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AN EVALUATION OF EMPLOYEES' JOB SATISFACTION IN THREE PRIVATE ORGANIZATIONS IN EDO STATE, NIGERIA

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ABSTRACT

The aim of the study is to investigate the level of job satisfaction among employees in private organizations in Edo State, Nigeria. A descriptive survey method was adopted. Questionnaire was developed to collect data from 456 employees from three private organizations in Edo State, Nigeria. Overall, 81.7% of the employees indicated that they were somewhat satisfied or not satisfied with their current job. The findings revealed that the employees in private organizations in Edo State, Nigeria are satisfied with dimensions such as workplace culture, administration and supervision, performance evaluation. On the other hand, they are dissatisfied with roles and responsibilities, rewards (salaries/benefits), and opportunities. The relevance of this study cannot be over emphasized as the satisfaction of employees in any organization is paramount to the existence and survival of the organization. Outcome of the study will form bases for policy formulation and implementation. The study will inform management of private organizations about the importance to ensure employee satisfaction in their organization if their organization will stand the test of the prevalent business competitive environment. The study was intended to cover all the workers in private organizations in Edo State, Nigeria. Unfortunately only three organizations were used and this makes it almost impossible to generalize the findings for workers in private sectors all over Nigeria. Therefore, the issue of

job satisfaction of employees in private organizations can be examined further with a wider population. This study will add to the existing body of knowledge regarding job satisfaction. It will be source of information and referencing point to students, academics and other researchers undertaking similar studies.

Keywords: Job Satisfaction, Workplace Culture, Rewards, Administration and Supervision.

INTRODUCTION

Organizations all over the world whether private or public, depend largely on the employees achieving the goals and objectives. The success of any organization depends upon several factors, but the most crucial factor that affects the organization performance is its employees. Employees play an integral role in achieving innovative and high-quality product/services. Hence, if the employees of an organization are satisfied with their jobs, the organization can achieve its goals (Vikram & Sayeedyafar, 2014). Prajogo and Cooper (2017) studied multi-level relationship between people-related total quality management (TQM) practices and employee job satisfaction. The findings of that study show that people-related TQM practices are positively related to job satisfaction at both individual and organizational levels, with a stronger effect on employee attitudes observed at the organizational level.

Since employees in every organization are considered to be the most important and vital elements in contemporary business management, the importance and commitments of employees in organizations may go a long way in determining how well organizations achieve their set goals and objectives (Harry, Joe & Gouge, 2013). For this reason, it has become necessary for contemporary managers of their organization to pay attention to the well-being and satisfaction of their employees in order to increase their (employees) organizational commitment. Awang, Ahmad and Zin, (2010) posited that an employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction since it would affect the performance of the organization as well.

In view of this, responsible organization will strive to provide enabling work environment and make sure that the organizational framework gives shape, support and satisfaction to its employees in order to enhance employee's organizational commitment to the extent that an employee develops an attachment and feels a sense of allegiance to his or her employer, have strong belief in an organization's goals and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization (Awang, Ahmad and Zin, 2010). Adeyinka, Ayeni, and Popoola, (2007) supported the above statement noting that an understanding of the effect of employees satisfaction in the organization is key and a driving force to the existence, survival and performance of the organization. Also, Cranny, Smith and Stone (1992), noted that the major concern for employees is that organizations should concern itself with the methods for improving employees work satisfaction, because greater work satisfaction equates to a better quality of life, better health, and potentially greater performance and productivity. In support of this view, Khalid and Irshad, (2010) posited that high productivity and performance of most organizations could not be realized without employee's support and contributions.

Vikram and Sayeeduzzafar (2014) reported that employee satisfaction is an attitude which is an outcome of harmonizing and summation of numerous precise likes and dislikes experiences with the job. The level of employee's satisfaction can also be associated with increase output of the organization (Vikram and Sayeeduzzafar, 2014). As such, the level of employees work satisfaction can be affected by intrinsic and extrinsic motivating factors, such as the quality of supervision, social relationships within the working group and the degree to which individual success or failure in their work (Daft, 2005). In view of the above statement, Dvorak and Philips, (2001) opined that a blend of intrinsic and extrinsic satisfiers is the best predictors of employee satisfaction. The intrinsic satisfaction can come from employee's activities, within the working group whereas, extrinsic factors have been associated with employee's job satisfaction and commitment, including salary, perceived support from supervisors and co-workers, safety, workers welfare, participation in decision making, conflict resolution, among others.

