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**THE IMPACT OF JOB SATISFACTION ON EMPLOYEE'S
PERFORMANCE IN THE PUBLIC SECTOR:
A CASE STUDY OF NIGERIA SECURITY AND CIVIL
DEFENCE (NSCD)**

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**BEING A RESEARCH TOPIC SUBMITTED TO THE DEPARTMENT
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In contemporary organizations the yearning for satisfaction is the most important issue on the part of the employees. Need and environment play a pivotal role in the determination of man's behaviour (Ujo, 2004), and Maslow (1943) identified seven important needs of human beings rated in their order of priority; these include physiological, safety, love and affection, achievement, self esteem aesthetic and self actualization needs. Ascending of these needs summed up in one word, motivation involves needs, want and satisfaction, motivation refers specifically "to the drive and effort to satisfy an identified want or goal" satisfaction on the other hand refers to "a state of contentment experienced when a particular want is satisfied". The issue of job satisfaction has been given much attention over the years. This is because the importance of such a concept cannot be over emphasized. When there came the emergence of large formal organizations which made management more complex followed by a shift in dependent

variable, little attention was given to their impact upon job satisfaction. The door was let open to consider the place of motivation in relation to performance and production morale, group dynamics democratic supervision and personal relations because factors that are very important and have been shown in contemporary studies as being related to job satisfaction and increased productivity.

Ujo (2004) quoting Davis (1977) asserts; what employees do when joining an organization is to make an unwritten psychological contract with it, this contract is In addition to the economic contract for wages and working conditions. Employees agree to give a certain amount of work and loyalty, but in return they demand more than economic rewards from the system. They seek security, treatment as human beings and rewarding relationship with people and support in fulfilling expectations. If the organization honours only the economic contract, employees will tend to loose interest in their jobs. Following this trend, there is an agreement that job satisfaction is the extent to which a job helps one attain his

important job values. This agreement can be described as unity in diversity because the numerous definitions of job satisfaction all pointed to the same view.

Salawu (2008) defined job satisfaction" as the extent or degree a person is satisfied with the job he or she is doing, in terms of the salary, self actualization, prestige of the job, autonomy, control and condition of the job". Locke (1976), defined job satisfaction " as the appraisal one's job as attaining or allowing the attainment of one's important job values providing these values are congruent with or help fulfill one's basic needs". For Davis (1977) job satisfaction is "the favourableness or unfavourableness with which employees view their work, public servant like any other worker has a bundle of needs. They need food, shelter, self esteem and self actualization to mention but few. It is the urge to satisfy some of these needs that motivate people to accept these jobs. The attempt to take a job therefore, may have a variety of motives which may essentially be complex and conflicting but the ultimate goal is satisfaction.

Although, a great deal of Nigeria workers consider their jobs as a means of providing them with the necessary money to cater for their needs, cloth them and perhaps save part of it or invest for their family members.

Job condition and employer, employee relationships are very important since they affect the performance of workers. Every organization, whether in private or public sector strives to effectively elicit the best from the professionals, unfortunately, it seems the desired goal has remained elusive. An in-depth study of job satisfaction has shown that there are people who do have job satisfaction in spite of their organization's provisions of those conditions that are satisfactory. Studies have also shown that workers achieve different levels of job satisfaction at different period in their careers and at different occupational levels. Closely related to this is the fact that despite the growing sophistication in technology a great percentage of Nigerian work-force seen dissatisfaction with their jobs, lack of commitment and are always willing to leave their' jobs for more promising and satisfaction ones. Incessant

conflicts, disagreement, protest, tension, distrust, trade disputes, strikes etc. also characterized the actions of the worker in different unions in Nigeria. This implies that the various organizations are far from solving the workers problem. It also signifies frustrating, unchallenging, unsatisfying and bring job conditions.

1.2 Statement Of The Problem

Despite the ban on private practice by government, public servant still engage in very serious private businesses and some times use their official time for their personal business. They sell, hawk, and even scramble for contracts and supplies when they are supposed to be in their offices. The individuals whose goals and aspirations are thwarted by the organization becomes frustrated, develop feelings of low self-worth, become apathetic, disinterested and tend to withdraw self commitment in their work. Personal business outside the organization becomes more important.

The unsatisfied worker may be physically present at their place of work, but his mind and thought are off the job. The

increased death rates in our hospitals, poor performance of students in school certificate, examination and low productivity in the civil service are testimonies of poor performance of public servants. There is no doubt that if public servants have job satisfaction, they will perform better in their job, the research will therefore examine the impacts of job satisfaction on employees performance.

1.3 Research Questions

This study asks the following questions:

1. Is there any relationship between job satisfaction and employees performance?
2. Can good incentive scheme bring about employee job satisfaction for enhanced performance?
3. Is the working environment of any relevance in ensuring employees job satisfaction?
4. Is recognition and reward factors that can bring about job satisfaction and improved employees performance?
5. Are there strategies that can bring about job satisfaction from the job it self?

1.4 Objectives of The Study

The main objective of this study is to examine the impact of job satisfaction on employee's performance in the public sector. The specific objectives are:

1. To examine how good incentive scheme brings about job satisfaction and encourages the employees to perform more.
2. To obtain the extent to which favorable working environment can result to increase in performance.
3. To assess how recognition and rewards makes employees to feel satisfied and improve their performance.
4. To identify the factors that can lead to dissatisfaction and affect employee's performance.
5. To discuss strategies by which workers can get most satisfaction from the job it self.

1.5 Significance Of The Study

Employee's job satisfaction no doubt will encourage them to increase their performances. Employees tend to put in their best only when they are satisfied with their jobs. The issues of satisfaction leads to enhanced performance can be argued to be correct when one takes a look at our public workers. The

increase in minimum wage has resulted in improved service delivery.

Therefore, this research work which investigates the impact of job satisfaction on employee's performance is significant in that it will reveal to the public the reason for the improved performance by public servant particularly under the Federal Government employment due to employee's satisfaction.

It will enlighten the public on the importance of ensuring that employee's are given conditions that will make them to be satisfied with their job if they can get the best in them.

It will serve as a guide to employers of labour on the need to employ motivational strategies that can bring about employees job satisfaction for great productivity performance.

It will serve as a guide to employees on how to make the right demands from the employers that will be aimed at ensuring they are satisfied with their condition of service.

The study will reveal the importance of motivating employees as it is the only way they can gain job satisfaction

and this will make them to perform more and improve their organization.

1.6 Research Hypothesis

This study will be guided by the following hypothesis:

H₁: There is a relationship between job satisfaction and employee's performance.

H₂: That job dissatisfaction affects the performance of employees.

H₃: That employee's job satisfaction brings enhanced performance.

