

## **JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT BENUE STATE MINISTRY OF INFORMATION, MAKURDI, NIGERIA**

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### **Abstract**

*The efforts made by workers in production activities determine the overall performance of the organization. Therefore, management in organizations strives to enhance performance of their workers through different reward systems to increase job satisfaction and consequently employee performance. The study thus examined how intrinsic (recognition, attraction of a job) and extrinsic (salary, bonuses) rewards affected employee performance at the BNSMIM. Information for the study were collected through text books, official records, journal publications; and through field survey using questionnaire and observation as instruments. Analyses of the data through tables, simple percentages and Chi-square revealed that the motivation factors impacted positively on the performance of employees of the ministry. Yet, ego needs alone cannot effectively achieve job satisfaction for staff performance in the ministry. The paper therefore recommends, among others that the ministry should give more attention to financial rewards and bonuses to enable staff of the organization to meet their primary needs for maximum job satisfaction and consequently employee performance.*

**Keywords: Information, Motivation, Needs, Performance, Satisfaction.**

## **Introduction**

Job satisfaction is concerned with how contented an individual is with his or her job at a point in time. As an attitudinal measurement technique, it requires to increase the scope and complexity of workers' job in order to make it more attractive, appealing, and productive. This can be done through intrinsic and extrinsic reward programmes provided by management to: attract qualified personnel to join the organization, keep them coming to work, and motivate same to achieve high level of performance.

Job satisfaction, also known as employee satisfaction can be attained through intrinsic and extrinsic determinants. The intrinsic determinants (e.g added responsibility, achievement, advancement, recognition, attraction of the job itself) are psychological rewards experienced directly by individuals; and they stem from man's desire for perfection (Sapru, 2011). Gibson, Ivancevich and Donnely (1991) defines these as rewards that are part of the job itself. The presence of these motivating factors, Sapru (2011) opines will cause satisfaction in the work place; their absence will not cause dissatisfaction but will lead to absence of positive satisfaction.

The extrinsic determinants of job satisfaction (e.g pay, promotion, interpersonal relationship, status, fringe benefits, etc) are provided by an outside agent such as superior, peers or work group. Gibson et al (1991) defines these as rewards that are external to the job. Herzberg (1966) refers these as hygiene or maintenance factors and states that when they are provided up to an acceptable level or beyond that level, they do not lead to increase in satisfaction. But when these factors are provided, they maintain satisfaction of workers. When a staff feels satisfied about a job, he or she is motivated to put in greater efforts, or creates a pleasant atmosphere within the organization to perform well. On the other hand, a dissatisfied staff is relaxed and thus exhibits non-challant attitudes to organizational activities. This negatively affects performance of the individual, and the organization at large. Thus, every organization places considerable reliance on individual employee performance to gain high productivity.

The Benue State Ministry of Information Makurdi (BNSMIM) collates, synthesises and disseminates information for the smooth running of affairs in the State. Staff of the Ministry, just like other Ministries in the State have enjoyed intrinsic and extrinsic rewards for job satisfaction and consequently staff performance (Terkaa, 2019). However, the Ministry has slacked in the carriage of its statutory responsibilities in the recent past (Akawe, 2018). Why has Benue State Ministry of Information not been able to discharge its responsibilities as expected amidst reward systems they were said to have enjoyed during period of the study? The study is therefore set to specifically verify if: intrinsic (recognition, attraction of job) and extrinsic (salary, bonuses) rewards availed staff of the Ministry have satisfied same for maximum job performance. To achieve this, two hypotheses were formulated and tested by the study viz: (i) Intrinsic rewards do not significantly affect employee performance at BNSMIM. (ii) Extrinsic rewards do not significantly affect employee performance at BNSMIM.

## **Methodology**

Information for the work were sourced from existing literatures in textbooks, journal articles, official documents, questionnaire and observation. Staff of the Ministry were asked to say whether or not, the above stated intrinsic and extrinsic rewards gingered them for better

performance of assigned responsibilities. The 178 staff of the Ministry in Makurdi was the study population for the work. The entire population constituted the sample for the study, hence there was no sampling because the population is small and was effectively managed by the researchers. The 144 copies of questionnaire returned from field survey formed the base of analyses in the study via tables and simple percentages. The formulated hypotheses for the study were tested using chi-square at 0.05 level of significance

**Decision Rule:** The decision rule for rejection of hypotheses was based on the Chi-square calculated value ( $\chi^2_{\alpha}$ ) and the critical value. A hypothesis of no significant effect was rejected for any cluster of items whose  $\chi^2_{\alpha}$  was greater than the critical value at 0.05 level of significance and with the specified degree of freedom; while it was not rejected for any cluster of items whose  $\chi^2_{\alpha}$  is less than the critical value at 0.05 level of significance and with the specified degree of freedom

### **Conceptual/theoretical framework**

Major concepts of the study are hereunder defined and explained.

