

Job Satisfaction and Employee Performance among Academic Staff of Federal Polytechnic, Auchi, Edo State

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Abstract: Employee satisfaction has been a major concern to both government and private institutions across the globe. The contention remains when an employee feels satisfied in order to enhance performance. The objective of this study is to examine job satisfaction and employee performance among academic staff of Federal polytechnic, Auchi Edo state, Nigeria. In this study, data was collected from both primary and secondary sources. 270 questionnaires administered to the respondents were all returned successfully. However, 8 of the returned questionnaires were invalid due to incomplete and nonchalant responses thus 262 questionnaires were used for the analysis. Statistical package for social sciences (SPSS) was used to generate frequencies and descriptive statistics using chi-square to test the hypothesis. The result of the study shows that job satisfaction has a positive and significant relationship with employee performance adding that increase in level of job satisfaction of academic staff of Federal polytechnic, Auchi, Edo state Nigeria will also lead to increased and higher performance.

Keywords: Job Satisfaction, Employees Performance.

INTRODUCTION

Background of the Study

There is a general misconception of what constitutes job satisfaction on the part of employees. However, job satisfaction depends on the way a person perceives and responds to various dimensional factors that may lead to high level of job satisfaction or dissatisfaction. The perception of employees in this regard will ultimately contribute to high level of performance and vice versa.

Job satisfaction is a complex phenomenon and this is why there is no definite way of measuring it. However, there are some factors, when present, that can be used to assess the level of job satisfaction or dissatisfaction. These factors have a direct influence on the performance of an employee. This could be extrinsic or intrinsic reward; extrinsic reward that influences job satisfaction are salary, promotion, work itself, pay, working conditions, supervision, among others. The intrinsic rewards that influence job satisfaction are achievement, advancement, recognition, added responsibility, attraction of the job itself, among others.

According to Phillips and Connell, (2003), job satisfaction is “the degree to which employees are content with the job that they perform”. They explained that job satisfaction comprises five factors, which are satisfaction with the work itself, salary, opportunity for promotion, supervision, and relationship with colleagues.

Employee performance results from the way a person perceives or values the factors that lead to job satisfaction. It therefore means that performance is the end result of the effort an employee expends towards accomplishing a particular outcome or result.

The problem of how an organisation could achieve high level of performance in order to attain their corporate goals and objectives has been a bone of contention. Furthermore, employees that feel satisfied with their job tend to be more productive while a dissatisfied employees feel demoralized, thus reducing their level of commitment and enthusiasm toward the accomplishment of the organisational overall performance.

More so, an attempt to examine the attitude of an employee in respect to the nature of his job prompted the researcher to focus on academic staff of Federal polytechnic Auchi, Edo state, Nigeria.

Statement of the Problem

The problem of how to make an employee motivated and satisfied with their job has been a serious concern among researchers. Job satisfaction is a serious issue affecting employee performance in an organisation. Studies have shown that organisations that want to be relevant in the fast pace competitive business environment must see to how they can satisfy some domain factors of their employees towards performance enhancement.

However, the problems of how to provide job satisfaction in order to increase performance are major challenge in the institution. Another issue is how salary could lead to job satisfaction among the academic staff of the institution. Also, promotion has been a fundamental problem affecting staff. This is because some staff may not be promoted at as when due. Besides, most staff seeks for job that has security; this will gives them opportunity to be more committed to their duties. Working conditions in the institution is another problem the researcher wants to ascertain whether they contribute to job satisfaction. Moreover, whether the nature of work done by employee is meaningful is another challenge to be addressed.

It is against these aforementioned problems the researcher seeks to examine job satisfaction and employee performance among academic staff of Federal Polytechnic, Auchu in Edo State of Nigeria.

OBJECTIVES OF THE STUDY

The general objective of the study is to investigate the role of job satisfaction and employee performance.

Specific Objectives

To examine the extent to which salary lead to job satisfaction.

To determine the extent to which promotion lead to job satisfaction.

To determine the extent to which job security enhances employee performance.

To examine the extent to which working conditions contribute to job satisfaction.

To investigate whether the nature of work done by employees lead to employee performance.

Research Questions

To what extent does salary lead to job satisfaction?

To what extent does staff promotion lead to job satisfaction?

