

## JOB SATISFACTION AND EMPLOYEE PRODUCTIVITY IN ANAMBRA STATE NIGERIA

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### ABSTRACT

This study investigated the relationship between job satisfaction and employee productivity in Anambra State University. The study was necessitated by the need for proper management of employees for enhanced productivity geared towards achieving organisational goals. The study thus specifically examined the level of job satisfaction and productivity of the employees and then tested the relationship between job satisfaction and productivity. The study was a survey research design based on a sample of 312 staff of the population of the non-teaching staff of the Anambra State University. The cross sectional survey was conducted between January, 8 2013 and February 11, 2013. A questionnaire was developed on which the respondents indicated their level of agreement based on five-point Likert scales ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Cronbach’s alpha ( $\alpha$ ) analysis (0.75 for job satisfaction and 0.84 for productivity) test the internal consistency of the variables obtained in the sample showed that the instrument is reliable. Descriptive statistics: Mean standard, frequencies and percentages were used to analyse the demographic characteristics and answer the research questions, while the Freidman’s Chi-square test was used on hypotheses one and two while Spearman’s ranked correlation analysis was adopted to test the hypotheses three. The SPSS version 17 for windows (a computer based statistical programme) was used to run all the analyses for the study. The results showed that the employees of Anambra State University are significantly satisfied from the job they do and are significantly productive. Further results indicated that there is very weak positive but insignificant relationship between job satisfaction and employee productivity in Anambra State University. The study thus concluded that job satisfaction is not a contributor to the employee productivity in the public sector of Nigeria, as the Institutions do not cue their plans towards satisfying the needs of the employees. The study therefore recommended that, among other things, management need to improve the system of communication with their employees; should create a motivating climate to increase productivity and clear reward system to all members of the organisation; since work environment is the key determinant of job satisfaction, emphasis should be on how to improve the work environment, making it more conducive to employees in providing loans and other scheme that uphold and sustain employees’ commitment and dedication to their jobs.

**Keywords:** Job Satisfaction, Employee Productivity, Rewards and Incentives, Motivation.

### INTRODUCTION

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

performance advancement of an organization Pushpakumari (2008). Hence job satisfaction has become a major topic for research studies.

Job satisfaction is the level to which workers like their work it is the difference between what employees' expectation and what they receive. It is a general attitude towards the job; the difference between the amount of rewards employees receive and the amount they believe they should receive (Rocca and Kostanki, 2001). Morale, motivation and satisfaction concepts are used interchangeably, anyhow, there is a slight difference; the word "Morale" refers to the collective attitude of a group of individuals forming the department /organization, is a collective construct however motivation and satisfaction are individual-oriented (Pattanavak,2002).motivation is the drive and struggle for satisfying wants and goals. It is the "contentment" enjoyed by an employee when his/her goals are achieved (Verma,2004).job satisfaction is an elusive, even mythical, concept that has been increasingly challenged and refined. Both managers and researchers are working on job satisfaction and valid measure of job satisfaction is the best information about an employee. Thus, a huge community is concerned about the quality of job satisfaction including managers, employees an general public (Karimi, 2007; Sattar et al., 2010).

Employees have attitudes about many aspects of their jobs, their careers, and their organization; however, the most focal employee attitude is job satisfaction. Looking at a group of people performing the same job for some time, we cannot but observe that some people do it better than the others.one will want to know the factor that account for these differences in performance. One factor is that the differences reflect varying degree of skills or abilities displayed by individual workers, while the other factor is motivation. Motivation on the other hand simply refers to the urges, aspiration and needs of human beings that direct or control or explain their behaviour.