#### **Job Satisfaction**

Job satisfaction is an affective or emotional response towards various facets of one's job. Locke (1976:1304) defines job satisfaction as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. A person with high job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitude or behaviour about the job. This portends that job satisfaction has two major managerial implications. If it is high, the employee will perform better. On the other hand, if job satisfaction is low, there will be performance problems.

Halin and Judge (2003), on the other hand defined job satisfaction as multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (emotional) and behavioural components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job.

Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their jobs (Thompson and Phua, 2012). Hence affective job satisfaction for individuals reflects the degree of pleasure or happiness their jobs in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. They can be unidimensional if it comprises evaluation of just one facet of a job such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated.

Cognitive job satisfaction do not assess the degree of pleasure or happiness that arise from specific job facet, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactorily in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective satisfaction, the two constructs are distinct, not necessarily directly related, and have antecedents and consequences (Moorman, 1993). Job satisfaction can thus be understood in terms of its

relationship with other key factors such as general well-being, stress at work, control at work, home-work interface and working conditions (Tomazric, Seljak, Aristounic, 2014).

When a person gets one thing, then something else will motivate him and the need which has been fulfilled will have only negative significance in defining his behaviour. To this effect, Herzberg (1966) in Sapru (2011) opines that today's motivators are tomorrow's hygiene because they stop influencing the behaviour of persons when they get them. The author further stress that one's hygiene may be the motivator of another. He cited example in developing countries where workers consider maintenance factors as motivators because they have not been able to attain these primary needs, and as such continues to be motivated by them (factors).

Job satisfaction is complex and difficult to measure as it is affected by a wide range of variables viz: individual, social, cultural, organizational and environmental factors. Individual factors that affect job satisfaction include personality, educational qualifications, intelligence, abilities, age, marital status, and orientation to work.

Social factors include relationships with co-workers, group working and norms, opportunities for interaction, informal organization; while cultural factors encompasses underlying attitude, beliefs and values.

Organizational factors that affect job satisfaction revolve on the nature and size, formal structure, human resource policies and procedures, employee relations, nature of the work, technology, work organization, supervision, styles of leadership, management systems, and working conditions. However, environmental factors underpinning job satisfaction include economic, social, technical and governmental influences. These different factors all affect the job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. For example, in times of economic depression and fears of high unemployment, job security is to be the prominent concern for many members of staff of organizations.

### **Employee Performance**

Employee performance refers to accomplishment of task or mere working effectiveness of employees (Thomas, 2014). It is a means by which organizations achieve their goals through its recurring activities. Lebars and Euske (2006) defines the concept as a set of financial and non-financial indicators which offer information on the degree of achievement of organizational goals and objectives. Good performance thus means how well employees have performed on assigned tasks. The emphasis on employee performance in organizations results from the fact that every organization is established with set objectives and human resources are the basic tools for attaining these goals (Apase, 2013; Oravee, 2015).

Employee performance in organizations is a function of the reward system. When employees are able to meet their intrinsic and extrinsic needs earlier mentioned in the work, they put in more efforts for the achievement of organizational goals and vice versa, if their needs are not met by the organization.

### **Theoretical framework**

The study used Two-factor Theory by Herzberg (1966) to explain how job satisfaction influenced employee performance at BNSMIM. The theory posits that satisfaction and dissatisfaction are driven by either motivation or hygiene factors. An employee's motivation to work is continually related to job satisfaction at the point in time.

Motivating factors earlier mentioned in the paper are those aspects of the job that make people want to perform, and provide people with satisfaction; and their presence will cause satisfaction (Sapru, 2011). Their absence will not cause dissatisfaction but will lead to an absence of positive satisfaction. The motivating factors are considered to be intrinsic to the job, and they stem from man's perpetual need to realize his human potential for perfection so that he can transcend his environmental limitations or the work carried out (Hackman and Oldham, 1976). Hygiene factors, on the other hand include those aspects of the working environment such as pay (salary), bonuses, company policies, supervision, fringe benefits, status and interpersonal relationships (op cit).

