Less than N50,000	197	39.0
	N50,000-N100,000	168	33.3
	N100,000 - N200,000	76	15.0
	N200,000 and above	64	12.7
	Total	505	100

Table 1 highlights respondent's personal data of the employees in the three public organizations. It indicated that more males (307: 60.8%) than females responded. Also, University of Benin had the largest (224: 44.4%) number of respondents among the three organizations, followed by Nigerian Institute for Oil Palm Research with 187 (37.0%) respondents. The educational qualification of the respondents reveals that the highest number (201: 39.8%) of the respondents holds first degree. The monthly salary of respondents indicates that, the highest number (197: 39.0%) of the respondents earns less than ₦50, 000, followed by those (168: 33.3%) that earns between ₦ 50,000 -100,000.

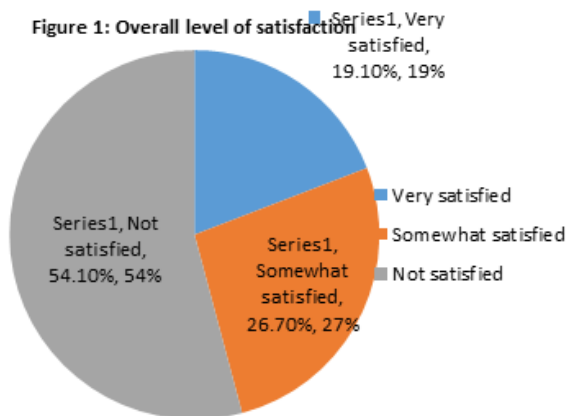


Figure 1: Overall level of satisfaction

Out of the 505 respondents, more than half (273: 54.1%) indicated that they are not satisfied with the job they are doing.

Table 2: Roles and responsibilities

s/n	Roles and responsibilities	D	SD	A	SA	Total
Q1	There are sufficient number of staff in my department to perform the work	201 (39.8%)	133 (26.3%)	81 (16.0%)	90 (17.8%)	505
Q2	Work responsibilities are clearly delegated to the right person.	182 (36.0%)	131 (25.9%)	109 (21.6%)	83 (16.4%)	505

Roles and responsibilities

As shown in Table 2, most of the respondents (66.1%) disagreed and strongly disagreed that there are sufficient number of staff in their department to perform the work (Q1). Also, most of the respondents (61.9%) disagreed and strongly disagreed that work responsibilities are clearly delegated to the right person (Q2).

Table 3: Workplace Culture

s/n	Workplace culture	D	SD	A	SA	Total
Q3	I am able to balance my work, family & personal life	192 (38.0%)	108 (21.4%)	111 (21.9%)	94 (18.6%)	505
Q4	I have good relationship with co-workers.	123 (24.4%)	132 (26.1%)	141 (27.9%)	109 (21.6%)	505
Q5	The physical environment is healthy	209 (41.4%)	173 (34.3%)	84 (16.6%)	39 (7.7%)	505
Q6	I have little work-related stress.	211 (41.8%)	139 (25.5%)	99 (19.6%)	56 (11.0%)	505

Workplace Culture

As shown in Table 3, 59.4.2% disagreed and strongly disagreed that they are strike a balance between their work, family and personal life (Q3). Also, a little more than half of the respondents (50.5%) disagreed and strongly disagreed that they have good working relationship with co-workers (Q4). The majority of the respondents (75.7%) disagreed and strongly disagreed that the physical environment is healthy (Q5). Most of the respondents (67.3%) disagreed and strongly disagreed that they have little work-related stress (Q6). The findings show that the staffs working in the public organizations in Edo State are not satisfied with workplace culture.

Table 4: Administration and Supervision

s/n	Administration and Supervision	D	SD	A	SA	Total
Q7	The leadership in my department is effective	78 (15.4%)	101 (20%)	208 (41.2%)	118 (23.4%)	505
Q8	I am satisfied with my participation in the management decision that affects my job	89 (17.6%)	100 (19.8%)	189 (37.4%)	127 (25.1%)	505
Q9	I am satisfied being consulted about issues directly related to my work.	103 (20.4%)	81 (16.0%)	177 (35.0%)	144 (28.5%)	505

Administration and Supervision

Results in Table 4 shows a large portion of respondents (64.6%) agreed and strongly agreed that the leadership in their department is effective (Q7). Also, most of the respondents (62.5%) agreed and strongly agreed that they are satisfied with their participation in the management decision that affects their job (Q8). Most of the respondents (63.5%) agreed and strongly agreed that they are satisfied being consulted about issues directly related to their work (Q9).