In employment, two parties are involved, which are their skills, and the other part with their money. The imbalance of this therefore could result in job dissatisfaction which may lead to resignation and low performance of some workers. The issue of job satisfaction has been people for any given job. There is the belief that the best way for an organization to efficiently achieve the organizational goals is to place the best people on the jobs. Productivity is thus of fundamental importance to the individual workers of whatever status, to the organization whether commercial or not the national economy at large and accordingly therefore, to the upliftment of the welfare of the citizens (Yesufu, 2000;akinyele,2007)

Therefore, job satisfaction is a critical issue for every organization because satisfied employees are reportedly known for good performance and vice versa. Several factors come together to determine the job satisfaction including the basic factor (pay, work, supervision, promotion, co-workers, and work environment), the demographic attributes of the employees and the broader social, organization, and human contexts constituting the totality of work environment (Shah and Jalees, 2004; Sattar et al,2010).

Dessler (1978) cited in Mbah and Ikemefuna (2012) refers to job satisfaction, "as the degree of needs satisfaction that is derived from and experienced on the job". He affirms to the ability of employees in an organization aspiration, feeling happy doing their job with the hope that their needs will be achieved. Also satisfied employees are known to show higher level work performance in organizations. By analysing job satisfaction an organisation can possibly increase positive outcomes such as employee satisfaction and performance, and may decrease absenteeism and turnover. The intention of investigating employee job satisfaction

is therefore a step toward creating a healthy psychological contract for people at work (Schermerhorn JR,1996). Hence, the concept of job satisfaction is one of the most studied in industrial and organization psychology and in the sociology of work and occupations (Mulinge, 2000)

Given the challenges of global competitive environment, even the public sector is reconsidering her performance (Sokoya, 2000).it is widely reported that public sector organization reflect low pay and limited opportunities for development which prohibits the talent (barrows and Wesson,2001). Organizations want their employee to be satisfied to become more productive and efficient therefore research is being conducted about different dimension of job like, work , pay , supervision, promotion co-workers and the demographic impacts on the overall satisfaction of the work force[shah and jalees,2004;saifuddin et al.,2010;sattar 2et al 2010]

### **Problem Statement**

Large segments of the population in developing countries are deprived of getting a good job to satisfy their demands (Islam, Rasul and Ullah, 2012). Unemployed applicant come to seek for “any” job in Anambra State University. Thus, the institution have so many employees, with some doing job unrelated to their discipline and or unattractive. This trend has created unsatisfied employees for the institution. Also, the management of the institution has complained of low productivity from some of its staff. Several effort have been employed by the management of the institution in improving the productivity of these staff. These include the introduction of code of SERVICOM and performance appraisal, suspension, sack etc. the aim of all these is to make workers to assist the Institution in meeting its organizational goals of producing quality students for employers and entrepreneurship. These efforts of the institution imply that the most vital problem in a company is its job performance as noted by Dizgah, Chegini, Bisokhan (2012). Since it is believed that performance is total expectation of organization from separate behaviour samples of each person during specific period of time (Motowidlo 2003), staff productivity has and will help in achieving the institutions goal. Despite this, the core issue to understand whether there is positive relationship between job satisfaction and employee productivity.

### **Objective of the Study**

The objective of this paper is to find the relationship between job satisfaction in the work place and employee productivity. The specific objective of the study are to examine:

1. The level of job satisfaction among employees of Anambra State University.
2. The level of productivity of the employee of Anambra State University.
3. The relationship between job satisfaction and employee productivity.

### **Research Questions**

1. What is the level of job satisfaction from the employees of Anambra State University?
2. What is the productivity level of the employees of Anambra State University?
3. What is the relationship between job satisfaction and employee productivity?

### **Research Hypothesis**

Ho<sub>1</sub>: The employees of Anambra State University are not significantly satisfied from the job they do.

Ho<sub>2</sub>: The employees of Anambra State University are not significantly productive.

Ho<sub>3</sub>: There is a meaningful relationship between job satisfaction and productivity.