### **Results and Discussions**

The data obtained during field survey at BNSMIM is presented and analysed in this part of the paper using tables and simple percentages. The distribution and return of questionnaire to staff of the Ministry was as presented on Table 1.

**Table 1: Distribution and return of questionnaire.**

<b>Respondents</b>	<b>Number Distributed</b>	<b>Number Returned</b>	<b>Number Not Returned</b>	<b>% of Total Returned</b>	<b>% of Total not returned</b>
Management/SeniorCadre	15	11	4	7.63	11.76
Middle cadre	70	62	8	40.05	23.52
Junior cadre	93	71	22	49.30	64.70
Total	178	144	34	100Apr.	100Apr.

**Source:** Field Survey, 2021.

The data on Table 1 shows that 178copies of questionnaire were distributed to staff at the BNSMIM during field survey for the paper. Out of the total number of questionnaires distributed to the respondents, 144 were returned and 34 were not returned. The analyses in the paper was therefore based on the questionnaires that were properly completed and returned from staff of the Ministry.

### **Results based on specific objectives**

The staff of BNSMIM were asked to say whether or not the measures of job satisfaction availed staff of the Ministry positively affected their performance; and their responses were as analyzed in Tables 2 and 3

**Table 2: Recognition and attractive jobs affect staff performance at BNSMIM**

<b>Respondents</b>	<b>Mgt. cadre</b>	<b>Middle Cadre</b>	<b>Junior Cadre</b>	<b>Total</b>	<b>% of respondents</b>
S/Agree	05	25	20	50	34.72
Agree	04	15	16	35	24.30
Undecided	00	07	09	16	11.11
Disagree	01	08	15	24	16.67
S/Disagree	01	07	11	19	13.19
<b>Total</b>	<b>11</b>	<b>62</b>	<b>71</b>	<b>144</b>	<b>100Apr.</b>

**Source:** Authors computation,2021.

The information on Table 2 shows that 85 (59.02%)respondents strongly agreed and agreed that staff recognition and attraction of a job enhanced staff performance during the period of the study, but 16(11.11) respondents were undecided; while 43(29.86) and 28(9.18) respondents disagreed and strongly disagreed. In comparing weight of the responses, it can be inferred that recognition and attractive jobs positively affected staff performance at the BNSMIM during the period of the study.

The staff of BNSMIM were also asked to say if salary increase and bonuses availed them by the Ministry enhanced performance of their jobs, and their responses were as contained on Table 3.

**Table 3:Salary increase and bonuses enhance staff performance at BNSMIM**

<b>Respondents</b>	<b>Mgt. Cadre</b>	<b>Middle Cadre</b>	<b>Junior Cadre</b>	<b>Total</b>	<b>% of respondents</b>
S/Agree	04	20	28	52	36.11
Agree	04	20	25	49	34.02
Undecided	00	07	06	13	9.02
Disagree	02	06	10	18	12.5
S/disagree	01	09	02	12	8.33
<b>Total</b>	<b>11</b>	<b>62</b>	<b>71</b>	<b>144</b>	<b>100Apr.</b>

**Source:** Authors computation,2021

The information on Table 3 shows that 101 (68.13%)respondents strongly agreed and agreed that salary increase and bonuses availed BNSMIM staff enhanced their performance during the period of the study, but 11 (9.02) respondents were undecided; while 30 (20.83) respondents disagreed and strongly disagreed. In comparing the number of respondents who agreed/strongly agreed with those who disagreed/strongly disagreed, it can be seen that the drift was more towards the assertion that salary increase and bonuses to employees by BNSMIM enhanced staff performance during the period of the study.

### **Test of Hypotheses**

The hypotheses earlier stated are tested in this part of the study using chi-square as seen below.

**Hypotheses 1:** *Recognition and attraction of a job do not significantly affect employee performance at BNSMIM.*

The hypothesis was tested using the analyzed responses on Table 2.