Employee satisfaction is the most crucial factor that affects the organization's performance. Every employee in any private organization whether in brewing, agriculture, bottling, manufacturing or rendering of services have needs, aspirations, motivations, desires and interests which influence their behaviours at work and increases satisfaction of their work. But unfortunately, these objectives are sometimes in conflict with the corporate objectives of the organization which often time leads to employees dissatisfactions in the organizations, and as a result impacting negative consequence such as, low morale, poor performance, lower productivity, higher costs of hiring, retention, and training, lack of commitment, insufficient salaries and wages, poor decision making process, high employee turnover intentions, and absenteeism among others. Employee satisfaction remains crucial issue in private organizations. In spite of the negative consequences, some private organizations still find it difficult to embrace, the way of progress. It is on this premise, that the study seeks to examine employees job satisfaction in private organization in order to suggest the way of handling employees welfare.

Objectives

- i) Determine the relationship between workplace culture and roles/responsibilities.
- ii) Ascertain the relationship between reward and performance evaluation.
- iii) Examine the relationship between administration/supervision and opportunities.

LITERATURE REVIEW

Performance evaluation: The performance evaluation process is a potential minefield of problems for instance, evaluators can unconsciously inflate evaluations. (Positive leniency), understate performance (negative leniency), or allow the assessment of one characteristic to unduly influence the assessment of others (the halo error). Some appraisers bias their evaluations by unconsciously favouring people who have qualities and traits similar to their own (the similarity error). And, of course, some evaluators see the evaluation process as a political opportunity to overtly reward or punish employees they like or dislike (Yu, 2017; Wanda, 2005).

Workplace culture: Culture performs a number of functions within an organization. First, it has a boundary-defining role and responsibility; that is, it creates distinctions between one organization and others in relation to the organizational roles and responsibility for the betterment for organization members. Third culture facilitates the generation of commitment to

something larger than one's individual self-interest. It also enhances the stability of social system (Lyons, 2016).

Theories of Employee Job Satisfaction

According to Beck (1983) theories on employee job satisfaction involve motivational, emotional and informational components, as do other attitude theories. Comparison theory for instance indicates that an individual is said to have some reference standard against which a job is judged (Walker, 1980). These references are determined largely by a person's internal motivation drives. The size and direction of the difference between the employee standard and the actual situation determines the level of job satisfaction experienced. Walker, (1980) observe that an employee motivated by monetary reward may, for example, derive considerable satisfaction from a job that pays more than a previous job, or a similar position the person compares it to. Comparison processes theory relates to needs theories of motivation to some extent, as the satisfaction measurement standards applied originate from a person's internal motives or needs.

From an instrumentality theory perspective, employee satisfaction is said to be high if a person's job is perceived to be instrumental in getting him what he values or wants from his job. This equates with Vroom's (1964) VIE theory, which holds that rewards lead to certain behaviours, and these behaviours are believed to be instrumental in providing the desired outcome. New employees may, for example, change their initial misgivings about their job when they discover that others performing the same tasks are satisfied with their work. In this sense social influence theory may share certain common features with this theory.

One of the most often-quoted motivation theories is that of Abraham Maslow, which he introduced in 1943 (Maslow, 1943). The basic tenet of the theory is that people are motivated by their quest to satisfy their needs, or deficiencies, which may be grouped in five categories, and that these needs occur in a specific hierarchy, where lower order needs have to be satisfied before those of a higher order nature. Maslow (1943) asserted that "gratification of one basic need opens consciousness to domination by another". Maslow's need hierarchy is portrayed that physiological needs are related to basic survival, example hunger or thirst. Safety needs do not only apply to physical safety and security, but also to a person's striving for personal security, such as a steady job. Social needs refer to friendship, love and social acceptance and support, whereas egotistical needs involve a person's desire to be respected by others and by him - or herself. Self-actualization occurs at the pinnacle of the needs hierarchy, as it represents a person's striving towards the full development of his potential, which is essentially never completely attained. According to Maslow (1943), people always pursue what they do not yet have. Consequently, those needs that have already been satisfied, no longer provide motivation for action.

Employee Satisfaction

Employee satisfaction has been great concern in the field of human resource management. Organizations use different tools to satisfy and motivate their employees because satisfied and motivated employees are valuable assets for any organization. Gupta (2013) defines employee satisfaction as a feeling of worker's sense of achievement and success which is generally perceived to be directly linked to productivity as well as to personal wellbeing. The happier people are within their job, the more satisfied they are said to be. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction

can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.

Wanda, (2005) suggests that different rewards have strong relationship with employee satisfaction. If employees are highly satisfied with their work then they become more productive and loyal to their work. For instance Hackett, Lapierre, and Hausdorf, (2001) observed that in a service industry especially employees of banking sector are highly motivated and loyal to the organization, provide excellent quality customer services and keeping the customer happy as satisfied customers always lead performance of the business.