1.7 Scope And Limitation Of The Study

The scope of this study is on the impact of job satisfaction on employee's performance and the factors related to job satisfaction among public servants.

Public service comprises of numerous organizations both paramilitary, civil services and even the armed forces conducting a research on these.

A research work of this nature consumes enormous resources and time. The researcher is faced with time and financial constraints, also to obtain documents from

organizations is a difficult task. Therefore in view of this, the research will be limited to journals, books and available documents.

1.8 Scheme Of Chapters

The study is divided into Five Chapters.

Chapter One is the introductory part of the research. The content of this chapter include: Background to the Study, Statement of the Problem Research Questions, Objectives of the Study, Significant of the Study, Research Hypothesis and Scope and Limitation of the Study.

Chapter Two is on review of related literature. The areas to be reviewed include the concept of job satisfaction, job satisfaction theories, factors that bring about job satisfaction, job satisfaction on employees performance and theoretical framework.

Chapter Three is on the methodology for data collection. The description survey method will be applied and primary source of data collection will be used in collecting data for the

study. A questionnaire will serve as the instrument for data collection.

Chapter Four is on data presentation interpretation and analysis. Data presentation and analysis will be conducted through the use of frequency tables and simple percentage method, hypothesis stated will be tested through the Chi-Square Method.

Chapter Five is on the summary and conclusion recommendations of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will review the concept of job satisfaction, job satisfaction theories factors that influence job satisfaction and job satisfaction and employees performance. The theoretical framework will be presented.

2.2 The Concept Of Job Satisfaction

Job satisfaction as a subject is not a new thing to humans. In what ever a person does he wants to derive some kind of satisfaction from it, so it is with the job one does. Many scholars have written on job satisfaction, but some of these definitions by the scholars will be considered in this study.

According to Locke (1969), job satisfaction is an emotional concept, a feeling not behaviour or activity. Research has shown that this feeling is related to behavioural outcomes that are counter – productive when they are negative (i.e. job satisfaction).

According to Nnoli (2000), “Job satisfaction is the total satisfaction one derives from his job in terms of condition of

service”. By his own definition, job satisfaction is all about how an individual or employee perceives his job as being attractive enough and rewarding. This has to do with the wages, benefits and environment, which put together causes joy in the heart of the employee and makes him to feel a part of his organization.

From the above, it shows that the concept of job satisfaction revolves around the pleasurable emotional state resulting from the appraisal of ones job as achieving one’s job values. Most importantly, a negative feeling towards one’s job is a symptom, a cue that something is wrong. It may simply be disendowment with one’s own lot in life, or it may be psychological frustrations resulting from a feeling of uselessness because one’s job offers no challenge.

2.3 Job Satisfaction Theories

A number of important theories of motivation have been developed to help management understand the complexities involved in motivating people to accomplish organizational goals willingly and effectively. These theories emanate from the views of classical and traditional philosophy and modern

philosophy of management. The traditional management focused attention on the tasks, structure and authority, while the modern management, emphasized on human dimension in an enterprise and importance of psychological and social factors in shaping employees behaviour.

2.3.1 The Two Factor Theory

This theory was proposed by Fredrick Herzberg based on findings from a study in to the cause of job. Satisfaction and dissatisfaction among engineers and accountants working in Pittsburg Steel Industry (Miskel, 2001).

The result of thee study showed that five factors are determiners of job satisfaction which are: Achievement recognition, work itself, responsibility and advancement. These factors are called 'satisfiers'. It was also known that the factors that contribute to job satisfaction and distinct and separate from those that contribute to job satisfaction. These other factors are called dissatisfiers, or hygiene factors and include: supervision, salary, work condition, interpersonal relations and organizational policy and administration. These satisfiers are therefore termed non-motivators since their presence do

not imply job satisfaction. But the absence of the dissatisfiers results in dissatisfaction since they are meant to maintain healthy working environment. The dissatisfiers or non – motivators make workers want to stay on their job but not necessarily to work harder and improve productivity why Dale (2003) noted “improving hygiene factors will not make for motivation just as good medical hygiene may prevent disease but not cure it.

On the other hand, the satisfiers are termed motivators. This is because these factors are the job content and have potentials of yielding a sense of satisfaction among workers.

The implementation of these finding to UDUTH employees is that if these factors are present in the system, it would be stimulated to increase productivity.

2.3.2 Social Man Model

The social man model resulted from the Hawthornies Studies (1927 – 1932) in which it was found that personal attention to a work influence work activity positively and that the individual was much concerned about his own well being

as he was influenced by the expectations and social pressures of his colleagues.

The social man model is concerned with the satisfaction or happiness the individual could derive from an activity. These social aspects of man include such factors as social approval, prestige, friendly relationships and belonging to informal group.

The model maintained that job satisfaction arises largely from the individuals interpersonal relationships. The implication of this theory is that the employees in UDUTH should be satisfied as an evidence of job satisfaction. The employees should desire to establish friendly relationship with fellow workers, members of the society and sick people on sick bed. This could lead to much job satisfaction.

However Herbert (1980) has criticized the social man model by saying that: "If it is carried too far, it reaches a stage in which a work is done but individuals continue to have a good time".

2.3.3 Money As A Motivator

In expressing classical views Hicks and Gullet (2001) stressed that:

“Money is the prime motivator of any worker and not intrinsic reward that an individual can get from work, that money could be used to help satisfy and all the level of needs in Maslow hierarchy.

For instance, money serves as a means of providing us with needed goods and services and as a symbol of power and status. It stimulates job efforts resulting in job satisfaction.

Among various organizations money has been used to settle workers strike include health workers Sapiro (2000) stated that “millions of Americans believe that money has the ability to satisfy practically all needs of life.

Ejiogu (2005) observed that 90% of health workers are not interested in being involved in decision making, but maintained that as long as they are well paid and regularly too, they would go on with their job happily.

Many managers of organizations have used monetary reward to increase the productivity of their workers. In such

organizations, workers have been paid according to the amount of work they can accomplish. Even Vroom (1972) agreed that money acquired much importance and recognition as a result of its perceived possibility of being an instrument for obtaining desired outcomes.

It is a common practice among workers to ask for extra pay on extra job done. This is because of the belief that money can be used to satisfy a lot of needs.

2.3.4 Job Characteristic Models

This theory was propounded by Hackman and Oldham in 1976. It was constructed with three concepts. The first concept states that “experienced meaningfulness of work is the degree to which the individual experiences the job as being valuable and worthwhile”. The job must have skill variety, task identity and task significance.

An overall generalization of the job characteristic model is that the Motivating Potential Score (MPS) is the product of meaningfulness, autonomy and feedback.

However, the theorists later pointed out that the motivating potentials score of a job does not cause employees

to be internally motivated to perform well or to be experience job satisfaction.

The characteristics of job internally motivate an individual to experience job satisfaction.