To what extent does job security enhance employee performance?

To what extent does working conditions contribute to job satisfaction?

Does the nature of work done by employees lead to employee performance?

Hypotheses

The following null hypotheses were formulated for the study.

H₀₁. There is no significant relationship between salary and job satisfaction.

H₀₂. There is no significant relationship between staff promotion and job satisfaction.

H₀₃. There is no significant relationship between Job security and employee performances.

H₀₄. There is no significant relationship between working conditions and job satisfaction.

H₀₅. There is no significant relationship between nature of work done by employees and employee performance.

Significance of the Study

This study will serve as a guide to both policy makers in government and private institutions on how best to motivate their employee in respect to job satisfaction so as to increase the level of employee performance. The research paper will also serve as a resource base to managers, organisations and other researchers as well as students who may be interested in carrying out further study in this area.

SCOPE OF THE STUDY

The study focuses on job satisfaction and employee performance among academic staff of Federal Polytechnic, Auchu in Edo state, Nigeria. Edo state is located in south south geopolitical zone of Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Job Satisfaction

Job satisfaction is the degree to which employees are content with the job that they perform (Phillips and Connell, 2003) They explained that job satisfaction comprises five factors, which are satisfaction with the work itself, salary, opportunity for promotion, supervision, and relationship with colleagues.). Spector, (1985; 1997) describes job satisfaction as “the extent to which people like (satisfied) or dislike (dissatisfied) their jobs”. Hoppock, as cited in Aziri, (2011), defined job satisfaction as, any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, “I am satisfied with my job”. Locke, (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job and job experiences”. Armstrong and Taylor, (2014) defined job satisfaction as “the attitudes and feeling people have about their work“. According to them, whether a person is satisfied or dissatisfied depends on his attitude toward his job. A person who feels and thinks positively towards his job, then is satisfied and vice versa. According to Miao, (2011), job satisfaction refers to an

employee's overall sense of well-being at work. It is an internal state based on assessing the job and job-related experiences with some degree of favour or disfavour.

Employee Performance

According to Liao, Lu, Huang & Chiang, (2012) see employee performance as workers complete ability and productiveness in attainment the projected value and realization of everyday jobs in line with the prescribed procedure and timeline of the organisation. Armstrong & Taylor, (2014) defined performance as a behaviour that accomplishes result, while Prasetya & Kato, (2011) defined performance as the attained outcome of actions with the skills of employees who perform in some situations. Also, Campel & Wiernik, (2015) defined individual job performance as things that people actually do, actions they take, that contribute to the organisation goals. In the view of Putteril & Rohrer, (2015), employee performance focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee, within a specific time period. Khan, Razi & Asghar, (2011) view employee job performance in relation to both quality and quantity. From the above definitions, it becomes very implicit that organisations and management must ensure that employee actions contribute to organisational goals. However, for an employee to perform optimally there must be standard of performance being put in place that would serve as a measure of performance. This standard of performance could be quality or quantity of output.

THEORETICAL FRAMEWORK

Different theories have been propounded by scholars to explain job satisfaction and employee performance. Hence, two factor theory is adopted for this study.

Two-Factor Theory

Among the content theories of motivation, Herzberg, *et al.*, (1959) theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organisation. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he states that 'the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the

opposite of job dissatisfaction is not job satisfaction but no satisfaction' (Herzberg, *et al.*, 1959). This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivators involve factors such as the job itself, achievement, recognition, responsibility and advancement. On the other hand, hygiene factors are extrinsic in nature such as salary, promotion, company policy supervision and interpersonal relationship. According to Herzberg, motivators are factors that lead to motivation on the part of employees. While the hygiene factors prevent job dissatisfaction but do not lead to job satisfaction. Also, Motivation is seen as an inner force that drives individuals to attain personal and organisational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organisational policies and so on (Hackman & Oldham, 1976). Others include salary (pay) promotion, Job security. Factors that relate to job satisfaction are therefore called satisfiers or motivators. According Syptak, Marsland & Ulmer, (1999), the following factors stood out as 'strong determinants of job satisfaction' achievement, recognition, work itself, responsibility and opportunity for advancement or promotion.