The level of employee satisfaction, commitment, motivation and job involvement could be determined by turnover rate of the employees (Okpara 2004). Hence, employees with high job involvement are more focused towards their jobs (Hackett, Lapierre, & Hausdorf, 2001). Wanda, (2005) examined the relationship between employee motivation, job satisfaction and corporate culture in South Africa. Three instruments were applied to measure the construct concerned. Motivation questionnaire (MQ), which measured the dimensions of employee motivation, the experience of Work and Life Circumstance Questionnaire (WLQ) which assessed the job satisfaction of the sample, and Corporate Culture Questionnaire (CCQ) which provided an assessment of the perceived culture of the organization. The findings indicated a statistically significant three-way relationship between employee motivation, job satisfaction and corporate culture, within which several aspects of these constructs contributed more powerfully towards the relationship than others. The age, gender, tenure, education level and seniority of employees were also shown to influence employee motivation, job satisfaction and corporate culture.

Mohammed and Abdullahi (2011) carried out an evaluation of staff motivation, dissatisfaction and job performance in an academic setting in Niger State Nigeria. A total of 141 (64%) academic staff of the University were sampled out of a population of 219 academic staff. The study revealed that staff performance as it relates to teaching is very high while their performance in the areas of research and other publications is moderate. Salman and Muhammad (2012) investigated Employee Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan. The findings indicate that a pay differential does exist between private and public universities in Pakistan. Academics in private sector universities were more satisfied with their pay, supervision, and promotional opportunities than the academics of public university. On the other hand, academics in public sector universities were found to be more satisfied with co-worker and job security. Poonam and Sumit, (2013) conducted a study on employee welfare measures in auto service in India. Their studies conclude with the findings that employees in auto sector are highly satisfied with the intramural welfare measures and few are dissatisfied with the extramural welfare measures.

Level of Employee Job Satisfaction in Private Organizations

Level of employee satisfaction has been viewed in different perspectives by extant studies. Pushpakumar (2008) observed that employee with a high level of employee satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Due to the growing service orientation of the labour market, the decline of often more routine, industry-based jobs, increasing salary levels and other

positive factors would perhaps lead one to expect trends in the level of employee satisfaction in private organizations.

According to Glisson and Durick, (1988), the level of employee satisfaction in private organizations increases when an employee knows that their issues are being addressed. However, there is a direct link between level of employee satisfaction and job satisfaction as satisfied employees who are more motivated will be satisfied and committed towards the organization's success. According to the researchers, factors such as feeling of independence, feeling of achievement, feeling of victory, self-esteem, feeling of control and other similar feeling obtained from work are the internal satisfactory factors whereas external satisfactory factors are not directly related to work itself such as good relationships with colleagues, high salary, good welfare and utilities. So, the influences on job satisfaction can be also divided into work related and employee-related factors (Glisson & Durick, 1988).

Job Satisfaction among Management and Non-Management Staff

The level at which individuals work within an organization has some influence on their satisfaction. According to Reilly et al. (1993), managerial employees have more opportunities for growth in an organization and are more involved in planning and implementing any changes for growth in that organization. More positive responses might be expected from higher-level employees. Howard & Frink (1996) found that employee satisfaction was positively affected by managerial position. That is, managerial employees were more satisfied with their jobs than their non-managerial counterparts. In fact, being a managerial employee indirectly increased satisfaction with co-workers, supervision, work motivation, and life satisfaction (Howard & Frink, 1996). Rainey and Bozeman (2000) also compared the level of employee satisfaction among management and non-management staff of public and private organizations. The study analyzed differences between employees and managers in public agencies and private firms on work-related attitudes, rewards, values and work satisfaction.

Gender and Employee Satisfaction

According to Koh and Boo (2001), employee satisfaction of male and female could lead to improvements in the workplace that would help the employee to remain satisfied with their jobs. Literature on gender differences in employee satisfaction have been extensively researched and no conclusive evidence has been found with regard to the levels of satisfaction among men and women. For example, Baro, Fyneman and Zoukemefa's (2013) correlated gender with overall job satisfaction and the results show that an equal percentage of males and females indicated that they are very satisfied with their job. However, results from several studies have indicated that there is a relationship between gender and employee satisfaction (Hulin & Smith, 1996; Lumpkin & Tudor, 1990). However, Goh and Koh (1991) examined the effects of gender on the employee satisfaction of 608 Singaporean accountants and found that male respondents were more satisfied than their female counterparts. Also studies conducted by Lumpkin & Tudor (1990) and Stedham and Yamamura (2000) showed that female employees are paid less and are less satisfied with their pay; thus, it follows that they are not satisfied with their pay, promotions, and overall employee satisfaction. Okpara, (2004) investigated the impact of salary differential on managerial job satisfaction: a study of the gender gap and its implications for management education and practice in South-South area in Nigeria. The results show that there was a significant gap in salary between male and female

bank managers in Nigeria and that female bank managers were less satisfied with their salary than their male counterparts.