2.3.5 The Equity Theory

Aldag and Brief (2001) comments that satisfaction with rewards, is a function both of the nature and amount of rewards received and of the employees perceptions of equitable rewards in relationship to co-workers, neighbours, friends and other workers on another job.

This theory assumes that individuals are strongly motivated to maintain a balance between what they perceive as their inputs or contributions, and their rewards. The theory focuses on the exchange that takes place between organizations and the individual in terms of the inputs made by him and the outcome he or she receives for these in terms of pay, recognition, promotion. In equity theory, the net value of the exchange to the person may be expressed as a rate of inputs to outputs or rewards. A perceived equity or inequity

then result when the person compares his inputs/reward into with those of others in the organization.

Basically if a person perceives on equity, the theory states a tension or derive will develop in the person's mind and the person will be motivated to reduce or eliminate the tension and perceived inequality.

2.3.6 Maslow's Hierarchy Of Needs

Maslow's hierachy of needs is very importabt in an attempt to assess the relationships between motivation and increase in employees performance. The way and manner the managementt handless thos things that we hold nigh and dear", determines our level of satisfaction or dissatisfaction with it and the work we do for it. Such work must meet some of our expectations indeed, our needs.

Maslow (1943) proposes that a sound motivational theory should assume that people are continuously in a motivational state, i.e. people constantly desire better circumstances, always want what they do not yet have, but the nature of it fluctuates and complex; further; human beings rarely reach a state of complete satisfaction except for a short time. As one

desire becomes satisfied, another replaces it. Consequently, man's needs are arranged in a hierarchy of importance. Once one need is relatively satisfied, another emerges and demands satisfaction. (Maslow, 1943).

Psychological needs, according to Maslow; include food, water, shelter, clothing, sex and air. Until these needs are satisfied, other needs do not serve as a basis for motivation, it is fruitless to consider any of a higher order.

Security needs which is the second level include safety and protection against danger, and these days in Nigeria against loss of jobs. The third level, social needs, include the desire for affection and association with others. Esteem or ego needs consist the need for both self – awareness of one's importance and recognition by others. The last and

2.4 Factors That Influence Job Satisfaction

2.4.1 Job Satisfaction and Financial Reward

Herzberg (1959) put forward the two factor theory of job satisfaction. He stressed that the factors which cause job satisfaction are separate and distinct from those which cause job dissatisfaction. The factors causing job satisfaction which

he terms motivators, are basically high level factors such as those relating to satisfaction with the job itself. They parallel Maslow's high level "growth" need (esteem and self actualization). The factors which cause job dissatisfaction are factors most concerned with combinations of work such as pay and supervision.

House and Wigdo (1968) had concluded that the two factors theory is an over simplification of a very complex relationship between motivation, satisfaction and job performance. (Otti, 1975) support the view that satisfaction and dissatisfaction are concepts in which each is the opposite of the other.

Money is obviously a very important factor in the lives of employees of all categories of world where workers live under subsistence conditions and their physiological needs are yet to be satisfied. Money has both economic and social values as Davis (2006) put it. It represents to employees, what their supervisors think of them in more than mere economic terms. It is also indication of one employee's relative status compared with other employee. It has many values as it has possessors.

Wages and Fringe benefits have been described as important criteria whereby workers judge whether a job is a good or poor one. There is a general expectation that the wages paid should be in line with the prevailing social evaluation of the jobs, so that it becomes impossible to separate the rate paid from the prestige that the jobs holds.

Ejiogu (2005) reports that cash bonuses served as the best incentive towards productivity especially when such bonuses were made contingent upon performance. Ejiogu, stressed that monetary reward was consistently cited as a major need of Nigerian workers. He stated that 85% of the 120 civil servants they interviewed did not care about decision making but rather claimed that as long as they would go on with their jobs happily.

Vroom (1970) in his cognitive model of motivation points out that money acquires much importance and recognition as a result of its perceived possibility of being an instrument for obtaining other desired outcomes, including the higher order needs. It is for this reason that Gellerman (2003) stressed that the instrumental function of money as motivator.

According to Gellerman, money has no intrinsic value of meaning, but becomes a strong motivating force only when it comes to symbolize intangible goals. He also interpretes money as a projective device of ones economic environment, competence training, the various non functional motives he has acquired and his current financial status. His is what Warr (2080) meant by saying that the reported importance of pay naturally varies according to individual circumstances at the time the judgement is made.

This is an insecure job, one may trouble more over security than pay and in time of inflation, one will value more than other job features.

Marriot (2000) is of the view thavt when pay packages are linked to performance rather than the biographical factors like educational qualification and experience, there is higher probability that the employee will tend to increase or maintain some already initiated activity or initiate some new form of activity. Rath (1960) as reported by Ejiogu (2005) have confirmed this in their respective researches with the relevation that incentive pay system result in greater output

per man hour as well as save in costs and wastages, secret pay system has equally been linked to job dissatisfaction.

According to Ejiogu (2005) the secrecy surrounding the amount of pay which employee receives may have very dangerous motivational consequences. Lawler (1969) in one of his studies reveals that secret pay policies may lead to job dissatisfaction among such ignorant employees as well as a decrease in their level of performance.

In the opinion of Opshall et al (2006), pay secrecy has the tendency to lower money's effectiveness as a knowledge of result device to let the employee know how well he is doing in comparison to others.

Lawler (1967) also views pay satisfaction as a function of perceived amount that should be received and the actual amount of pay received.

It has also been observed that where the individual is paid a fixed rate for the job he holds, the money itself can serve only as an incentive to maintain a minimum performance level and will keep him in the organization.

Adeyinka (2002), in his study confirmed the positive effect of giving employees what they find rewarding. He found out that employees tend to derive more satisfaction from the reward not associated with such membership.

To conclude, it is worth pointing out all Herzberg's two factor theory did not include financial reward in the list of motivating factors, there is a conviction that money serves to stimulate job efforts.

2.4.2 Job Satisfaction and Work Environment

The answer to what a job setting or environment is will lead us to areas of space activities or contents, people e.t.c. the two important aspects of work environments are: the work place itself and the treatment received from managements. There are some settings that are obvious, such as schools, hospitals, libraries, industrial plants and business offices. There are others that work in environments not expressly designed for work or not designed for the particular work.

Parsons (1972) sees work environment as meaning different things to different people; to the engineer and architect, the important thing is how it should be designed. To

the psychologist, it is how to analyze, how it affect the users, the workers.

To Parson himself, the work environment is what the worker can sense directly not the wider world he or she can hear or read about.

Parson, pointed out the effect of work environment on job activities. He mentioned facility arrangements and ambient conditions such as sound, vibration, temperature, illumination and atmospheric pressure as environmental factors that can affect job activities and indirectly job satisfaction.