**REVIEW OF RELATED LITERATURE****Concept of job Satisfaction**

The most used research definition of job satisfaction is by (Locke, 1976), who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction has been recognised as a component of organizational commitment (Kovach, 1977). Job satisfaction is a result of employee’s perception of how well their job provides those things that are viewed as important. According to the woods et al job satisfaction can be achieved when an employee becomes one with the organisation, performance are positively influenced by rewards. Various factors influencing job satisfaction were identified by kreitner et al (2002), such as the need for management to create an environment that encourages employee involvement and manages stress in the work place. Mitchell and Lasan (1987) said, it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. Some important dimensions to job satisfaction described by Luthan(1998):

(a) Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can be only interfered

(b) Job satisfaction is always determined by how well outcome meet or exceed expectations. For instance if organisation participant feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and the co-workers. On the other hand, if they are being treated very well and being paid equitably, they are likely to have positive attitude towards the job. In addition, one of the most important areas of work situation to influence job satisfaction- the work itself –is often over by practitioners when addressing job satisfaction. An accumulating body of evidence indicates that differences in job satisfaction across employees can be traced, in differences in their disposition or temperament (House, Shane, & Herold,1996).

Job satisfaction is related to the degree to which the workers –related expectations match his/her experiences in the work environment. A worker’s job expectation are directly to his/her personality and the factors that make up the worker’s character also affect his/her level of job satisfaction. From the other perspective the worker, job increase when his/her work is more interesting or different (Dinler,2008; Wright & Davis,2003). While explaining its nature, some researchers (Armentor, Forsyth, 1995,Flanegan, Jonhson and Beret,1996; Kudushin, and Kulys,1995)tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo’s(2000)perspectives as external to the worker

**Productivity**

The most vital problem in a company is its employee productivity. This made researchers to research more and more (shekrkon, 2001). They believe that productivity is total expectation of organisation from separate behaviour sample of each person during specific period of time (Motowildo, 2003). Productivity is asset of which a person show in relation to his job or in other words, amount of efficiency gained due to the person job type (training, producing or servicing). Productivity is the same person efficiency in his job according to his legal task and show more amount of effort and successfulness of that person (Babu, et.al, 1997). It can be defined either as skill of a person in doing his job and task. Equally, this study relate productivity to means of job performance.

**Relationship between employee productivity and job satisfaction**

The most challenging subjects in job satisfaction is its relationship with productivity, organizational responsibility, physical and mental health, so that person will work with better

mood and will learn more skills and finally promotions in his performance(Comber, Barriball,2007). Dizgah, Chegani, Bisokhan (2012) noted three theories related to the study: productivity leads to satisfaction, satisfaction leads to productivity; awards is a medium between satisfaction and productivity. The first two theories are supported strongly, but the third is award. Award not only promote the productivity but also effect on job satisfaction. Stirs and Porter (1991), states that “the higher motivation and more positive attitude towards job, the higher productivity he will have vice versa”. Vroom (1964) studied this relation and show that there is a positive relation between job satisfaction and productivity.

### **Empirical Literatures**

Anuar (2011) examined the level of job satisfaction performance and to identify the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision, & co-workers) and job performance among employee of Trade winds Group of companies of companies. The study was conducted among 115 respondents in Tradewinds Group of Companies. In Klang Valley. The study revealed that there was a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers except for pay towards employee job performance. There was a significant difference between position and job performance. It proved that job satisfaction dimension (pay, promotion, work itself, supervision and co-workers) can contribute to 17.8 percent (%) to increase the job performance.

Recent studies in Nigeria abound on the issues relating to job satisfaction. Omolase, Seidu, Omolase and Agborugbe (2010) aimed to assess job satisfaction amongst Nigerian ophthalmologist. The study was conducted during the annual congress of the ophthalmological Society of Nigeria in September 2008. One hundred and ten ophthalmologist were selected by simple random sampling and asked to complete a structured questionnaire. The response rate was 73%. The resulting sample comprised of 48 consultant (60%), four diplomats (5%), and 28 residents (35%). Most respondents 62 (78.5%) were satisfied with their job as ophthalmologist and 17 (21.5%) were not satisfied. Only 12 (15.4) were satisfied with their remuneration and 42 (53.2%) were satisfied with their skill. Most respondents (75.6 %) expressed readiness to pursue a career in ophthalmology if they were to make a choice again. The study concluded that most respondents were satisfied with their job, but only minorities were satisfied with remuneration.