Years of Experience and Employee Job Satisfaction

The number of years spent in an organization is an age-related variable that has a relationship to employee satisfaction (Okpara, 2004). It can predict the affective response to work or the positive feelings toward work. The contribution of this variable to good feelings toward the job is positive. Moreover, demographic variables, such as work experience, age, and positive personal perceptions, enhance employee satisfaction (Howard & Frink 1996). Baro, Fyneman and Zoukemefa's (2013) study correlated years of experience with overall job satisfaction and the results show that 66.7% of those who have worked between 11–15 years indicated that they are very satisfied with their job.

METHODOLOGY

The study is a descriptive survey. Data was collected from three private organizations in Edo State, Nigeria. They are: Guinness (Nig) PLC, Nigeria Bottling Company PLC, and Seven-UP Bottling Company. Convenient sampling technique was used to select 1,030 respondents that make-up the sample size from the population of 1,754 for the three organizations. Questionnaires were distributed to the respondents personally by the researchers on a visit to the organizations. The five-point-likert scale was used: Satisfied (S), Very Satisfied (VS), Not Sure (NS), Dissatisfied (DS), and Very Dissatisfied (VDS).

In total, 856 questionnaires were completed and returned with response rate of 83.1% and was used for the analysis. The results presented in tables and chart for clarity.

Results

Table 1

Demographic Profile of Respondents in Private Organizations

Demographic Characteristic	Options	No of respondents	Percentage
Gender	Male	493	57.6
	Female	363	42.4
	Total	856	100
Age	Under 20	-	-
	21 – 30	212	24.8
	31 – 40	305	35.6
	41 – 50	190	22.2
	51 – 60	92	10.7
	60 or Above	57	6.6
	Total	856	100
Educational Level	FSLC/Primary 6	76	8.9
	SSCE/WASC/GCE	197	23.0
	OND/NCE	245	28.6
	First Degree	302	35.3
	Higher Degree	36	4.2
	Total	856	100
Categories of staff	Junior Staff	298	34.8
	Management Staff	132	15.4
	Non-management staff	426	46.8
	Total	856	100
Salary Level of staff	less than ₦50,000	452	52.8
	from ₦ 50,001-100,000	278	32.5
	between ₦ 100,000-200,000	120	14.0

from ₦ 200, 000 -300,000	6	0.7
Total	856	100

A description of the demographic characteristics of the respondents appears in Table 1. The population studied includes slightly more males than females. The largest percentage of the respondents are age between 31-40 years, also the largest percentage of respondents are first degree holders, almost half of the respondents belong to the non-management staff category. Over half of the respondents earn less than N50,000 per month as salary.