Table 5: Performance evaluation

s/n	Performance evaluation	D	SD	A	SA	Total
Q10	I am satisfied with the annual evaluation based on the specific responsibilities of my position	214 (42.4%)	129 (25.5%)	88 (17.4%)	74 (14.7%)	505
Q11	I am satisfied with the feeling of accomplishment from the work I am doing	244 (48.3%)	80 (15.8%)	95 (18.8%)	86 (17.0%)	505

Performance evaluation

Results in Table 5 shows that most of the respondents (67.9%) disagreed and strongly disagreed that they are satisfied with the annual evaluation based on the specific responsibilities of their position (Q10). Also, most of the respondents (64.1%) disagreed and strongly disagreed that they are satisfied with the feeling of accomplishment from the work they are doing (Q11).

Table 6: Rewards (salaries/benefits)

s/n	Rewards	D	SD	A	SA	Total
Q12	The money I receive adequately covers my needs.	229 (45.3%)	156 (30.8%)	85 (16.8%)	35 (6.9%)	505
Q13	Benefit packages and allowances are provided adequately	188 (37.2%)	193 (38.2%)	71 (14.0%)	53 (10.5%)	505

Rewards (salaries/benefits).

Respondents were asked if they are satisfied with their salaries or receive adequate benefits. As shown in Table 6, more respondents (76.1%) disagreed and strongly disagreed that the money they receive adequately covers their needs. A majority of the respondents (75.4%) also disagreed and strongly disagreed that benefit packages and allowances are provided adequately (Q13). The benefits packages may include annual leave pay, overtime allowances, and health and life insurance.

s/n	Professional development	D	SD	A	SA	Total
Q14	When new technologies or new products are adopted that concerns the job, sufficient training is provided	25 (4.9%)	70 (13.9%)	231 (45.7%)	179 (35.4%)	505
Q15	My organization supports the continues education /training of staff.	43 (8.5%)	62 (12.3%)	301 (59.6%)	99 (19.6%)	505

Professional development

As shown in Table 7, a large portion of the respondents (81.1%) agreed and strongly agreed that when new technologies or new products are

adopted that concerns the job, sufficient training is provided (Q14). Also, a majority of the respondents (79.2%) agreed and strongly agreed 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 planning and decision-making in my dept.	43 (8.5%)	33 (6.5%)	181 (35.8%)	248 (49.2%)	505
Q17	I am satisfied with the sought of management courses and seminar I am allowed to attend	47 (9.3%)	70 (13.8%)	269 (53.3%)	119 (23.6%)	505
Q18	I am satisfied with the opportunity for promotion or advancement in my org.	131 (25.9%)	145 (28.7%)	129 (25.6%)	100 (19.8%)	505
Q19	I have the opportunity to supervise and train others	20 (4.0%)	66 (13.0%)	170 (33.7%)	249 (49.3%)	505

Opportunities

Results in Table 8 shows that a majority (85%) of the respondents agreed and strongly agreed that they are satisfied with the opportunity to participate in planning and decision-making in their dept (Q16). Also, a majority of the respondents (76.9%) agreed and strongly agreed that they are satisfied with the sought of management courses and seminar they are allowed to attend (Q17). More than half of the respondents (54.6%) disagreed and strongly disagreed that they are satisfied with the opportunity for promotion or advancement in their organization (Q18). A majority of the respondents (83.0%) agreed and 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 would like to work in another position in my current org.	76 (15.0%)	122 (24.2%)	103 (20.4%)	204 (41.4%)	505
Q21	I am currently looking for job in another organization.	98 (19.4%)	39 (7.7%)	202 (40%)	166 (32.9%)	505

Future concerns

As shown in Table 9, most of the respondents (61.8%) agreed and strongly agreed that they would like to work in another position in their current organization (Q20). A majority of the respondents (72.9%) agreed and strongly agreed that they are currently looking for job in another organization (Q21).