In his other contribution or work environment, he said that one of the ways in which work environment can affect its users is by producing feelings of satisfaction and dissatisfaction. He said that a worker may leave or avoid a disagreeable setting which may simply be an uncomfortable chair or noisy location and may change jobs or report in sick or late as a manipulation of those disagreeable places or elements. He therefore suggested that work environments can be designed or developed to provides protection not only from hostile ambient conditions but also from toxic hazards.

Smith (2002) disclosed that the environments in which we live and work have many effects on all of us and that such environment have different effects on different effects on different individuals. For example, subject who ere exposed to noise during initial task did not perform as well on task after the noise was removed. Noise exposed subjects become frustrated more easily during post noise tasks.

Davis (2006) asserts that organizational climate or environmental do affect motivation, performance and job satisfaction. Likert (1967) argued that climates oriented by human produce both higher productivity and job satisfaction.

Davis (006) stated that, the benevolent autocrat may achieve productivity and job satisfaction with people whose role expectation of their managers is that of autocratic leadership. This is particularly true in nations with autocratic.

2.4.3 Educational Level and Job Satisfaction

In the work of Anderson (1990, general education is the principal preparation for employment through equipping individuals to absorb specific training. Bruner et al (1961)

maintain that educational attainment is related to the types of work in which people engage and conversely that for an increasing number of occupations initial entry is limited to those who have attained a given level of education. In research conducted by Blau et al (2000), they stated that influence of education has become increasingly important since the beginning of this century to the extent that a man's occupational advancement depends on his education.

Dunkerly (2001), in discussing occupational status point out that two major criteria used in assessing occupational status are the individual's income and the level of educational attainment. This is a proof to the assertion that the source or means to higher job status is primarily through university or post secondary education. It is believed also that occupational attainment is seen as the outcome of the process by which educational and occupational aspirations are formed.

Education seems to have been employed as the measure of all things. Employers see education as providing skill and preparing youths for economic functions in an increasing complex technological society, including socializing them to fit

into new kinds of cultures like Japan and Iran where studies have shown that authoritarian leaders are slightly more successful than highly democratic leaders.

Davies (2006) discovered that many jobs in modern society require workers discretion, so supervisors in these kind of job who closely supervise their employees tend to reduce employee effectiveness and job satisfaction. He explained that close supervision is inflexible and causes workers to feel that they have an inadequate range of freedom in decision making. He however quickly pointed out that low productivity and low job satisfaction do not always go with close supervisor with their work because of a perceived back of upward mobility, lowering of their status as a result of technology and rising expectation. Blue collar workers are used to refer to manufacturing and construction labourers who have as it were little or no educational qualification.

Certainly therefore, educational level or qualification, according to available literature is a correlate of job satisfaction.

2.5 Job Satisfaction And Employees Performance

This subject matter has been for about four decades now. One of the most controversial issues among practitioners and researchers. The argument broader on the following perception.

1. Satisfaction causes performance
2. Performance causes satisfaction
3. Satisfaction and performance

With research going on severally in this subject, many researchers have concluded that there is not present technique for determining the cause and effect relationship at satisfaction and performance. This was first expressed by Kon Hauser (1934) and later Chariton et al (1971). Economic organizations. In his study Uche (1994) observed that most jobs especially top level educational qualification.

This conclusion had earlier been upheld by various works of Weber (1947) Mcqueen (1969) and Adeyin (2002) who established that there are is an obvious link between formal education and access to particular jobs and positions in such jobs. Organizational employees are of different educational

levels. Some employees enter employment as their terminal career while others use their employments as a spring board to further their educational goals. It is logical to assume that those employees who have not completed educational goals will not seek satisfaction on the job no matter how rewarding the job no matter how rewarding the job may be. It is only the employees who see work as their life goals who will seek to satisfy their life goals on the job.

Ejiogu (2005) argued that highly educated employees find it very difficult to be satisfied since the “higher they go, the more difficult they become”. This seems to be true in cases where doctorate degree holders employed in oil companies in Nigeria have been found to be more difficult to manage than employees with bachelors and masters degrees when experience was not taken into consideration.

Siegel et al (1982) noted that blue collar workers to be dissatisfied.

a. **Satisfaction Causes Performance**

This is one of the cause and effect relationships identified by researchers. The most fundamental assumption of this

proposition is that employees findings of job satisfaction significantly affect their performance.

This is a reflection of the popular belief that a happy worker is a productive worker and the assertion that higher morale would lead to improved production as held by the early human relationist whose emphasis has been on the well being of the individual workers. They have thus postulated that increased satisfaction makes workers more motivated to produce.

Under this hypothesis it is assumed that increase productivity can be attained by increasing the satisfaction of workers. But an observation by Roethl isberger (1941), one of the earliest human relationist, who said that “the factors which make for efficiency in a business organization are not necessarily the same as those factors that make for happiness, collaboration, team work, or moral question the whole claim of this proposition.

b. Performance Causes Satisfaction

Lawler and Porter (1960) are the most renowned for their arguments in this proposition. According to this school of

thoughts satisfaction is considered to be an effective performance and not a cause. They assert that performance leads to rewards and if these rewards are perceived to be equitable as explained by equity theory, employee satisfaction results.

Greenes (1972) study supports this assertion. In his study significant correlation were obtained between performance and reward granted subsequently and between rewards and subsequent satisfaction.

Lockes (1970) findings report the performance causes satisfaction claim. He says that the effect of job performance on job satisfaction is a function of the degree to which performance of the individuals important job values.

Both proposition have their credence and are both attractive. While the performance causes satisfaction is a more recent development, the contention that satisfaction causes performance according to Cannon (1978) remains the more widely held of the two beliefs particularly among the practioners because according to him it is more pleasant to

increase an employee's happiness than to deal directly with his performance whenever a problems exists.

2.6 Theoretical Framework

The theory that will be used as the framework for this study is the Hefrzberg two factor theory of job satisfaction. Hefrzberg (1959) put forward the two factor theory of job satisfaction. He stressed that the factor which causes job satisfaction are separate and distinct from those which causes job dissatisfaction. The factors causing job satisfaction which he terms as motivators are basically high level "growth" need (esteem and self actualization).

The factors which cause job dissatisfaction (hygiene factors) are factors most concerned with conditions of work such as pay and supervision. The hygiene factors which serve primarily as preventives as those factors that meet man's needs to avoid unpleasant situations. Following this point he argued that it will be an error on the part of the organization to think that prevention will unleash positive health and the returns of increase productivity. He further added that the effect of improved hygiene factors last only a short time

because man's avoidance needs are recurrent and of an infinite variety resulting in frequent demand. For improved salary, working conditions e.t.c.