However, in Nigeria and Federal polytechnic, Auchi, Edo state in particular, Herzberg's hygiene factors is more dominant. The reason being that these factors must be dealt with first to create an environment in which employee satisfaction and motivations are even possible.

Factors that Affects Job Satisfaction and Employee Performance

There are so many factors that affect or have tremendous impact on job satisfaction and employee performance. These factors could be promotion, working condition, job safety and security, relationship with co-worker, relationship with supervisor, the nature of work, among others.

Salary

A worker is more likely to perform to his potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys. A person is much more willing to

put in extra hours at the office if he feels his financial rewards are a fair trade-off. According to a research report by the Society of Human Resource Management, (2012), 6 out of 10 employees indicated that compensation was very important to their overall job satisfaction, putting it only three percentage points below opportunities to use skills and abilities and only one percentage point below job security in 2012. Compensation, along with job security, has consistently remained on the list of the top five job satisfaction factors most important to employees. As the economic climate continues to warm up and hiring rates increase, attractive compensation packages will be one of the strategies organizations competing for talent will use to recruit and retain the best employees.

Promotion

Promotion is a systematic advancement of an employees or participants to higher status, positions, higher pay and better compensation. Robbins, (2001) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing. It is in fact an extent that an organisation provides to its employees for organisational growth and job satisfaction. It is a part of performance evaluation process where an employee is provided an opportunity for growth and development according to his or her abilities, skills and work. It was measured through promotion satisfaction items of Job Satisfaction Survey which was developed by Spector, (1985).

Company promotion policies and procedures play a big role in employee satisfaction. Some companies have a policy of internal promotion, while other companies prefer to recruit new employees to vacant positions. Successful companies reward their best employees with promotions, since obvious appreciation and reward from management encourage the employee to maximize his/her efforts, and thus, increase productivity. Naturally, an employee who enjoys high self-esteem will perform tasks confidently and efficiently, which is beneficial to the organisation as a whole. A pro-active employee will seek advancement through education, training and development programs, thus enhancing their skills and experience in order to be recognized by management as somebody worthy of promotion (Abuhashesh, 2014). In a study carried out by Teseema & Soaters, (2006), they concluded that there is positive relationship between promotion practices and perceived performance of employee.

Working Condition

The work environment can make an employee hate to wake up in the morning. It should be comfortable, well ventilated, well lit, appropriate temperature, adequate privacy, attractive and well coming. Herzberg, (1968) and Spector, (1997), in their studies found that work environment is an important determinant of job satisfaction. Also, Guest, (2004) and Silla, Gracia & Peiro, (2005) concluded that the working conditions have effect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, highly ventilation, and others.

Job Safety and Security

The job safety and security of an employee is very paramount. When an employee feels that his job is safe and secured, he will be more committed to increase his job performance. Various researcher conducted studies and found out that important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse effect on level of job satisfaction of employees. Also, Guest, 2004; Silla, *et al.*, 2005 and Rosow & Zager, (1985) concluded that job performance decrees due to insecurity of job. Other studies have shown that job insecurity reduces employee commitment, satisfaction and performance (Ashford, Lee, & Bobko, 1989).

Relationship with Co-workers

When employees are happy with their relationship with bosses, colleagues, or teams, it increases the odds that they go to work excited. The relationship among co-workers is built on trust; it is the cornerstone of every good relationship, as it allows openness, honesty, and transparency among employees. With trust, so much energy would be conserved for being effective and productive instead of employees who constantly watch their back and calculate everything they say or do. When employees support one another, it creates mutual trust and commitment. The more healthy friendship and supportive manners among employees, the more will be their satisfaction and commitment (Alshitri, 2013). The relationship among co-workers is indicates the environment of an organisation i.e. how an employee works with this or her co-workers. This explains whether an employee likes his or her co-worker employees in doing job or he has good relationships with his coworkers. It was measured through coworkers' satisfaction items of Job Satisfaction Survey which was developed by Spector, (1985). Responses

were obtained on a 5 point Likert scales, ranging from strongly disagree to strongly agree. Reverse coding was done where required. Sample item contains "I like the people I work with".

Relationship with Supervisor

Employees' relation with employees and with supervisor is a key ingredient of the inner strength of the organisation. Teddy & Priyono, (2016) concluded that the ability of leader to support implementation of work lead to job satisfaction and increased performance. In the same vein, Voon, May, Ayob & Ngu, (2011) postulated that. Supervisors should take actions to improve their workers such as providing strong leadership and mentoring for staff members, building working conditions that are conducive and provide challenging and stimulating work assignments.