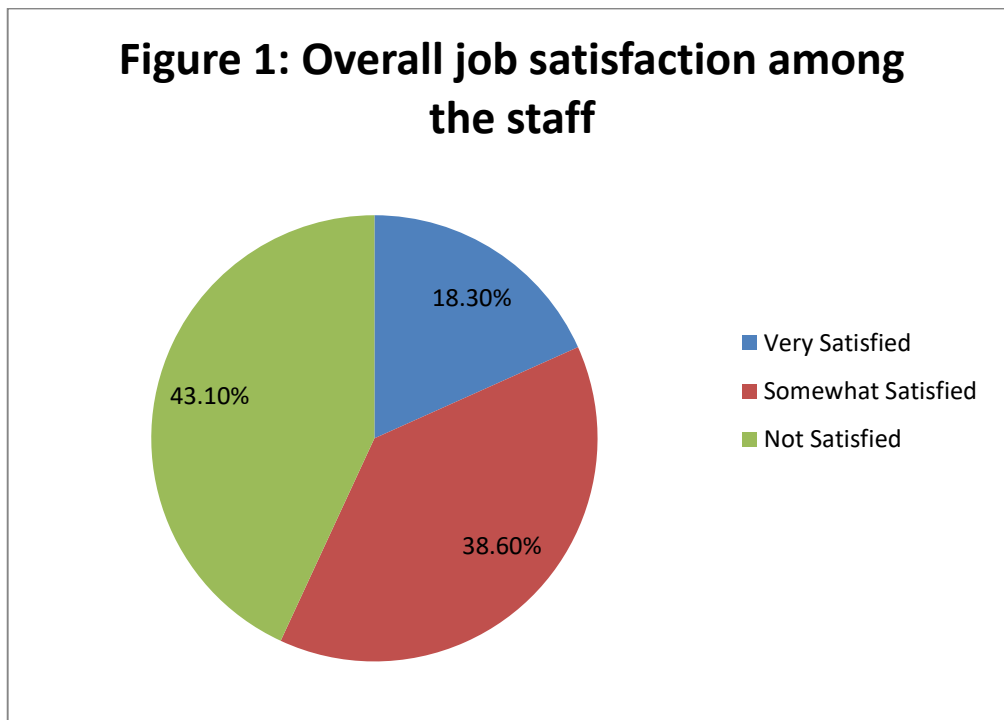


Figure 1: Overall Job Satisfaction among the Staff of the Private Organizations

As shown in Figure 1, the majority 699 (81.7%) of the respondents indicated that they were somewhat satisfied or not satisfied with their current job.

Workplace Culture

As shown in Table 2, almost half (392: 45.8%) of the respondents indicated that they are satisfied and very satisfied with the sort of work they do; 165 (19.3%) respondents were not sure; while 299 (34.9%) respondents indicated that they are dissatisfied and very dissatisfied (Q1). Also, almost half (427: 49.9%) of the respondents indicated that they were satisfied and very satisfied with their department the way it stands; 69 (8.1%) respondents were neutral on this view, while 360 (42.1%) respondents were dissatisfied and very dissatisfied (Q2).

Question 3 asked respondents how satisfied they are with the amount of pressure they feel in meeting the work demands of their job. In total, 321 (37.5%) respondents indicated they are satisfied and very satisfied; 188 (22%) were not sure, while 347 (40.5%) respondents indicated they are dissatisfied and very dissatisfied.

Table 2
Workplace Culture.

S/N	Questions	S	VS	NS	DS	VDS	Total
1	How satisfied are you with the sort of work you are doing?	69 (81.2%)	323 (37.7%)	165 (19.3%)	221 (25.8%)	78 (9.1%)	856
2	How satisfied are you with the department as it now stand	125 (14.6%)	302 (35.3%)	69 (8.0%)	241 (28.2%)	119 (13.9%)	856
3	How satisfied are you with the amount of pressure in meeting the work demands of your job	98 (11.4%)	223 (26.0%)	188 (21.3%)	254 (29.7%)	93 (10.9%)	856

Roles and Responsibilities

Results in Table 3 shows that, 206 (24.1%) respondents indicated that they are satisfied and very satisfied with the number of staff to perform the job in your department; 142 (16.6%) respondents were not sure; while more than half (508: 59.3%) of the respondents indicated that they are dissatisfied and very dissatisfied (Q4). Also, results show that, almost half (379: 44.3%) of the respondents indicated they are satisfied and very satisfied with the level of delegation of responsibilities to subordinate and other staff by managers; 90 (10.5%) are not sure, while almost half 387 (45.2%) are dissatisfied and very dissatisfied (Q5).

Table 3
Roles and Responsibilities

s/n	Questions	S	VS	NS	DS	VDS	Total
4	Are you satisfied with the number of staff to perform the job in your department?	97 (11.3%)	109 (12.7%)	142 (16.6%)	342 (40.0%)	166 (19.4%)	856
5	How satisfied are you with the level of delegation of responsibilities to subordinate and other staff by managers.	103 (12.0%)	276 (32.3%)	90 (10.5%)	269 (31.4%)	118 (13.8%)	856

Administration and Supervision

Results in Table 4 shows that, more than half 435 (50.8%) of the respondents indicated that they are satisfied with the type of leadership they have been getting from their supervisor; 67 (7.8%) respondents were not sure; 354 (41.4%) respondents indicated they are dissatisfied and very dissatisfied (Q6). Also, a total of 465 (54.3%) respondents indicated that they are satisfied and very satisfied with their participation in the management decisions that affects their job; 112 (13.1%) are not sure; while, 279 (32.6%) respondents indicated that they are dissatisfied (Q7).

Question 8 asked respondents how free they are to make decisions and act on them in their daily work. More than half (451: 52.7%) of the respondents indicated they are very satisfied and satisfied; 98 (11.4%) respondents indicated not sure, while 337 (39.4%) respondents indicated they are dissatisfied and very dissatisfied.