He explained that there was nothing wrong with providing the maximum of hygiene benefits to the employees as much as the society can afford, but that there was plenty of things wrong with summation of human needs in totally hygienic terms because this effects the psychological premises of industrial relations and its effects on the self concept of the employers.

People usually tend to put themselves in the best height. Where things are not going well, they will tend to blame their failure on environment or other people, a sort of defensive mechanism which yields the erroneous dichotomy between satisfiers and dissatisfies.

CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter presents the methodology used for data collection under the following sub heading: Research design, population for the study, sample and sampling technique, instrumentation, method of data collection and method of data analysis.

3.2 Research Design

The study adopted the descriptive survey method. A questionnaire will be designed to aid in soliciting responses from the respondents on the subject. The survey design was chosen because it involved collecting data in order to test hypothesis or answer questions concerning the current status of the subject of the study and report the way things are (Gay, 1991). The survey method was chosen for the study because according to Best and Khan (1995), it helps to describe record analyze and interpret the conditions that exist in a study. This method is also less expensive and saves time.

3.3 Population for the Study

The targeted population for this study includes all the staff of National Security and Civil Defence (NSCD) Sokoto. NSCD has a staff population of 516 persons.

3.4 Sample and Sampling Technique

The samples for this study include the employees of National Security and Civil Defence Sokoto and other well informed members of the society who the researchers believe can answer the questionnaire. In all a total of 100 questionnaires will be distributed to the respondents on a random basis. There will be no specific number of questionnaire that will be issued to the staff of NSCD or to the members of the public.

Therefore, the simple random sampling technique will be used for the study.

3.5 Instrument for Data Collection

The only instrument that will be used for data collection is a structured questionnaire. The questionnaire will be made

up of questions on personal information and on the subject being investigated. The questionnaire will be used to solicit information from the respondents on the subject being investigated.

3.6. Method of Data Collection

The method employed for data collection for this study is the primary source of data collection. The primary source is concerned with the use of questionnaire or interview schedules to obtain information on the subject being investigated.

For the purpose of this study, a questionnaire was designed and will be issued to the respondents by the researchers. The responses of the respondents will be extracted from the questionnaires and converted into the data for the study.

3.7 Method of Data Analysis

The data that will be retrieved from the questionnaire issued to the respondents will be presented and analyzed through the use of frequency distribution tables and simple percentage method. Percentage will be used in order to study the degree of responses.

3.8.Hypothesis testing technique

The technique employed for hypothesis testing is the chi square method

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1.Introduction

This chapter is on data presentation and analysis. Data retrieved from the questionnaires administration to the respondents will be presented and analyzed through the use of frequency distribution table and percentage. Also testing of research hypotheses through the use of the chi-square method will be presented as well as the summary of findings.

Table one; Questionnaire administered to the respondent.

Table 4.1

QUESTIONNAIRE	NUMBER	PERCENTAGE (%)
Returned	85	85
Unreturned	15	15
TOTAL	100	100

Source; questionnaires administrated 2014

The table above show hat a total of 100 questionnaires was administered to the respondents out of which 85 (85%) of the questionnaires were complete and returned, while 15 (15%) of the questionnaires were not returned.

Therefore, the researcher will conduct the presentation and analysis of data with the 85 returned questionnaires

4.2. Analysis of questionnaire administered to the respondents.

Q1. How many years have you served in NSCD?

Table 4.2. no of year in service

YEARS IN SERVICE	FREQUENCY	PERCENTAGE%
1-5 years	12	14.11
5-10years	48	56.47
11-15years	20	23.53
16years 8 above	5	5.18
Total	85	100

Source: field survey 2014

Responses to the question, 'how many years have you served in NSCD? From table 4.2, 12 (14.11%) of the respondent indicated 1-5 years, 48 (56.47%) of the respondent indicated 6-10 years; 20(23.52%) of the respondent indicated 11-15years and 5(5.88%) of the respondent indicated 16 years and above.

Therefore going by the responses of the majority of the respondents it can be concluded that they have served for 6-

10 years. This is an indication that most of the respondent have worked for many years in NSCD.

Q2. Are you satisfied with your job as NSCD officer?

Table 4.3. job satisfaction and NSCD officer.

RESPONSE	FREQUENCY	PERCENTAGE%
Yes	68	80
Partially	17	20
Not really	-	Nil
No	-	Nil
TOTAL	85	100

Source: field survey 2014

Responses on whether the employees of NSCD are satisfied with their job as NSCD officers or not? Table 4.3 shows that 68(80%) of the respondent indicated yes, while 17(20%) of the respondent indicated partially.

In the final analysis, going by the responses of the majority of the respondents it can be concluded that the employees of NSCD are satisfied with their joy as NSCD officer .this is an

indication that NSCD employees are well motivated as they have joy satisfaction.

Q3 is there joy satisfaction among NSCD employees?

Table 4.4. Job satisfaction among NSCD employees.

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	72	84.7
Partially	13	15.3
Not really	–	NIL
Not at all	–	NIL
TOTAL	85	100

Source: Field survey 2014

Responses to the question, ‘is there job satisfaction among NSCD employees? Table 4.4 shows that 72(84.7%) of the respondents indicated yes 13 (15.3%) of the respondents indicated not really.

Therefore, going by the responses of the majority of the respondents it can be concluded that there is job satisfaction among NSCD employees. This is an indication that NSCD employees have good condition of service.

Q4 Is the performance of employees NSCD determined by their level of job satisfaction.

Table 4.5: Performance of NSCD employees and job satisfaction.

RESPONSE	FREQUENCY	PERCENTAGE%
Yes	78	91.8
Partially	7	8.2
Not really	-	NIL
No	-	NIL
TOTAL	85	100

Source field survey 2014

Responses to the question, 'is the performance of employees of NSCD determined by the level of job satisfaction? Table 4.5 shows that 78(91.8%) Of the respondent indicated yes, while 7(8.2%) of the respondent indicated partially.

Therefore going by the responses of the majority of the respondents it can be concluded that the performance of NSCD employees is determined by the level of job satisfaction. This is an indication that employees job satisfaction lead to better performance.

Q5. What are the main things that can ensure employee's job satisfaction in NSCD?

Table4.6: The main thing that can ensure employees job satisfaction.

RESPONSES	FREQUENCY	PERCENTAGE %
Good wages	85	100
Promotion	-	Nil
Fringe benefit	-	Nil
Reduction in working our	-	Nil
TOTAL	85	100

Source: Field Survey 2014

Responses to the question, ‘what is the main thing that can ensure employees job satisfaction in NSCD? Table 4.6 shows that, 85 of the respondents representing the total number of the respondents indicated ‘good wages.

‘Therefore it can be agreed that good wages is the main thing that can ensure employees job satisfaction among the NSCD. This shows that job satisfaction among NSCD employees is because they have good wages.