Nature of Work

This involves helping employees believe that the task they are doing is important and meaningful. Setting goals and reminding and emphasizing that their efforts lead to and contribute to positive outcomes and goal accomplishment is crucial. Also show employees how their work is essential to the overall processes that make the practice succeed. Unnecessary tasks are eliminated or streamlined to bring about greater efficiency in the organisation.

EMPIRICAL REVIEW

Alamdar, H. K., Muhammed, M. N & Wasim, H. (2012) examine the impact of job satisfaction on employee performance in autonomous medical institutions of Pakistan. The result shown that facet of job satisfaction such as pay, promotion, job safety and security, working condition, job autonomy, relationship with co-worker, relationship with supervision and nature of the work significantly affect the level of job satisfaction among autonomous medical institution of Pakistan.

Baloyi, Van Wavere & Chan, (2014) investigate the role of supervisor support in predicting employee job satisfaction from their perception of the performance management system: a test of completing models in engineering environments. The study revealed that supervisor support act as a mediator in the relationship between performance management and job satisfaction.

Coughlan, Moolman & Haarhoff, (2014) examine the impact of job satisfaction factors improving External the overall job satisfaction of selected five star hotel employees in western Cape , South

African. The result showed that supervision, work environment, and work itself have significant and positive correlation with overall job satisfaction.

Hunjra, Chani, Aslam, Azam & Ur-Rehman, (2010) examine the factors affecting job satisfaction of employee in Pakistani Banking sector. The study confirms that autonomy, leadership behavior and team work environment positively related to level of job satisfaction.

Priarso, Diatmono & Siti, (2018) examine the effect of transformational leadership style, work motivation, and work environment on employee performance that in mediation by job satisfaction variable in PT. Gynura Consulindo. The study revealed that the factors of job satisfaction on employee of PT.Gynura Consulindo are transformational leadership style, work motivation and work environment has significant impact towards employee performance.

Ndulue & Ekechukwu, (2016) examine the impact of job satisfaction on employee performance in Nigerian Breweries PLC Kaduna state branch, Nigeria. The findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employee performance proxy which is employee morale.

Ubanyionwu, Onuorah & Okeke, (2018) Examine the effect of workplace environment on performance of staff in public universities in Anambra state. The study concludes that physical workplace environment has positive significant effect on performance of staff in government owned University in Anambra State.

Teddy & Priyono, (2016) investigate the influence of leadership styles, work environment and job satisfaction of employee performance studies in the school SMPN10 Surabaya. The findings among others are that working environment is capable of supporting implementation of work properly and that job satisfaction will lead to increased performance.

Ramli, (2018) examine the effect of compensation, job satisfaction and employee performance in health services in Jakarta.. The findings show that job satisfaction of employee of private hospital in Jakarta can increase if the compensation has positive impact on employee performance and job satisfaction has a positive impact on employee performance.

Fubara, (2019) examine the effect of compensation and employee performance of bank in Port

Harcourt, Nigeria. The result revealed that compensation has a significant and positive impact on employee performance. It influences employees' job satisfaction, productivity and efficiency.

Ezeanyim, Ufoaroh, & Ajakpo, (2019) study the impact of Job Satisfaction on Employees Performance in selected public enterprise in Awka, Anambra state.. The result revealed that worker's place great value on motivation to improve their performance.

METHODOLOGY

This study adopts descriptive research design to investigate the relationship between job satisfaction and job performance. According to Mugenda & Mugenda, (2003), descriptive survey design helps a researcher to gather, summarize, present and interpret information for the purpose of clarification. The study population consists of Academic Staff at Federal Polytechnic, Auchi, Edo State, Nigeria. The population of the study comprised of seven (7) Schools in the Polytechnic. They include: Art and Industrial Design, Applied Sciences, Business Studies, Engineering, Information and Communication Technology, Environmental Studies, General Studies and Evening Studies. School of Business Studies and General Studies were used as the sample with staff strength of 270. A structured questionnaire was

used to collect data from the respondents and the response format was a four point rating scale of Strongly Agreed (4), Agreed (3), Disagreed (2), and Strongly Disagreed (1). A total of 262 questionnaires were duly completed and returned. Data gathered was analyzed quantitatively, Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyze data and generate frequencies and descriptive statistics and the hypothesis were tested at 5% level using the chi square test statistic.

