

Effect of Job Satisfaction on Workers Productivity (A Case of Access Bank Plc)

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Abstract: - Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Different people interpret compensation differently. Compensation, reward, recognition, and wages are terms used in different situations. Survey research design primarily involves the researcher administering standardized questions about the subject of investigation, from a sampled group of people for the purpose of describing respondents' opinions and views regarding the subject of investigation. The population for this study comprises the staff of Access Bank Plc, Sagamu Branch, Sagamu local Government, Ogun. Twenty staff in Access Bank, Sagamu was selected using simple random techniques. Based on the findings of this research it was concluded that bank industry or Company should organize seminar for their workers so as to ensure quality service delivery. Bank industry/company should always encourage their workers for effective and efficiency service delivery. Bank industry should ensure that customer's property insured is safe and guarantee. Company workers should always listen and care for their customers at any time. Government should ensure conducive environment for growth and development of bank industry

Keywords: business management, job satisfaction, money value.

I. INTRODUCTION

The concept of job satisfaction, viewed through different lenses by various scholars, is defined differently. Greenberg and Baron (2008), viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work. Job satisfaction can be defined as worker's emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation. Greenberg and Baron (2008) it as a positive feeling toward a person's job. This concept, according to George and Jones (2005), is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. Arnett, Laverie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself or herself in the context of his or her job. Cranny, Smith and Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low

expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. Weiss (2012) cites Locke (2002) who defined job satisfaction as feelings of contentment derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goals. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values. Locke (2002) states that three factors exist in any appraisal process of the job: the perception about the facet of the job, a value system, and an evaluation of the relationship between the perception and the value system.

Furthermore, employees have set goals and values in mind, if their job assists them in achieving those goals, they are satisfied. Robbins (2005) defined job satisfaction as a set of emotions that one feels about one's job. Smith, Kendall and Hulin (2007) defined job satisfaction as "feelings or affective responses to facets of the situation. Smith (2009) stated that those feelings are caused by the difference between what is expected from the job and what is actually experienced, and comparing this difference to alternative jobs. Agho, Mueller and Price (2011) defined job satisfaction as the extent to which workers are happy with their jobs.

The nature of work and other pressures in society has been changing the attitudes of people towards work itself. In this age of specialization, motivating a worker and providing him with the much needed job satisfaction is extremely important to enable him to realize his true potential and worth to the organization. It is therefore important to explain the relationship between job satisfaction and job performance. Higher productivity is vital not only in manufacturing, but also in a service industry like transport. This is particularly true in the case of an essential public utility like a state bus transport service organization. Here, productivity is heavily dependent on the motivation and job satisfaction of the operating staff of the traffic department. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work

or a job and it is influenced by the perception of one's job. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectations what the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction. Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Different people interpret compensation differently. Compensation, reward, recognition, and wages are terms used in different situations.

The problem of workers affects job satisfaction and productivity. For effective and efficient productivity of the any job, workers or employees level of standards of living must be appreciable and encouraging. In Nigeria today, many workers has been affected on because of low level of living of standard as a result of salary and other monument and in returns it will affect workers' productivity and affect sales. Therefore, the researcher is interested in investigating on the effect of job satisfaction on workers' productivity.

Objectives of the study

The objective of this study is to find out the effect of job satisfaction on workers' productivity. Specific objectives are outlined in the following:

1. To determine strength of relationship between employee pay package and employee job satisfaction.
2. To ascertain nature of relationship between employee job security and employee job satisfaction.
3. To study the link between employee reward system and employee job satisfaction.
4. To measure the impact of employee job satisfaction on employee job performance.

Research Hypothesis

The hypotheses for the study:

H₁: There is effect of job satisfaction on workers' productivity

H₀: There is no significance difference between job satisfaction and workers' productivity

II. RESEARCH METHODOLOGY

The design of this study is a descriptive survey design. Survey research design primarily involves the researcher administering standardized questions about the subject of investigation, from a sampled group of people for the purpose of describing respondents' opinions and views regarding the subject of investigation. The population for this study comprises the staff of Access Bank Plc, Sagamu Branch, Sagamu local Government, Ogun. Twenty staff in Access Bank, Sagamu was selected using simple random techniques.

Data collection and instrument

Majorly the data for this was sourced through primary source. The technique used in gathering the primary data was a structured questionnaire. The instrument was developed by the researcher to obtain information. It was made of fifteen relevant items that can measure the effects of job satisfaction and job productivity. The instrument is of two sections. The first section contains information on students' demographic data of the respondents in term Gender, Age, Marital Status, educational background, Position/Status, Department and Experience and second part contains fifteen items to elicit information from the respondents. Each item on the questionnaire was based on a four liker point scale ranging from Strongly Agree (SD), Agree (A), Disagree (D) and Strongly Disagree (SD) requesting the respondents to rate their opinions. For the purpose of this study, both face and content validity of the instruments were ensured. Face validity refers to how well inconsistency, ambiguity and confusion are removed from an instrument. To ensure face validity of the instruments, the initial drafts of the instrument was scrutinized by a group of experts who were required to check for all non-technical flaws in the instrument while the content validity of the instrument was enhanced by suggestions from the researcher's supervisor. The questionnaire was personally administered to the respondents in the field. The researcher ensured that respondents were adequately briefed on the content and procedure for filling the questionnaire. The researcher also ensured prompt retrieval of the copies of the questionnaire administered, to facilitate the security of the document. The data collected was analyzed using frequency distribution and simple percentage method.