Q6. The wages paid to NSCD employees does it commensurate with the job they do?

Table 4.7: Employees wages and the job they do

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	65	76.4
Partially	20	23.6
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses to the question, ‘the wages paid to NSCD employees does it commensurate with the job they do? Table 4.7 shows that, 65 (76.4%) of the respondents indicated Yes, while 20 (23 %) of the respondents indicated partially.

In the final analysis, going by the responses of the Marjory of the respondents it can be concluded that the wages paid to NGCD employees commensurate with the job they do. This shows that the wages paid to NSCD employees gives them some satisfaction.

Q.7 Are NSCD employees happy with their condition of service?

Table 4. 8: NSCD employees and their condition of service

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	80	94.1
Partially	5	5.9
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses on whether NSCD employees are happy with their condition of service or not, shows that, 80 (94.1%) of the respondents indicated yes, while, 5 (5.9%) of the respondent indicated partially.

Therefore, going by the responses of the majority of the respondents it can be concluded that NSCD employees are happy with their condition of service. This is an indication that their condition of service gives them job satisfaction.

Q.8 Can monetary incentives bring about job satisfaction among NSCD employees?

Table 4.9: Monetary incentive and job satisfaction.

RESPONSES	FREQUENCY	PERCENTAGE %
------------------	------------------	---------------------

Yes	85	100
Partially	-	NIL
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses whether monetary incentives can bring about job satisfaction among NSCD employees or not? Table 4.9 shows that 85 of the respondents representing the total number of the respondents indicated Yes.

Therefore, it can be agreed that monetary incentives can bring about job satisfaction to NSCD employees.

Q.9 Can reduction in number of hours at work lead to job satisfaction among NSCD employees?

Table 4.10.Reduction in number of hours at work and employee's job satisfaction.

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	60	70.58
Partially	15	17.64
Not really	10	11.64
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Response on whether reduction in the number of hours at work will lead to job satisfaction among NSCD employees or not? Table 4.10 shows that, 60 (70.58%) of the respondents indicated Yes, 15 (17.64%) of the respondents indicated partially, and 10 (11.76%) of the respondents indicated not really.

In the final analysis, going by the responses of the majority of the respondents it can be concluded that reduction in the hours at work can lead to NSCD employees job satisfaction. This is an indication that it is not only monetary incentive that can give employees job satisfaction.

Q.10 Is disciplinary measures used as a tool to promote employees job satisfaction.

Table 4.10. Disciplinary measure as a tool to promote employee job satisfaction.

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	-	NIL
Partially	7	8.23
Not really	30	35.29
Not at all	48	56.47
TOTAL	85	100

Source: Field Survey 2014

Responses to the question is, ‘disciplinary measures used as a tool to promote employees job satisfaction? Table 4.11 shows that, 7 (8.2%) of the respondents indicated ‘partially, 30 (35.3%) of the respondents indicated ‘not really’, and 48 (56.5%) of the respondents indicated ‘not at all’

Therefore, going by the responses of the majority of the respondents it can be concluded that disciplinary measures are not used as tools to promote employees job satisfaction. This is an indication that disciplinary measures does not bring about job satisfaction.

Q.11 Is the performance of NSCD employees high?

Table 4.12: The Level of NSCD employees performance

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	68	80
Partially	17	20
Not really	-	56
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses to the question, ‘is the performance of NSCD employees high? table 4.12 shows that, 68 (80%) of the

respondents indicated ‘Yes’ while 17 (20%) of the respondents indicated partially.

Therefore, going by the responses of the majority of the respondents it can be concluded that the performance of employees of NSCD is high. This is an indication that the high performance is due to employee’s job satisfaction.

Q.12 If Yes, what is responsible for the high performance of NSCD employees?

Table 4.13: Factor responsible for the high performance of NSCD employees

RESPONSES	FREQUENCY	PERCENTAGE %
Job satisfaction	85	100
Nature of job e	-	NIL
Fear of loosing job	-	NIL
None of the above	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses on what is, ‘responsible for the high performance of NSCD employees? table 4.13 shows that 85 of the respondents representing the total number of the respondents indicated job satisfaction.

Therefore, going by the responses of the respondents it can be agreed that job satisfaction among NSCD employees is responsible for their high performance.

Q. 13 Can employees job satisfaction in NSCD bring about improvement in organization?

Table 4.14. Job satisfaction and improvement in NSCD.

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	85	100
Partially	-	NIL
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses to the question, can employee's job satisfaction in NSCD bring about improvement in organization?table 4.14 shown that 85 of the respondents representing the total number of the respondents indicated Yes.

Therefore, it can be concluded that job satisfaction in NSCB can bring about improvement in organization. This reveals that for any organization to have improved employees performance the employers must to ensure that the employees are satisfied with their job.

Q.14 How can you rate the level job satisfaction among NSCD employees?

Table 4.15: The level of job satisfaction among NSCD employees

RESPONSES	FREQUENCY	PERCENTAGE %
Very high	8	9.5
High	77	90.5
Low	-	NIL
Very low	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses on how the respondents rate the level of job satisfaction among NSCD employees, table 4.15 shows that 8 (9.5%) of the respondents indicated 'very high' while, 77 (90.5%) of the respondents indicated 'High'.

Therefore, going by the responses of the majority of the respondents it can be concluded that the level of job satisfaction among NSCD employees is high.

Q. 15 Will Lack of job satisfaction among NSCD employees effect the performance of the organization?

Table 4.16. Lack of job satisfaction and performance of the organization.

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	75	88.2
Partially	10	11.8
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses on whether the lack of job satisfaction among NSCD employees will effect the performance of the organization or not? Table 4.16 shows that 75 (88.2%), 10 (11.89%) of the respondents indicated partially.

Therefore going by the respondents of the majority of the respondents it can be concluded that lack of job satisfaction among NSCD employees will affect the performance of the organization. This is an indication that organizational performance depends on employee's job satisfaction.

Q.16. Is the rank and file in your organization satisfied with their job in respect to the condition of service?

Table 4.17: Employees of NSCD and job satisfaction in respect to job condition.

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	19	2.3
Partially	56	66.8
Not really	10	11.7
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses on whether the rank and file in NSCD is satisfied with their work respect to the condition of services or not? Table 4.17 shows that, 19 (22.3%) of the respondents indicated 'Yes' 56 (66%) of the respondents indicated partially and 10 (11.7%) of the respondents indicated not really.

In the final analysis going by the responses of the majority of the respondents it can be concluded that the rank and file are partially satisfied with their work in respect to the condition of service.

Q.17 With more motivation can employees of NSCD improve on their current performance?