DATA ANALYSIS AND DISCUSSION

The research adopts Statistical Package for Social Sciences (SPSS) data analysis and test of reliability. A total sum of 270 questionnaires were given out to the respondents which comprises of Academic Staff in school of Business Studies and General Studies in Federal Polytechnic, Auchi, Edo State, Nigeria, out of which 262 were returned and 8 of the returned questionnaires were invalid due to incomplete and nonchalant responses which make the 262 as adequate and accurate and used for the analysis.

This therefore constitute 97% of the total responses and on that basis it okay for running analysis as asserted by Sekaran, (2003) that in a cross-sectional study 30% response rate can be accepted for a study.

Table 1.1: Age Bracket

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30years	8	3.1	3.1	3.1
	31-40years	206	78.6	78.6	81.7
	41yrs and above	48	18.3	18.3	100.0
	Total	262	100.0	100.0	

Source: Field Survey, 2022

Based on the response rate, the study shows that staff within the range of 31-40 years constitute the major percentage of the workforce in the Polytechnic which is 78.6 %, the might be because the management aims to recruit young people that will be able to deliver efficient and effective service that will help the Polytechnic achieve its targeted vision and mission. Also, 18.3 % of the staff fall within the age range of 41years and above which also shows that such staff within the range are experienced and capable to rendering qualitative service to the Polytechnic and lastly

this also followed by staff within the ages of 21-30 that constitute 3.1 % of the workforce.

Therefore, the age distribution indicates that the Polytechnic has a workforce of academic staff with sound mind and young age that capable of performing their assigned task effectively and efficiently thereby enhancing the performance of the institution.

Consequently, Inner consistency reliability test was employed which is believed to be a widely used technique for reliability test by most studies (Lephoko, 2009) as presented below;

Table 1.2: Reliability test

Variables	Responses	No of Items	Cronbach Alpha
Job Satisfaction	270	8	.717
Employee performance	270	8	.702

Source: Field Survey, 2020

Expert in research suggested that reliability of 0.60 can be considered as average coefficient, whereas 0.70 could be regarded as high reliability

coefficient (Sekaran & Bougie, 2010). Therefore, the study shows that the variables are greatly consistent.

Table 1.3: Descriptive statistics of variables

Variables	Number	Mean	S/deviation
Job Satisfaction	270	3.4213	.8147
Employee performance	270	3.7676	.6523

Source: SPSS version 20.0 Output

The above shows that job satisfaction have a mean of 3.4213 and a standard deviation of .8147 while 3.7676 and .6523 represents the mean and standard

deviation of employee performance. This therefore, depicts that employee performance have the highest mean score among the variables.

Table 1.4: Skewness and kurtosis of study variable

Variables	Skewness	Standard error	Kurtosis	Standard error
Job Satisfaction	-0.314	0.148	3.151	0.302
Emp. Performance	-0.263	0.148	0.042	0.302

Source: SPSS version 20.0 Output

In order to ascertain normality, Skewness and Kurtosis values for all variables were scrutinized. The standard threshold statistical values (z) for Skewness and Kurtosis are <3 and <8 respectively (Hair, Black, Babin, Anderson & Tatham, 2006). This therefore falls within the threshold.

Inferential statistics are concerned with the inferences that can be drawn about populations on the basis of corresponding indices obtained from randomly selected samples, which assist in determining the relationships and differences between variables, for the objectives of this study, inferential statistics that tested the relationships between dependent and independent variables, and Chi-square tests. The data collected using questionnaire in analyzed in this project work using chi-square (χ^2) and ordinary expected frequency to estimate the likelihood of their relationship.