Discussion of findings

Job satisfaction has to do with a person's feelings

toward the various facets of his/her job. In the present study, a large proportion of staff responded they are not satisfied, and few indicated they are somewhat satisfied and very satisfied (Figure 1). The correlation of results revealed that those that indicated not satisfied are mostly males (Table 10), and a large number were from the Nigerian Institute for Oil Palm Research, closely followed by staff of University of Benin (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 N50, 000 to N100,000 (Table 12).

retention of the best employees. This may assist human resource (HR) practitioners to guide managers and supervisors in actual delegation practices. According to Lyons (2016), managers considering delegation should carefully ascertain tasks which could be re-assigned to others and who should handle the task. As things being equal, tasks should be assigned or delegated to employees who have displayed the needed technical skills and maturity or experience.

There are many factors that influence job satisfaction in the workplace. Notable among them are job stress, relationships with co-workers, balancing work with personal commitment, and the physical environment.

Table 10: Correlation of Gender with Overall Job Satisfaction Results

Gender	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Male	65	67.0	98	72.6	144	52.7	307
Female	32	33.0	37	27.4	129	47.3	198
Total	97	100%	135	100%	273	100%	505

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

Organization of Staff	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Edo City Transport	23	23.7	26	19.3	45	16.5	94
University of Benin	42	43.3	78	57.7	104	38.1	224
Nigerian Institute for Oil Palm Research	32	33.0	31	23.0	124	45.4	187
Total	97	100%	135	100%	273	100%	505

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

Salary level of staff	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Less than N50,000	39	40.2	58	43.0	100	36.6	197
N50,000-N100,000	23	23.7	31	23.0	114	41.8	168
N100,000 - N200,000	20	20.6	20	14.8	36	13.2	76
N200,000 and above	15	15.5	26	19.2	23	8.4	64
Total	97	100%	135	100%	273	100%	505

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. Lyons (2016) argued that delegation of authority (DoA) by managers was the most desirable practice which increase job satisfaction, improves employees' performance, and

Among these factors, majority of the respondents in the present study disagreed and strongly 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. The organizations should have policies that will properly address workplace culture to make their staff satisfied with the job. The physical aspect of the work environment can also contribute to job satisfaction among employees. Most organizations that are known to have succeeded

all over the world attribute their success to well managed human resources policies. No wonder, 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.

An evaluation of an employee's job performance can contribute to overall job satisfaction. 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 organisations 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 organisation 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 organisation, having a sense of belonging, safety, feelings of happiness, and contentment (Hackman & Oldham, 1980).

Rewards in the working environment can take many different forms, ranging from appreciation, promotions to financial rewards. In this study, the majority of respondents disagree that the money they receive adequately takes care of their needs. The money Nigerian workers earn is absolutely not adequate to meet their needs most especially in the present economic situation in Nigeria where everything is on the rise. This may be why organized labor on the 9th of June 2017 in Geneva, Switzerland, informed the international community of the worsening conditions of the Nigerian worker

(Ahiuma-Young, 2017) in these words of Mr. Ayuba Wabba (President of Nigeria Labour Congress, NLC):

"We wish to state that the situation of the working class in Nigeria continues to be dire. This is because of the high and increasing cost of living, rising number of dependants given the deepening unemployment situation, low social protection coverage, delayed payment of salaries amongst others. It is for these reasons that we have demanded and achieved the composition of the tripartite national minimum wage committee to deliver an upward review (p.1)."

Rewards 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 be a 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 organisation (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) opined 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).

The benefit packages may include annual leave pay, overtime allowances, and health and life insurance. As good as the Nigerian Labor Act is, the question is, how many public organizations implement the payment of overtime allowances, leave bonuses, and good insurance policy? In the present study, a 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. This is a wake-up call for organizations in Nigeria to fully implement the provisions in the Nigerian Labor Act.

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, a 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 in supports the training and continuous education of staff. The development and training of employees has helped the organisation to create a pool of experts. The organisation does not lack the needed qualified workforce at any time. The organisation 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 employees' competencies (Nassazi, 2013).

With regard to opportunities, participation in the planning and decision-making process is a well 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 organizations to run quarterly workshops for employees to help them to improve interview skills, resume-writing and cover-letter writing skills. This will increase employees' chances of lateral movement in the organization or attaining promotion.

The employees were asked their aspirations for the future. 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) on the impact of job rotation to staff of Niger Delta University, Bayelsa State, Nigeria. 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 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 N50, 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.