Table 4.18: Motivation as a tool for improved performance

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	85	100
Partially	-	NIL
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses to the question, ‘with more motivation can employees of NSCD improve on their current performance?’

Table 4.18 shows that 85 of the respondents representing the total number of the respondents indicated Yes.

Therefore, it can be concluded that with more motivation employees of NSCD will perform better than their current performance. This is an indication the greater the motivation the more the job satisfaction and hence the greater the performance in an organization.

Q.18 Is job satisfaction the only factor that promotes high performance in NSCD?

Table 4.19: Job Satisfaction as only factor that promote high performance

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	-	NIL
Partially	9	10.5
Not really	56	65.9
Not at all	20	23.5
TOTAL	85	100

Source: Field Survey 2014

Responses to the question is job satisfaction the only factors that promotes high performance in NSCD? Table 4.19 shows that 9 (10.5%) of the respondents indicated partially 56 (65.9%) of the respondents indicated not really, and 20 (23.5%) of the respondents indicated No.

In the final analysis going by the responses of the majority of the respondents it can be concluded that job satisfaction is not the only factor that promotes high performance in NSCD. This is one indication that there are other factors that promotes high performance in NSCD which have nothing to do with job satisfaction.

Q19. Between the junior officers and the senior officers and the senior officers who derives more satisfaction from NSCD work.

Table 4.20. A Senior and Junior officers level of job satisfaction from NSCD work?

RESPONSES	FREQUENCY	PERCENTAGE %
Senior Officers	85	100
Junior Officers	-	NIL
TOTAL	85	100

Responses to the questions, ‘between the senior and junior officers who derives more satisfactions from NSCD work?

Table 4.20 shows that, 85 of the respondents representing the total number of the respondents indicated senior officers.

Therefore, it can be agreed that senior officers derives more satisfaction from NSCDS work than their junior colleagues.

20. Is there anyway to ensure job satisfaction among NSCD employees that can lead to greater performance?

Table 4.21. Way (s) to ensure job satisfaction among NSCD employees

RESPONSES	FREQUENCY	PERCENTAGE %
Yes	85	100
Partially	-	NIL
Not really	-	NIL
Not at all	-	NIL
TOTAL	85	100

Source: Field Survey 2014

Responses to the question, is there any way to ensure job satisfaction among NSCD employees that can lead to greater performance? Table 4.21 shows that 85 of the respondents representing the total number of the respondents indicated Yes

Therefore it can be concluded that there is a way to ensure job satisfaction among NSCD employees that can lead to greater performance.

4.3.Hypotheses Testing

This segment of the chapter treats the testing of the hypothetical statement to ascertain whether they are accepted or not. Chi- Square method will be used to test the hypothesis.

Table 4.3.1. There is a relationship between job satisfaction and employees performance

VIEW	YES	NO	TOTAL
Yes	75	-	75
No	-	10	10
TOTAL	75	10	85

Source: questionnaire administered 2014

Table 4.3.2. Chi-square

R/C	FO	FC	FO-FE	(FO-FE)²	(FO-FE)² FE
1-1	75	66.1	8.9	79.21	13.1
1-2	-	8.82	8.82	77.89	69
2-1	-	8.82	8.82	77.8	69
2-2	10	1.17	8.83	77.96	76.79
TOTAL	85	85	35.37	312.77	227.89

$$Fe = \frac{r \times c}{Gt}$$

$$Fe_1 = \frac{75 \times 75}{85} = 66.1$$

$$Fe_2 = \frac{75 \times 10}{85} = 8.82$$

$$Fe_3 = \frac{10 \times 75}{85} = 8.82$$

$$Fe\ 4 = 10 \times 1085 = 1.17$$

$$\begin{aligned} \text{Degree of freedom - Df} &= (C-1) (V-1) \\ &= (2-1) (2-1) \\ &= 1 \times 1 \\ &= 1 \end{aligned}$$

The calculated value = 227.89, we therefore test at 10% level of significance we check 1 under 0.5 in the table of chi-square = 107.49. Since the calculated value is greater than value in the hypothesis, therefore, alternative hypothesis is accepted.

Table 4.3.3 That job dissatisfaction effects the performance of employees.

VIEW	YES	NO	TOTAL
Yes	80	-	80
No	-	5	5
TOTAL	80	5	85

Source: questionnaire administered 2014

Table 4.3.4 Chi-square

R/C	FO	FC	FO-FE	(FO-FE)²	(FO-FE)² FE
1-1	80	75.3	4.7	22.1	53.2
1-2	-	4.7	4.7	22.1	17.2
2-1	-	4.7	4.7	22.1	17.4
2-2	5	0.3	4.7	22.1	21.8
TOTAL	85	85	35.37	312.77	109.8

$$\text{Fe} = \text{rtxctG7}$$

$$\text{Fe 1} = 80 \times 8085 = 78.3$$

$$\text{Fe 2} = 80 \times 585 = 4.7$$

$$\text{Fe 3} = 5 \times 8085 = 4.7$$

$$\text{Fe 4} = 5 \times 585 = 0.3$$

$$\begin{aligned} \text{Degree of freedom - Df} &= (C-1) (V-1) \\ &= (2-1) (2-1) \\ &= 1 \times 1 \\ &= 1 \end{aligned}$$

The calculated value = 109.8 we therefore test a 5% level of significance we check 1 under 0.05 in the table of Chi Square

= 100.4 since the calculated value is greater than value in the hypothesis, therefore alternative hypothesis is accepted.

Table 4.3.5 there is a relationship between job satisfaction and employees performance

VIEW	YES	NO	TOTAL
Yes	73	-	73
No	-	12	12
TOTAL	73	12	85

Source: questionnaire administered 2014

Table 4.3.6 Chi-square

R/C	FO	FC	FO-FE	(FO-FE)²	(FO-FE)² FE
1-1	73	62.7	10.3	106.1	53.2
1-2	-	10.3	10.3	106.1	17.2
2-1	-	10.3	10.3	106.1	17.4
2-2	12	1.7	10.3	106.1	21.8
TOTAL	85	85	41.2	424.4	339

$$Fe = \frac{73 \times 73}{85}$$

$$Fe_1 = \frac{73 \times 73}{85} = 62.7$$

$$\text{Fe 2} = 73 \times 1285 = 10.3$$

$$\text{Fe 3} = 12 \times 7385 = 10.3$$

$$\text{Fe 4} = 12 \times 1285 = 1.7$$

$$\begin{aligned} \text{Degree of freedom - Df} &= (C-1) (V-1) \\ &= (2-1) (2-1) \\ &= 1 \times 1 \\ &= 1 \end{aligned}$$

The calculated value=339 we therefore test at 12% level of significance, we check 1 under 0.5 in the table of Chi-square=213.2. Since the calculated value is greater than the value in the hypothesis, alternative by hypothesis is accepted.