Procedure

Step 1: Let $O_1, O_2, O_3, \dots, O_n$ be observed frequency

Step 2: Let $e_1, e_2, e_3, \dots, e_n$ be expected frequency

$$\text{The expected is computed by: } \ell = \frac{\sum_{c=1}^n O_j}{n}$$

Step 3: Calculate value of χ^2 calculated

$$\chi^2_{\text{calculated}} = \sum_{c=1}^n \sum_{j=1}^n \frac{(O_{ij} - \ell_{ij})^2}{\ell_{ij}}$$

Decision Rule: When you perform a hypothesis test in statistics, a p -value helps you determine the significance of your results. Hypothesis tests are used to test the validity of a claim that is made about a population. This claim that's on trial, in essence, is called the null hypothesis.

The *alternative hypothesis* is the one you would believe if the null hypothesis is concluded to be untrue. The evidence in the trial is your data and the statistics that go along with it. All hypothesis tests ultimately use a p -value to weigh the strength of the evidence (what the data are telling you about the population). The p -value is a number between 0 and 1 and interpreted in the following way:

A small p -value (typically ≤ 0.05) indicates strong evidence against the null hypothesis, so we reject the null hypothesis.

A large p -value (> 0.05) indicates weak evidence against the null hypothesis, so you fail to reject the null hypothesis.

p -values very close to the cutoff (0.05) are considered to be marginal (could go either way). We always report the p -value so one can draw their own conclusions.

Test of Hypothesis

H_{01} . There is no significant relationship between salary and job satisfaction.

Table 1.5: Salary lead to my job satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	11	4.2	4.2	4.2
	D	18	6.9	6.9	11.1
	A	42	16.0	16.0	27.1
	SA	191	72.9	72.9	100.0
	Total	262	100.0	100.0	

Source: Field Survey, 2022

Test Statistics

		Salary lead to my job satisfaction
Chi-Square		328.687 ^a
Df		3
Asymp. Sig.		.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 65.5.

Source: SPSS version 20.0 Output

Decision: From the chi-square analysis carry out, it observed that chi-square value was 328.687 with degree of freedom of 3, but 0.05 level of significant is greater than the p-value (Asymp. sig) of 0.000, hence the null hypothesis is rejected. The

researcher concluded that there is a significant relationship between salary and job satisfaction.

H_{02} . There is no significant relationship between staff promotion and job satisfaction.

Table 1.6: Promotion actually increased the level of employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	16	6.1	6.1	6.1
	D	20	7.6	7.6	13.7
	A	84	32.1	32.1	45.8
	SA	142	54.2	54.2	100.0
	Total	262	100.0	100.0	

Source: Field Survey, 2020

Test Statistics

		Job security lead to employee performance
Chi-Square		163.588 ^a
Df		3
Asymp. Sig.		.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 65.5.

Source: SPSS version 20.0 Output

Decision: From the chi-square analysis carry out, it observed that chi-square value was 163.588 with degree of freedom of 3, but 0.05 level of significant is greater than the p-value (Asymp. sig)

of 0.000, hence the null hypothesis is rejected. The researcher concluded that there is a significant relationship between staff promotion and job satisfaction.

H_{03} . There is no significant relationship between Job security and employee performances.

Table 1.7: Job security lead to employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	10.7	10.7	10.7
	D	12	4.6	4.6	15.3
	A	96	36.6	36.6	51.9
	SA	126	48.1	48.1	100.0
	Total	262	100.0	100.0	

Source: Field Survey, 2022

Test Statistics

Job security lead to employee performance	
Chi-Square	135.252 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 65.5.

Source: SPSS version 20.0 Output

Decision

From the chi-square analysis carry out, it observed that chi-square value was 135.252 with degree of freedom of 3, but 0.05 level of significant is greater than the p-value (Asymp. sig) of 0.000,

hence the null hypothesis is rejected. The researcher concluded that there is a significant relationship between Job security and employee performances.

H₀₄. There is no significant relationship between working conditions and job satisfaction.

Table 1.8: Working condition lead to employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	11	4.2	4.2	4.2
	D	18	6.9	6.9	11.1
	A	42	16.0	16.0	27.1
	SA	191	72.9	72.9	100.0
	Total	262	100.0	100.0	

Source: Field Survey, 2022

Test Statistics

Working condition lead to employee performance	
Chi-Square	328.687 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 65.5.

Source: SPSS version 20.0 Output

Decision

From the chi-square analysis carry out, it observed that chi-square value was 328.687 with degree of freedom of 3, but 0.05 level of significant is greater than the p-value (Asymp. sig) of 0.000, hence the null hypothesis is rejected. The researcher concluded that there is a significant

relationship between working conditions and job satisfaction.