Table 4

Level of Satisfaction with Administration and Supervision

s/n	Questions	S	VS	NS	DS	VDS	Total
6	How satisfied are you with the type of leadership you have been getting from your supervisor	214 (25%)	221 (25.8%)	67 (7.8%)	278 (32.6%)	76 (8.9%)	856
7	Are you satisfied with your participation in the management decisions that affects your job	267 (31.2%)	198 (23.1%)	112 (13.0%)	199 (23.2%)	80 (9.3%)	856
8	How free are you to make decisions and act on them in your daily work	209 (24.4%)	212 (24.8%)	98 (11.4%)	245 (28.6%)	92 (10.7%)	856

Rewards (Salaries/Benefits)

As shown in Table 5, 227 (26.5%) of the respondents indicated that they are satisfied and very satisfied with their present salary; 79 (9.2%) respondents were neutral; the majority 624 (72.9%) respondents are dissatisfied and very dissatisfied (Q9). This shows that the employees are dissatisfied with their present salary. Also, question 10 asked respondents how satisfied they are with the recognition their manager show for a job well done. 220 (25.7%) respondents indicated that they are satisfied and very satisfied; while more than half 538 (65.9%) of the respondents indicated that they are dissatisfied and very dissatisfied.

Table 5

Reward

S/N	Questions	S	VS	NS	DS	VDS	Total
9.	How satisfied are you with your present salary?	85 (9.9%)	68 (7.9%)	79 (9.2%)	362 (42.3%)	262 (30.6%)	856
10	How satisfied are you with the recognition your manager show for a job well done	98 (11.4%)	122 (14.3%)	98 (11.4%)	288 (33.6%)	250 (29.2%)	856

Opportunities

As shown in Table 6, 195 (22.8%) of the respondents are satisfied and very satisfied with the chances of being promoted to a better position, 199 (23.2%) respondents were not sure, while the majority (462: 54.0%) respondents were dissatisfied and very dissatisfied (Q11). Also, question 12 asked respondents whether they feel satisfied with the sort of development courses and seminar they are allowed to undertake. Out of 856 respondents, 164 (19.1%) indicated they are satisfied and very satisfied; 215 (25.1%) are not sure; while more than half 477 (55.7%) were dissatisfied and very dissatisfied (Q12). This indicates that the employees are not satisfied with the sort of development courses and seminars they are allowed to undertake.

Table 6

Opportunities

Questions	S	VS	NS	DS	VDS	Total
11 How satisfied are you with your chances of being promoted to a better position?	89 (10.5%)	106 (12.4%)	199 (23.3%)	225 (26.3%)	237 (27.8%)	856

12	Do you feel satisfied with the sort of management courses and seminar you are allowed to undertake	65 (7.8%)	99 (11.7%)	215 (25.1%)	332 (38.9%)	145 (16.9%)	856
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Performance Evaluation

As shown in Table 7, more than half (430: 50.2%) of the respondents were satisfied and very satisfied with their status in their community; 98 (11.4%) respondents were not sure; while 318 (37.1%) respondents were dissatisfied and very dissatisfied (Q13). Also, question 14 asked respondents whether they are satisfied with the importance the host community puts on their services. Results show that, more than half (495: 57.8%) of the respondents indicated that they are satisfied and very satisfied that the community puts value on their services; while 257 (30.0%) of the respondents indicated that they are dissatisfied and very dissatisfied. This indicates that employees in private organizations in Edo State Nigeria are satisfied with the value community puts on their services. Finally, question 15 asked respondents whether they are satisfied with the feeling of accomplishment from the work they are doing. Half 428 (50%) of the respondents indicate that they are satisfied and very satisfied. While 414 (48.4%) indicated they are dissatisfied and very dissatisfied. This shows that employees are satisfied with feeling of accomplishment from the work they are doing.

Table 7

Performance Evaluation

s/n	Questions	S	VS	NS	DS	VDS	Total
13	How satisfied are you with your status in the community?	233 (27.9%)	197 (23.0%)	98 (11.4%)	233 (27.9%)	85 (9.9%)	856
14	How satisfied are you with the importance the host community puts on your service	325 (37.9%)	170 (19.9%)	104 (12.1%)	186 (21.7%)	71 (8.3%)	856
15	How satisfied are you with the feeling of accomplishment from the work you are doing?	208 (24.3%)	220 (25.7%)	4 (0.5%)	238 (27.8%)	176 (20.6%)	856

Discussion of Findings

Overall job satisfaction is a combination of the persons' feelings toward the different facets of their job. In this study, the majority of the staff indicated that they were somewhat satisfied or not satisfied with their current job (Figure 1). A correlation of gender with overall job satisfaction shows that an equal percentage of males and females indicated that they are somewhat satisfied with their job, while more males than females indicated that they are not satisfied with their job (Table 8).