4.4.Summary of Findings

From the investigation conducted findings reveals that: -

The employees NSCD are satisfied with their job as NSCD officers and there is job satisfaction among NSCD employees.

The main thing that can ensure employees job satisfaction is good wages.

Monetary incentives bring about job satisfaction among NSCD employees.

Reduction in number of hours at work can lead to job satisfaction among NSCD employees.

Disciplinary measures cannot be used as a tool to promote employees job satisfaction.

The performance of NSCD employees is high

Job satisfaction among the employees of NSCD is the factor responsible in the organization high performance.

The employee's job satisfaction in NSCD brings about improvement in organization.

The satisfaction among NSCD employees is high.

Lack of job satisfaction will affect performance of the organization.

The rank and file in NSCD are satisfied with the job in relation to their condition of service.

With more motivation the employees of NSCD will improve their current performance.

Job satisfaction is not the only factor that promotes high performance in NSCDE.

The senior officers of NSCD derive more satisfaction from NSCD work than the junior officers.

Finally there is a way to ensure job satisfaction among NSCD employees.

The Test conducted on the three hypotheses showed the alternative by hypothesis was accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

The study carried out an investigation on assessment of the impact of job satisfaction on employee's performance in the public sector.

Chapter one is the introductory part of the study, in the background information it showed that organizations' employees are yearning for satisfaction. Need and environment play a role in determining man's behaviour (Ujo, 2004). With the emergence of large formal organizations which made management more complex and the need to adjust the pattern of management. Workers are viewed as responding organisms that would increase their output in direct proportion to the favorableness of the work situation. Every worker is money conscious. UJo (2004) argued that what employees do when joining an organization to make an unwritten psychological contract for wages and working conditions. Employees are willing to give a certain amount of work and loyalty and in return they demand more than economic rewards from the system. Employees demand different things that can give them job

satisfaction. Although a greater deal of NSCD employees consider the job as means of providing them with the necessary money to cater for their needs. Employees achieved different level of satisfaction at different period.

Chapter two reviewed related literature. The review shows that job satisfaction is the total satisfaction one derived from his job in terms of condition of service different job satisfaction theories such as the two factors theory, social man-model, money as a motivator, job characteristic models, equity theory, Maslow's Hierarchy of needs all these theories tries to shown productivity. The factors that influence job satisfaction were identified as; financial reward, work environment, educational level. Also it shows that satisfaction causes performance and performance causes satisfaction.

Chapter three presented the methodology used for data collection. The primary source of data collection was adopted and questionnaire was the only instrument used for obtaining data for the study.

In chapter four the analysis of data revealed that NSCD employees are satisfied with their condition of service and these results to the high performance in the organization.

5.2. **Conclusion**

From the investigation carried out it is obvious that job satisfaction of the employees leads to enhanced performance in the organization. Every big organization today want to ensure that their employees put in their best in order to promote the organization. Organizational performance in organization such as NSCD which is a security organization can be more effective if the employees are well motivated. Motivating employees is one of the best ways to make them feel satisfied with their work and hence put in their best.

In NSCD, the employees feel highly motivated and this gives them a degree of job satisfaction. The performance in the organization is high and this is because the condition of service is good enough. Non motivation will lead to job dissatisfaction and this will have great effect on organizational performance. Therefore, employees need to be given conditions that will be favourable to

them and the organization in order to create a sense of belonging in the employees.

5.3. **Recommendations**

Considering some of the findings of the study and the problems identified it becomes imperative to attempt some recommendations that can serve as a panacea to these problems.

The recommendations are: -

1. Organizations should ensure that the conditions of service given to the employees are favourable to the employees and the organization.
2. Employers of labour should ensure that their employees are well paid, as good wages is one of the best ways to ensure employees job satisfaction.
3. The number of hours at work should be reasonable so as to give the employee time for himself.
4. Employees should be promoted as and at when due so as to boost their morale and make them feel satisfy.
5. Employees should be rewarded for their effort, this will go a long way to give employees a sense of belonging.

6. Employees should be encouraged to further their education since education helps to improve and employee's position and pay which gives job satisfaction.

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30. APPENDIX

QUESTIONNAIRE FOR THE RESPONDENTS OF NSCD

1. Gender?
 - a. Male ()
 - b. Female ()
2. AGE?
 - a. 15 – 19 years ()
 - b. 20 – 29 years ()
 - c. 30 – 39 years ()
3. Marital Status?
 - a. Married ()
 - b. Single ()
4. Educational Qualification?
 - a. SSCE ()
 - b. NCE/Diploma ()
 - c. B.Sc or its equivalent ()
5. Occupation?
 - a. Student ()
 - b. Public servant ()
 - c. Private sector employee ()
6. Do you have knowledge on management?
 - a. Yes ()
 - b. Partially ()
 - c. No ()
7. Can employees have job satisfaction?
 - a. Highly agree ()
 - b. Agree ()
 - c. Agree partially ()
 - d. Disagree ()
8. Can public officers be satisfied with their job?
 - a. Highly agree ()
 - b. Agree ()
 - c. Agree partially ()
 - d. Disagree ()

9. Can employees' job satisfaction be of benefit to the organization?
a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
10. How can employees' job satisfaction benefit an organization?
a. Brings about enhanced performance ()
b. Ensures greater patronage ()
c. Reduce financial burden ()
d. All of the above ()
11. Are there factors that can bring about job satisfaction?
a. Totally agree () b. Agree () c. Partially agree () d. Disagree ()
12. Is monetary incentive a factor that can bring about employees job satisfaction?
a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
13. Can recommendation and reward bring about employees jobs satisfaction?
a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
14. Is promotion of factor that can bring employees job satisfaction?
a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
15. Is the work environment a factor that can bring about job satisfaction?
a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
16. Is the performance of NSCD employees high?

- a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
17. Are NSCD employees satisfied with their job?
- a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
18. Can NSCD employees perform better if they have job satisfaction?
- a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
19. Does employee's job satisfaction affect performance?
- a. Highly agree () b. Agree () c. Agree partially () d. Disagree ()
20. How can you rate the impact of job satisfaction on employees performance?
- a. Very High () b. High () c. Partially High () d. Low ()
21. How best can organizations ensure employers job satisfaction?
- a. Through improved working conditions ()
- b. Reduction in number of hours per day ()
- c. Giving employees challenging task ()
- d. Supporting employees in terms of need ()

ABSTRACT

The study conducted an investigation on the impact of job satisfaction on employees performance.

Job satisfaction is one of the factors that influences performance in organization. There are many factors that influence job satisfaction such as wages, work environment etc. Hypothesis was used to guide the study. Survey method was employed and a questionnaire served as the only instrument for data collection. Recommendations were made to serve as panacea to the problems identified.