H₀₅. There is no significant relationship between nature of work done by employees and employee performance.

Table 1.9: Nature of work done by employees and employee performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	20	7.6	7.6	7.6
	D	40	15.3	15.3	22.9
	A	100	38.2	38.2	61.1
	SA	102	38.9	38.9	100.0
	Total	262	100.0	100.0	

Source: Field Survey, 2022

Test Statistics

The work itself stimulates an employee to performance	
Chi-Square	80.046 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 65.5.

Source: SPSS version 20.0 Output

Decision

From the chi-square analysis carry out, it observed that chi-square value was 80.046 with degree of freedom of 3, but 0.05 level of significant is greater than the p-value (Asymp. sig) of 0.000, hence the null hypothesis is rejected. The researcher concluded that there is a significant relationship between nature of work done by employees and employee performance.

SUMMARY OF FINDINGS

Based on the data analysis and discussion, the following are the summary of findings:

There is a significant relationship between salary and job satisfaction. This indicates that salary was one of the determinants that lead to job satisfaction.

There is a significant relationship between staff promotion and job satisfaction. This indicates that staff promotion was also a major determinant that leads to job satisfaction.

There is a significant relationship between job security and employee performance. This implies that when there is job security, an employee will be more committed to increase performance.

There is a significant relationship between working conditions and job satisfaction. This shown that a better working conditions lead to job satisfaction.

There is a significant relationship between nature of work done by employees and employee performance. This shown that the nature of work done by employee was also a factor that could lead to employee performance.

CONCLUSION

The result of the hypothesis shows that job satisfaction has a positive and significant relationship with employee performance, it clearly signifies that and increase in level of job satisfaction of Academic Staff at Federal Polytechnic, Auchi, Edo State, Nigeria will also lead to increased and higher performance. The outcome of this hypothesis is in line with past studies that of Inuwa, (2016), Ndulue & Ekechukwu, (2016), Ramil, (2018) & Aziri, (2011) who also suggest that job satisfaction have a significant and direct relationship to employee performance, implying that a satisfied employee is believed to have higher performance level. This

indicates the higher job satisfaction enhances drastically the performance of Academic Staff at Federal Polytechnic, Auchi, Edo State, Nigeria which will help the Polytechnic achieves it targeted mission and objective. Consequently, the alternative hypotheses are accepted at 5% level of significant.

Moreover, as regards to research implication, study will provide relevant information to the management of the Polytechnic as its regards to employee level of motivation and performance which also have positive impact one the overall performance of the Polytechnic. However, the study will aid the management of Polytechnic in policy formulation regarding promotion, pay, training and other factors as it relates to the performance of employees in the organisation. The study is believed to further contribute to motivational theories in the sense that it combined expectancy with factors like job satisfaction, employee performance and there applicability in work place.

The study focus on the Academic Staff in Federal Polytechnic, Auchi, Edo State, Nigeria which limit the rate of responses. Therefore, the study is limited to only one Polytechnic in the country despite the fact that there are many other Polytechnic. Another major factor that limit the study is the fact that is it concentrates only on the academic staff without including the non-academic staff. Also, the study is limited to only one independent variables which is job satisfaction and employee performance as the dependent variable.

Base on the above limitations further studies are therefore recommended for further research to test the variables on other institutions be it a private organisation or public sector or other universities within or outside Nigeria. Other variables can also be included to serve as a moderator or mediator.

RECOMMENDATIONS

Based on the summary of findings, the following are recommended:

The management of Federal Polytechnic Auchi, should ensure that salary of staff are paid regularly as at when due. This will further increased their level of job satisfaction.

The management of Federal Polytechnic Auchi should ensure that staff promotion is given

priority. All staff that meets the necessary conditions for promotion should be promoted.

The management of Federal Polytechnic Auchi should ensure that job security of staff is of paramount. This implies that when there is job security, an employee will be more committed to increase performance.

The management of Federal Polytechnic Auchi should further enhance necessary working conditions to ensure that staff increases their level of performance.

The management of Federal Polytechnic Auchi should ensure that the nature of work done by employees is meaningful in order to increased performance.

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