Findings

Overall, **54.1** % of the staff surveyed were dissatisfied with their job, that is to say there is no proper motivation. The findings show that employees of the three organizations in Nigeria were dissatisfied with areas such as workplace culture, roles and responsibilities, performance evaluation and salaries and benefits; while the employees were satisfied with areas such as administration and supervision, opportunities and professional development. The study revealed that there are insufficient numbers of staff to perform the job in the different departments in the organization.

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, whether public or private. 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 librarians 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 Labor Law as this will enhance job satisfaction among the employees.

REFERENCES

- Adomi, E. E. (2006). Job Rotation in Nigerian University Libraries. *Library Review*, 55 (1), 66–74.
- Agwu, M.O. (2013). *Impact of fair reward system on employees' job performance in Nigerian Agip Oil Company Limited Port-Harcourt*, *British Journal of Education, Society & Behavioural Science*, 3(1): 47-64.
- Ahiuma-Young, V. (2017). NLC to International community: Conditions of Nigerian workers getting out of hand. Retrieved from <http://www.vanguardngr.com/2017/06/nlc-international-community-conditions-nigerian-workers-getting-hand/>
- Armstrong, P. (2012). *Armstrong's Handbook on Human Resource Management Practice*. 12th Ed. London: Kogan Page
- Baro, E. E., Fynman, B., & Zuokemefa, T. (2013). Job Satisfaction among Catalogueer Librarians in University Libraries in Nigeria, *Cataloguing & Classification Quarterly*, 51(6): 1-22.
- Baro, E.E. (2012). Job rotation program evaluation:

- the Niger Delta University Library. *Aslib Proceedings*, 64 (4), 388-404.
- Chepkwony, C.C., (2014). *The Relationship Between Rewards Systems And Job Satisfaction A Case Study At Teachers Service Commission-Kenya*, *European Journal of Business and Social Sciences*, 3 (1), 59-70.
- Collins, C.J., & Smith, K.G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal*, 49(3), 544-560.
- Cote S., & Morgan, L.M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, 23(1), 947-962.
- Danish, R.Q., & Usman, A., (2010). *Impact of Reward and Recognition on Job Satisfaction & Motivation: An Empirical Study from Pakistan*, *International Journal of Business and Management*, 5 (2), 12-19.
- Davis, P. J. (2015). Implementing an employee career-development strategy: How to build commitment and retain employees. *Human Resource Management International Digest*, 23 (4), 28-32.
- Edirisooriya, W.A., (2014). *Impact of Rewards on Employee Performance: With Special Reference to ElectriCo. Proceedings of the 3rd International Conference on Management and Economics*, 30(5), 311-318
- Gohari, P., Kamkar, A., Jafar, S., Hosseinipour, T. & Zohoori, M., (2013). *Relationship between Rewards & Employee Performance: A Mediating Role of Job Satisfaction*. *Interdisciplinary Journal of Contemporary Research in Business*, 5 (3), 23-31
- Gupta, M., & Jain, R. (2003). Job satisfaction of nursery school teachers working in Delhi, *Indian Psychological Review*, 61, 49-56.
- Gupta, R. (2013). *Workforce Diversity & Organizational performance*, *International Journal of Business and Management Invention*, 2(6), 36-41
- Hackman, J.R., & Oldham, G.R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.
- Harrison, D.A., Newman, D.A., & Roth, P.L. (2006). How important are job attitudes? Meta analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*, New York: John Wiley & Sons.
- Ikon, M.A. & Chukwu, A.C. (2017). Employee Engagement and Performance of Selected Private Universities in Delta State, Nigeria. *Global Journal of Human Resource Management*, 5 (5), 42-53.
- Jenaibi, B. A. (2010). Job Satisfaction: Comparisons among Diverse Public Organizations in the UAE. *Management Science and Engineering*, 4 (3), 60-79
- Kennedy, J., (2009). *The Impact of Training and Development on Job Performance: A Case Study of the Judicial Service of Ghana*. Unpublished Master's thesis, Kwame Nkrumah University of Science and Technology.
- Khalid, S. and Irshad, M.Z. (2010). Job satisfaction among bank employees in punjab pakistan: A comparative study. *European Journal of Social Sciences*, 17(4), 570 – 577.
- Kumar, S., & Patnaik, P. S. (2004). A study of organizational commitment, attitude towards work and job satisfaction of post-graduate teachers, *Journal of Educational Research and Extension*, 41(2), 1-15.
- Kwenin, D.O., Muathe, S., & Nzulwa, R., (2013). *The Influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana Limited*, *European Journal of Business and Management*, 5, (12), 34-45.
- Laws of the Federation of Nigeria (1990). Labour Act: Chapter 198. Retrieved from www.nigeria-law.org/LabourAct.htm
- Law, C. C. H. (2016a). Using bonus and awards for motivating project employees. *Human Resource Management International Digest*, 24 (7), 4-7.
- Law, C. C. H. (2016b). Gratitude in the workplace: The right kind of thanks. *Human Resource Management International Digest*, 24, (7), 41-43.
- Lyons, P. R. (2016). Helping managers to more effectively delegate authority. *Human Resource Management International Digest*, 24 (6) 1-3.
- Maicibi, N.A. (2013). *The Managers Companion and Manual of Organizational Behaviour*, Kampala, Uganda: Fountain publisher.
- Memon, S.B., Panhwar, A.I. & Rohra, L.C. (2010). *Investigating the Mediating Role of Human Resource Policies in Employee Retention*. *Australian Journal of Basic and Applied Sciences*, 4, (8), 4046-4057.
- Mokaya, S. & Kipyegon, M. (2014). Determinants of Employee Engagement in the Banking Industry in Kenya: Case of Cooperative Bank. *Journal of Human Resources*, 2(2), 187–200.
- Mayoclinic (2010). *Job satisfaction: Strategies to make work more gratifying*. Retrieved from <http://www.mayoclinic.com/health/job-satisfaction/WL00051>.
- Moynihan, D.P., & Pandey, S.K. (2007). Finding workable levers over job satisfaction: Comparing job satisfaction, job involvement, and organizational commitment. *Administration & Society*, 39(7), 803-832.
- Muhammad, N., & Akhter, M., (2010). *Supervision*,