Adekola (2012) investigated the impact of organizational commitment on job satisfaction among the employees at Nigerian Universities. Data were collected from 150 employees consisting of academic and administrative and technical staff from both public and private Universities. The results revealed that employees in both public Universities have greater degree of organizational commitment in comparison to private Universities. Also, job satisfaction increases or decrease based on increase or decrease in organizational commitment. Obtained results were in the line of the hypotheses. In terms of organizational commitment; a significant difference was noticed between Public and Private Universities. Against expectation, employees of public Universities exhibited higher degree of organizational commitment as compared to those of Private universities. Most importantly, organizational commitment is being proven as the catalyst for enhancing job satisfaction level of employees.

Mbah and Ikemefuna (2012) examined job satisfaction and employees' turnover intentions in Total Nigeria PLC in Lagos State. It specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover

intervention. The authors adopted a survey method by administration of questionnaire, conducting interview and by reviewing archival documents as well as review of relevant journals and textbooks in this field of learning as means of data collection. Four (4) major hypotheses were derived from literature and respective null hypotheses tested at .05 level of significance it was found that specifically job satisfaction reduces employees' turnover intervention.

Oyewobi, Suleiman & Muhammad-Jamil (2012) studied job satisfaction and job commitment among quantity surveyors in Nigerian Public Service. Primary data were sourced through survey of quantity surveyors in various ministries and parastatals by adopting job satisfaction Questionnaires used by previous researchers to elicit information under the two heading for general satisfaction scale to indicate their satisfaction or dissatisfaction with researchers' variables along a five point scale. The data were subjected to descriptive statistics. The researchers revealed that quantity surveyors in the public service are more satisfied with their job when adequate recognition is given and opportunities for advancement are encouraged. The result of the correlation also showed that strong positive relationship existed between adequate recognition opportunities and feeling of accomplishment derived from the job with the R-value of 85%. Among all these studies in Nigeria, only few have relatedness with study. Thus, the need for further study.

## **METHODOLOGY**

### **Research Design**

The study used a survey research to investigate the effect of job satisfaction and employee productivity.

### **Population of the study**

The population of the study is the staff of the Anambra State University.

### **Sample and sampling technique**

The study employed Non-probabilistic sample of three hundred and twelve (312) non-teaching staff of Anambra State University. The non-teaching staff was used for study because the nature of the work they do subjects them to go to work all the week days and being attendance and performance subjects to daily work assignments. The sample comprised of four (4) staff each from each of the 789 unit/offices of institution. Thus, this sample is assumed to be a good representative of the population since all the units are duly represented in the study.

### **Instrument and Data Collection**

The questionnaire comprised of two parts: the first part of the questionnaire was used to ascertain the demographic factors like gender, age, marital status, education, experience and staff cadre job relevancy and nature of the job.

The second part include the question about the objectives of the study focusing on the different environmental, functional and psychological variables that may have effects on job satisfaction of the employee of public sector. The variables of job satisfaction and employee productivity as review from empirical literatures were considered in the construction of the questionnaire items. The second part of the questionnaire was divided into three section: first section include 5 item for determining job satisfaction made by Brown Peterson (1994) and second section include 13 item for employee productivity.

The participants were asked to rate their perception of satisfaction with their job and their heads of unit were asked to rate the perception about their (employee) productivity. This technique for measuring employee performance was modified evaluation strategy developed by hind and Baruch (1997) which measured job performance on evaluation from immediate manager or supervisor, self-rating and self- rating as compared to peers. Each of the person responses received was screened thoroughly for missing responses, error, incomplete and further efforts are also take to contact the affected respondents for clarification and corrections, especially on the blank and missing responses. However, the survey was self-administered and all the questionnaire were distributed and collected with 100% response.