Table 8

Correlation of Gender with Overall Job Satisfaction Results

Gender	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Male	66	13.4	189	38.3	238	48.3	493
Female	91	25.1	141	38.8	131	36.1	363
Total	157		330		369		856

There are many workplace factors that can contribute to job satisfaction. Notable among them are job stress, relationships with coworkers, balancing work with personal commitment, and the physical environment. The study revealed that almost half of the staff indicated that they are satisfied with the sort of work they are doing, the department as it now stand, and the amount of pressure in meeting the work demands of their job. This shows that the employees are satisfied with dimensions sure as work culture. This findings agrees with earlier findings by Baro, Fyneman & Zoukemefa (2013) who studied Job Satisfaction among Cataloger Librarians in University Libraries in Nigeria and found that the catalogers were satisfied with their work culture.

Concerning roles and responsibilities, more than half of the staff indicated that they are dissatisfied and very dissatisfied with the number of staff to perform the job in their department. In many organizations in Nigeria, there are only few staff to perform the work, thereby leading to overwork (Baro, Fyneman & Zoukemefa, 2013). Not having sufficient number of staff leads to a backlog of work in the department. In most cases employers want to save cost by employing only few. The present study revealed that almost half of the staff are dissatisfied and very dissatisfied with the level of delegation of responsibilities to subordinate and other staff by managers. Lyons (2016) argued that delegation of authority (DoA) by managers was the most desirable practice, in general, embracing several positive features not the least of which are employee learning that improves performance, increased job satisfaction and a practice that helps diminish employee thoughts about leaving the organization. This may assist human resource (HR) practitioners to guide managers and supervisors in actual delegation practices. According to Lyons (2016), managers considering delegation should decide carefully just which tasks can be assigned to others and which others should have the task. Ideally, assignments should be delegated only to those employees who display the needed technical skills and maturity or experience.

It is an important factor in understanding the role of leadership in different working cultures. The quality of leadership in an organization can contribute to workers' job satisfaction. In the present study, more than half of the staff indicated that they are satisfied with the type of leadership they have been getting from their supervisor. This finding concurs with previous study by Baro, Fyneman & Zoukemefa, (2013) which found that the majority of the catalogers agreed that they are satisfied with the leadership style in the cataloging department in universities in Nigeria. According to Jansen et al. (2015) a supportive leadership that influences the followers work outcomes and learning activities have become important firm financial performance determinants in strategic leadership. Supportive leadership is a behavior that targets the satisfaction of subordinates' needs and preferences, positive attitude development and self-confidence (House et al., 2004). Supportive leaders respect followers, care about their requirements, and closely connect with them through frequent interactions (Du, et al., 2015). Yu (2017) study calls attention to several important motivational implications for perceived innovative culture, individual power distance orientation and supportive leadership in the workplace.

The present study also revealed that more than half of the staff indicated that they are satisfied and very satisfied with their participation in the management decisions that affects their job. This finding is consistent with Baro, Fyneman and Zoukemefa's (2013) study when they found

that a majority of the respondents agreed and strongly agreed that they have the opportunity to participate in library planning and decision making.

In the workplace environment, rewards can take many different forms, such as financial rewards, gifts, special assignments, promotions, and so on. In the present study, The majority of the staff are dissatisfied and very dissatisfied about their present salary. This finding agrees with the findings of Baro, Fyneman and Zoukemefa's (2013), Ola and Adeyemi (2011) and Okpara (2004). For example, Baro, Fyneman and Zoukemefa's (2013) found that the majority of respondents disagree that the money they receive adequately takes care of their needs. Similarly, Ola and Adeyemi (2011) discovered that none of the librarians at the Kenneth Dike Library, University of Ibadan, Nigeria is "very satisfied" with his/her salaries and emoluments, while only 31.7% expressed satisfaction with what they earn; 68.3% are not satisfied with their remunerations. This may be why Okpara (2004) suggested that increasing payments and benefits can lead to increased job quality. Majority of those dissatisfied staff are those in the non-management category. This can be seen in the correlation of the category of staff with overall job satisfaction which revealed that more than half (56.3%) of those who are non-management staff category indicated that they are not satisfied with their job. Of those who work as management staff, almost half (56: 42.4%) indicated they are very satisfied or somewhat (59: 44.7%) satisfied (Table 9). This finding concurs with previous studies in the literature (Reilly, et al. 1993; Howard & Frink 1996; Rainey &- Bozeman, 2000).