**Table 4: Chi-Square test on how recognition and attractive jobs affect employee performance at BNSMIM**

	Df	$\chi^2$	$\chi^2_{\alpha}$	Sig.	Alpha Level	Remark
Pearson Chi-square	1	3.841	202.765	.000	.05	S, R
Number of Valid Cases		144				

Df = degree of freedom,  $\chi^2$  = critical value,  $\chi^2_{\alpha}$  = chi-square calculated, Sig. = P-value;  $P < .05$ , S= Significant, R= rejected

**Source:** Computed from Table 2

The Table 4 shows a chi-square calculated value of 202.765 which is greater than the critical value of 3.841 at 0.05 level of significance and with 1 degree of freedom (i.e.  $\chi^2_{\alpha} = 202.765 > 3.841$ ). This indicates that recognition of employees' worth and attraction of a job by the Ministry significantly influenced their performance during the period of the study. Therefore, the null hypothesis was rejected and the alternate upheld.

**Hypothesis two:** *Salary and bonuses do not significantly affect employee performance at BNSMIM.*

The hypothesis was tested using responses earlier analyzed on the subject matter in Table 3 of the study.

**Table 5: Chi-Square test on how salary increase and bonuses affect employee performance at BNSMIM**

	Df	$\chi^2$	$\chi^2_{\alpha}$	Sig.	Alpha Level	Remark
Pearson Chi-square	1	3.841	242.864	.000	.05	S, R
Number of Valid Cases		144				

Df = degree of freedom,  $\chi^2$  = critical value,  $\chi^2_{\alpha}$  = chi-square calculated, Sig. = P-value;  $P < .05$ , S= Significant, R= rejected

**Source:** Computed from Table 3

The Table 5 shows a chi-square calculated value of 242.864 which is greater than the critical value of 3.841 at 0.05 level of significance and with 1 degree of freedom (i.e.  $\chi^2_{\alpha} = 242.864 > 3.841$ ). This indicates that salary increase to employees and bonuses by the Ministry significantly influenced their performance during the period of the study. Therefore, the null hypothesis was again rejected and the alternate upheld.

## Discussion of findings

The paper assessed how job satisfaction affected performance of employees at the BNSMIM using statistically analyzed views of 144 staff of the organization. The result of hypothesis one of the study is an indication that recognition of employees worth in the work process and attraction of the job itself motivates same for higher performance. As gathered through

existing literature in the work, job satisfaction cannot be achieved through hygiene factors earlier mentioned alone. This is because they (hygiene factors) reduce job dissatisfaction but cannot provide positive satisfaction of the job to employees. Related to this, professionals and seasoned technocrats derive more satisfaction with intrinsic rewards than extrinsic rewards as they derive achievement even from their work environment and are disposed to opportunities for growth so as to continue as leaders of their organizations. When a job is thus enriched with motivating factors which provides opportunity for the employees personal and psychological growth, Sapru (2011) opines, the workers puts in more efforts to the realization of its objectives. He (Sapru, 2011) further states that adding undemanding job to another or switching from one undemanding job to another does not enrich an employee's job. Therefore, jobs should be appealing or attractive to pave way for personal and psychological growth of its employees. These will motivate the workers to work harder for higher performance of the organization.

The environmental factors (salary and bonuses), as empirically analyzed in hypothesis two of the study also led to job satisfaction and consequently employee performance at the BNSMIM. Although Herzberg (in Sapru, 2011) calls money (pay), bonuses, and fringe benefits as 'negative motivators' since money does not necessarily make people happier and more productive, it was gathered during the study that needs of employees at the BNSMIM were/are physiological in nature. Therefore, they need money to meet their primary needs rather than intrinsic needs (esteem, ego) which are often secondary in nature, most especially in developing nations.

### **Conclusion**

Job satisfaction is germane to employee performance at the BNSMIM as satisfied workers tend to be more concerned about given tasks, work speedily with minimal errors and omissions, and are always willing to accept responsibilities. Thus, if job conditions are favourable to an employees' expectation, such staff would put in his/her best, thereby merging the goals of the organization with theirs.

Job satisfaction and employee performance at the BNSMIM was influenced by motivation and hygiene factors. However, since employees of the Ministry desire primary needs more than secondary needs, salary increase and bonuses enhanced their job satisfaction and consequently higher performance more than the motivation factors.

### **Recommendations**

Intrinsic rewards enable job holders to develop positive and enduring job satisfaction and consequently better performance. Therefore, BNSMIM should always appreciate efforts of their workers, recognize their worth as staff in partnership and also make jobs or working environment pleasant and attractive enough to motivate same for better performance.

Staff of BNSMIM, as was gathered, are concerned with primary needs more than ego or esteem needs. As such, management of the Ministry should give more attention to salary increase and bonuses to enable staff attain their physiological needs for optimum job satisfaction and employee performance.



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