### **Validation and Reliability Test**

A reliability analysis, Cronbach`s alpha ( $\alpha$ ) analysis was employed to test the internal consistency of the variables obtained in the sample. Sekeran (2003) opined that Cronbach`s alpha is a reliability coefficient that reflects how well the items in the set are positively correlated to one another. Sekeran (2003) argue further that a study is only reliable only if another researcher, using the same procedure and studding the same phenomenon, arrives at similar or compactible findings. Therefore, Cooper and Emory (1995) submitted that a scientific requirements of a research call fir measurements process to be reliable and valid. Sekeran (2005) argued that if the use has low reliability and therefore gives room for some errors but if the alpha value is within 0.7, the instrument is reliable. Hence, the internal consistency reliability coefficient for the scaled employed by this is 0.75 for job satisfaction is 0.84 for productivity, which are all above the level of 0.7 posited by Sekeran (2005) and Nunnally (1978) as acceptable for the purpose of analysis.

### **Method of Data Analysis**

Descriptive statistics: Mean standard, frequencies and percentage were used to analyse the demographic characteristics and answer the research question, while the Friedman`s chi-square test was used on hypotheses one and two while Spearman`s ranked correlation analysis was adopted to test the hypotheses three. Researcher argued that for accurate and comprehensive statistical result on large scale, the statistical package are the most consistent instruments (Buglear. 2005cited in Khan, Nawaz, Aleem and Hamed, 2012). Due to accuracy in performing the statistical function, many scholars have used SPPSS and other statistical package for data analysis. The SPPSS version 17 for windows (a computer based statistical programme) was used to run analysis for the study.

## **RESULTS**

### **Response rate**

The 312 questionnaires were distributed to the staff of Anambra State University and all the 312 were received, hence there was the 100% response received from the respondents

**Demographic Characteristics****Table 1: Characteristics of the Respondents**

SN	Variables	Frequency	Percentage
1	<b>Gender</b>		
	Male	118	37.8
	Female	194	62.2
	Total	312	100
2	<b>Age</b>		
	Less than 30 years	77	24.7
	31-40yrs	132	42.3
	41-50 yrs	78	25.0
	51 yrs or more	25	8.0
	Total	312	100
3	<b>Marital Status</b>		
	Single	83	26.6
	Married	223	71.5
	Divorced/Separated	6	1.9
	Total	312	100
4	<b>Education Level Qualification</b>		
	O'level	72	23.1
	NCE,OND, or equivalent	43	13.8
	Masters	110	35.3
	PhD	79	25.3
	Total	8	2.6
5	<b>Experience</b>		
	Less than 5 years	20	6.4
	6-10years	129	41.3
	11-15years	139	44.6
	16-20years	24	7.7
	Total	312	100
6	<b>Job Level</b>		
	1-5 CONUNAS	140	44.9
	6-8 CONUNAS	143	45.8
	9-11 CONUNAS	20	6.4
	12-16 CONUNAS	9	2.9
	Total	312	100

Source: Field survey, 2017



The demographics information of the sample is given in Table 1. The compositions of respondents are included in the demographics section of the questionnaire. The female gender is more prevalent in the sample suggesting that the employee of the institution is made of more female than male. Majority of the employees aged 25 to 31 years are included in the sample because the induction age is 18 years in the public sector. Most of the sample are persons who are married. Most of the employees have First Degree Qualification, so majority of the sample has BSc or equivalents. More so, the majority of the sample have worked with the institution for more than six years (6-10 years and 11-15 years), so the respondents have a good number of the years of experience. Furthermore, the sample comprised of more lower class employees (CONUNAS 1-5=44.9%) and middle class (CONUNASS 6-8=45.8%) employees.