Table 9

Correlation of Category of staff with Overall Job Satisfaction Results

Category of Staff	Very satisfied	%	Somewhat	%	Not Satisfied	%	Total
Junior Staff	68	22.8	118	39.6	112	37.6	298
Management Staff	56	42.4	59	44.7	17	12.9	132
Non-management staff	33	7.8	153	35.9	240	56.3	426
Total	157		330		369		856

In the present study, more than half of the staff indicated that they are dissatisfied and very dissatisfied with the recognition their manager show for a job well done. This finding concurs with previous study by Ola and Adeyemi (2011) who found that morale of the library staff was reduced due to a lack of proper incentives or rewards. Law (2016a) reported how to motivate top performing employees by showing how much the employer appreciates their contribution to the organization. According to Law (2016a) managers should not solely rely on awards and bonuses but need to make use of them in conjunction with other human resources management practices, such as career development, job enlargement, and job enrichment to motivate and enhance the loyalty of employees. In another study, Law (2016b) stated that well-timed thank you here and there demands virtually nothing in cost, effort or time. Yet the impact is often striking. This simple gesture makes the recipient feel valued and can positively impact on relations between the parties involved.

Appreciation likewise serves as a mechanism to signify respect. Employees who receive recognition and respect at work typically become more emotionally attached to the firm. Their desire to remain there increases accordingly. Appreciation acts boost morale and can make individuals believe that their contribution matters. And those who feel validated can become

willing to do more and even go beyond the call of duty. Gratitude is regarded as highly important by many people, particularly female members of the workforce. Managers can express appreciation through a variety of different mediums (Law, 2016b). Verbal communication is obviously one of the most commonly used methods. It appears to be very popular among employees, although mainly when deployed on a one-to-one basis. Other options include written forms of appreciation. This can be handwritten or conveyed electronically via e-mail or other modern communication platforms (Law, 2016b). Davis (2015) recommended organizations to reward employee career-development achievements with certificates, vouchers, inexpensive gifts, public acknowledgement or praise – for example, achieving a significant goal on the individual development plan or getting a promotion or completing a challenging job rotation.

With regard to opportunities, the majority of the staff are dissatisfied and very dissatisfied with the chances of being promoted to a better position. The results also revealed that majority are also dissatisfied with the sort of management courses and seminar they are allowed to undertake. Davis (2015) 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. Prajogo and Cooper (2017) also recommended that the implementation of TQM practices as a company-wide initiative could facilitate greater corporate social responsibility of the organization. Such practices as training, involving, and empowering employees can promote social commitment by valuing employees as one important stakeholder. Prajogo and Cooper (2017) provides further confirmation on the validity of TQM as a set of integrated practices. Such an integration calls for the need for implementing people-related TQM practices as a whole across an organization rather than in a piecemeal fashion, particularly those concerning people-related practices.

In regard to performance evaluation, more than half of the staffs were satisfied and very satisfied with their status in their community. Also, more than half of the staff indicated that they are satisfied and very satisfied that the community puts value on their services. This shows that employees in private organizations in Edo State, Nigeria are satisfied with their status in their community. Finally, half of the staff indicated that they are satisfied with the feeling of accomplishment from the work they are doing. This finding support the findings of D'Addio, Eriksson and Frijters (2003) who reported that the overall level of employee satisfaction in the private originations captures some additional aspects of the jobs held or reflect differences in the weight employees of private organization attaches to their individual job facets.

Findings

Findings revealed that workplace culture, rewards, performance evaluation, administration and supervision positively affect employee's job satisfaction. Furthermore, it was also revealed that stable and conducive working environment impacts on the organization positively.

CONCLUSION

Employee job satisfaction is an important component of the work life of every employee in private organizations. The level of satisfaction of employees in their organizations will determine the level of their commitments which may go a long way in determining how well organizations achieve their set goals and objectives. As a result, it will be pertinent for private organizations to pay attention to the well-being and satisfaction of their employees in order to

increase their (employees) organizational commitment. Therefore, a responsible organization management will strive to provide enabling work environment and make sure that the organizational framework gives shape, support and satisfaction to its employees in order to enhance employee's organizational satisfaction to the extent that an employee develops an attachment and feels a sense of allegiance to his or her employer. This will lead to having stronger belief in an organization's goals and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization.

Recommendations

- Organizations in Nigeria, both private and public should ensure they promote policies that will increase the satisfaction level of their employees in order to maintain the commitments of employees so they can perform diligently in their responsibility and help their organization achieve its objectives.
- Employers of labour should give adequate considerations to the factors that will help increase the employees level of satisfaction in their organizations.
- The Government should enact rules that will enhance employee job satisfaction and commitment in both the private and public organizations. Such rules may include rules on minimum wages, and other workers benefit.

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