- Salary and Opportunities for Promotion as Related to Job Satisfaction*. ASA University Review, 4(1).
- Nassazi, N. (2013). *Effects of Training on Employee Performance: Evidence from Uganda*. Dissertation, Vaasan Ammattikorkeakoulu University of Applied Sciences.
- Olorunsola, R. & Bamijoko, S. B. (2005). Recruitment and Retention of Librarians in Nigeria: The Huddles Ahead. *Middle Belt Journal of Library and Information Science*, 5(1), 9–15.
- Qasim, S., Cheema, F.E.A., & Syed, N.A., (2012). *Exploring Factors Affecting Employees Job Satisfaction at Work*, *Journal of Management and Social Sciences*, Vol. 8, No. 1, pp. 31-39.
- Rothbard, N.P., Phillips, K.W., & Dumas, T.L. (2005). Managing multiple roles: Work family policies and individuals' desires for segmentation. *Organization Science*, 16(3), 243-258.
- Salaam, M. O., Alawiye, M.K. & Okunlaya, R.O.A. (2013). Occupational Stress among University Librarians in Nigeria. *PNLA Quarterly*, 77(2): 143- 149.
- Scott, D., (2010). *The Impact of Rewards Programs on Employee Engagement*, World at work, Marcia Rhodes, North sight Blvd, Arizona USA
- Simoos, R. & Borges, G. (2012). Investigating the Relationship between Job Satisfaction and Organizational Commitment: Is There a Mediating Effect? *EnANPAD*, 36.
- Sutherland, M.M., (2004). *Factors affecting the Retention of Knowledge Workers*, Published PhD thesis. University of Johannesburg, South Africa.
- Tella, A., Ayeni, C. O. & Popoola, S.O. (2007). Work Motivation, Job Satisfaction and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*. Retrieved from <http://www.webpages.uidaho.edu/~mbolin/tella-ayeni-popoola.pdf>
- Terera, S.R., & Ngirande, H., (2014). *The Impact of Rewards on Job Satisfaction and Employee Retention*. *Mediterranean Journal of Social Sciences*, MCSEER Publishing, Rome-Italy, Vol. 5, No 1.
- Yu, P. (2017). Innovative culture and professional skills: The use of supportive leadership and individual power distance orientation in IT industry. *International Journal of Manpower*, 38(2), 198-214.