### The Level of Job Satisfaction among the Employees

Table 2: Analyses of Job Satisfaction Level of Employees

N	Variable	CS	VS	FS	SS	N	Remarks
1	I have generally found the kind of work I do here exciting	64 (20.5%)	167 (53.5%)	51 (16.3%)	13 (4.2%)	17 (5.4%)	Very Satisfied
2	It is worthwhile to invest my time delivering service at this institution	16 (19.9%)	163 (52.2%)	55 (17.6%)	13 (4.2%)	19 (6.1%)	Very satisfied
3	I would advise my friends to patronize this institution	132 (42.3%)	158 (50.8%)	17 (5.4%)	4 (1.3%)	1 (3%)	Very satisfied
4	I would recommend this institution as a place of work	93 (29.8%)	179 (57.4%)	22 (7.1%)	18 (5.8%)	0	Very satisfied
5	Overall, I feel I am satisfied with my job	132 (42.3%)	133 (42.3%)	16 (5.1%)	21 (6.7%)	10 (3.2%)	Very satisfied

Source: Computation from SPSS 17 Analysis

Table 3: Test of Hypothesis one:

Test Statistics<sup>a</sup>

N	312
Chi-Square	122.634
df	4
Asymp. Sig.	.000

a. Friedman Test

The responses on Table 2 are used to analyse the level of job satisfaction for the employees of Anambra State University. The remarks from each questionnaire items (A1-A5) indicate that majority of the employees are very satisfied with their job at the Anambra State University. Furthermore, hypothesis one 'the employees of Anambra State University are not significantly satisfied from the job they do' is tested. The results from the Friedman test indicate a Chi-square value of 122.634 with degree of freedom 4 among 312 respondents. The test aimed to test whether there is relatedness in the responses to all the questionnaire items (A1-A5) addressing level of job satisfaction. The decision is to reject the null hypothesis when the calculated significant value (Asymp.Sig.) is less than 5% (a 0.5). Otherwise, we shall accept the null hypothesis, In other words, the asymptotic significance (computed) is less than 5% at (0.000), and therefore, we reject the null hypothesis. Thus, the study concludes that the employees of Anambra State University are significantly satisfied from the job they do.

**The level of Productivity of the Employees**

Table 3; Analysis of productivity level of Employees

SN	Variable	CP	VP	FP	SP	N	Remarks
B1	This employees always completes the duties specified in his/her job description	34 (10.9%)	147 (47.1%)	107 (34.3%)	24 (7.7%)	0	Very productive
B2	This employee meets all the formal performance requirements of the job	67 (21.5%)	120 (38.5%)	84 (26.9%)	31 (9.%)	10 (3.2%)	Very productive
B3	This employee fulfils all responsibilities required by his/her job	61 (19.6%)	107 (34.3%)	133 (36.2%)	31 (9.9%)		Fairly productive
B4	This employee never neglect aspects of the job that he/she is obligated to perform	68 (21.8%)	136 (43.6%)	71 (22.8%)	31 (9.9%)	6 (1.9%)	Very productive
B5	This employee often creates new ideas for improvements	67 (21.5%)	165 (52.9%)	33 (10.6%)	33 (10%)	14 (4.5%)	Very productive
B6	This employee transforms innovative ideas into useful applications	73 (23.4%)	145 (46.5%)	56 (17.9%)	38 (12.2%)	0	Very productive
B7	This employee generates original solutions to problems	46 (14.7%)	103 (33.0%)	64 (20.5%)	94 (30.1%)	5 (1.5%)	Fairly productive

Source; Computation from SPSS 17 Analysis

Table 4: Test of Hypothesis Two

## Test Statistics

N	312
Chi-square	221.456
df	6
Asymp.sig	.000

## a. Friedman Test

More so, analysis of the productivity level of the employees indicated that the employees are very productive in terms of always completes the duties specified in his/her job description; meeting all the formal performance requirements of the job; NOT neglecting aspects of the job that he/she is obligated to perform; creating new ideas for improvements; and transforming ideas into useful applications. More so, the employees are fairly productive in fulfilling all responsibilities required by his/her job and generating original solutions to problems. Further analysis is done to test the null hypothesis two that 'the employees of Anambra State University are not significantly productive'. The Friedman's chi-square test was adopted. The test aimed to determine whether there is relatedness in the responses to all the questionnaire items (B1-B7) addressing level of employee productivity. The decision rule is to reject the null hypothesis when the calculated significant value (Asymp. Sig) is less than 5% ( $\alpha < 0.5$ ). Otherwise, we shall accept the null hypothesis. In other words, the asymptotic significance (computed) is less than 5% at (0.000), and therefore, we reject the null hypothesis. Thus, the study concludes that the employees of Anambra State University are significantly productive.

**The Relationship between Job Satisfaction and Employee Productivity**

Research question three and hypothesis three are addressed in this section of the study. It assessed the relationship between job satisfaction and employee productivity. One questionnaire item that captures overall opinion on job satisfaction (A5) and employee productivity (B3) are used to address this issue. The correlation analysis for non-parametric studies (Spearman rho) was used. The SPSS (Statistical Package for Social Sciences) computer based statistical tool computed the results as shown in Table 5. From the table, the

correlation coefficient of job satisfaction and productivity is 0.007. This value is very close to zero and indicates very weak positive correlation.

Also, the test of significance of the relationship is done using the comparison of the significance value. The decision is to reject the null hypothesis when the calculated significance value (Sig. 2tailed) is less than 5 % ( $\alpha < 5.0$ ), otherwise, we shall accept the null hypothesis. In other words, the significance (computed) is greater than 5% (.902), and therefore, we accept the null hypothesis. Thus, the results showed that there is a very weak positive but insignificant relationship between job satisfaction and employee productivity in Anambra State University.

Table 5; Correlation Matrix for the Relationship between job satisfaction and Employee Productivity

	A5 I have generally found the kind of work I do here exciting	B3 this employee fulfils all responsibilities required by his/her job
Spearman A5 I have generally found the kind of work I do here exciting	Correlation coefficient 1.000 Sig.(2-tailed) 312 N	.007 .902 312
B3 this employee fulfils all responsibilities required by his/her job	Correlation Coefficient .007 Sig.(2-tailed) 312 N	1.000 312

\*Correlation is significant at the 0.01 level (2-tailed) \*Correlation is significant at the 0.05 level (2-tailed)

## CONCLUSION

The study aimed to investigate the relationship between job satisfaction and employee productivity in the public sector of Nigeria using the Anambra State University as a study. The study thus, determined the job satisfaction and productivity levels of the employees to be very satisfactory. It can be concluded from the study that facets of job satisfaction such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of work significantly affect the level of job satisfaction among employees of Anambra State University. More so, the employees are significantly productivity. Furthermore, it was found that there is a very weak but insignificant relationship between job satisfaction and employee productivity in the institution. This suggests that job satisfaction is not a contributor to the employee productivity in the public sector of Nigeria. This further indicates that the institution does not cue her plans towards satisfying the need of the employee.

## RECOMMENDATION

In the of above result it is, recommended that in order enhance the employee productivity in Anambra State University, the government should focus on all facts of job satisfaction. The government should consider all factors like promotion, working condition, co-workers and nature of the work which have significant impact on the job satisfaction level as proved in this study.

Furthermore, it is recommended among other measure that the management need to improve the system of communication with their employee; should create a motivating climate to increase productivity and clear reward system to all members of the organisation; since work environment is the key determinant of job satisfaction, emphasis should be on how to

improve the work environment, making it more conducive to employees in providing loans and other scheme that uphold and sustain employees` commitment and dedication to their jobs. Lastly, management should clearly set structures and work system as to achieve goals and objectives. This way, the job satisfaction level could be marched with reasonable level of employee productivity.

The study also recommend that advancement opportunity in career progression and professional development such as in house training should be encouraged to improve quality service and delivery and also practice of job development and job enrichment in the work place.

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