III. RESULT

Table 1 respondents representing 70% were male while respondents 30% were female, therefore, male counterparts were more than female. It was observed that, between the age of 26-30yrs were 66.67%, follow by 20-25yrs were 23.33%, and 31-45yrs were 10%. Table 1 shows that 63.33% of the respondents were married and 36.67% single also respondents with HND/B.Sc were 33.33% have highest percentage, follow by ND/NCE with 50% and MBA/M.sc/Med with 16.67%. Table 1 also shows that, Junior Staff has the highest percentage with 60% follow by Senior Staff with 23.33%, and follow by Management with 16.67%. Respondents from operation department has the highest percentage with 46.67% follow by marketing with 33.33%, and follow by customer service with 20%. Respondents from 6-10yrs has the highest percentage with 60% follow by 2-5yrs with 23.33%, and follow by below 2yrs with 16.67%

Table 2 shows that the highest percentage with strongly Agree 76.67% and agree 23.33% such as a happy employee is a productive employee. Table 2 also shows that, the highest percentage with strongly agree 86.67% and agree 13.33% such as living condition of workers improves job

productivity. From the table 2, 66.67% strongly agree that dissatisfied customers increases employee job dissatisfaction, followed by 13.33% of the respondents agree and disagree while 6.67% strongly disagree. From table 2 it was observed that, 66.67% agreed and 10% strongly agree that high salary encourages workers' productivity. From the table 2, 100% of the respondents agreed that low standard of living affects job productivity. Furthermore, 100% of the respondents agreed that satisfied employees increases customer satisfaction. 60% of the respondents agreed and 26.67% strongly agree that satisfaction level in the job can be determined by the leadership style, 6.67% disagree and 6.67% strongly disagree that satisfaction level in the job can be determined by the leadership style. 100% of the respondents agreed that performance is measured in terms of job satisfaction. Table 2 shows that, 100% of the respondents agreed that employees earning the lowest income lead to lower levels of job satisfaction. Also, 100% of the respondents agreed that high level performance through productivity and efficiency has always been an organization's goal of high priority while 100% of the respondents agreed that leadership style affects job productivity. Table 2 reveals that, 100% of the respondents agreed that employees are highly motivated with good working conditions for job satisfaction. 100% of the respondents revealed that satisfied employees are less likely to quit. Also, 100% of the respondents revealed that organizing seminars to workers improves job satisfaction, 100% of the respondents revealed that unhappy workers as a result of low salary lead to low job satisfaction and productivity.

IV. DISCUSSION

It was revealed from the analysis that 100% of the respondents agreed that a happy employee is a productive employee. Also, it was revealed that 100% of the respondents revealed that living condition of workers improves job productivity and 85% believed that dissatisfied customers increases employee job dissatisfaction. It was shown that 100% of the respondents agree that high salary encourages workers' productivity and 100% also believed that low standard of living affects job productivity. 100% of the respondents revealed that satisfied employee increases customer satisfaction and also 90% revealed that satisfaction level in the job can be determined by the leadership style. It was also revealed that 100% agreed that performance is measured in terms of job satisfaction. From the analysis, it was revealed that 100% of the respondents strongly agreed that employees earning the lowest income lead to lower levels of job satisfaction. It was also revealed that 100% agree that high level performance through productivity and efficiency has always been an organization goal of high priority. Also, 100% believed that leadership style affects job productivity and 100% revealed that employees are highly motivated with good working condition for job satisfaction. 100% of the respondents revealed that satisfied employees are less likely to quit. 100% of the respondents believed that seminars to worker improves job satisfaction and also 100% agreed that

unhappy workers as a result of low salary lead to low job satisfaction and productivity.

The importance of qualified manpower in the social, political and economic development of any nation can hardly be over emphasized. No nation is known to have attained and sustained high level of economic growth and development without ample supply of manpower. Of all the factors that unlock the forces of economic and development, a country's human resources is the most vital because without it all the other factors have to wait. (Nwachukwu 1988) Positive changes in the quality of work force according to Nwachukwu, account for rapid economic development that has taken place in advanced countries, Kuznet in Nwachukwu once observed that "the major capital stock of an industrially advanced country is not its physical equipment; it is the body of knowledge amassed from tested findings and discoveries of empirical science, and the capacity and training of its population to use this knowledge". At the organization level, the essence of any manpower programme is to enhance the welfare of workers by maximizing their skills as well as the quality and quantity of their employment opportunity and by so doing add to their economic strength (Nwachukwu *ibid*). Thus all employee programme are aimed at human resource development and utilization bearing in mind that a well-motivated and satisfied manpower is an asset to an organization, which enhances productivity. In a real sense, three important elements, money, man and material make up any business enterprises. While each of these elements is particularly important in any organization, it is however the people or the human element that is often responsible for the success of an organization.

It is not uncommon to experience a situation where competing firms buy materials in the same market, secure their money from the same sources and employ their personnel in the same area, yet one company emerges as being more productive and profitable than the other (Olusanya 2003). A study of such circumstances more often than not reveals that the difference in the performance is due to the fact that one company has a more "satisfied" work force, hence more productive. With this illustration, people/manpower determines the success of enterprises. A well-known management theorist, Rensis Likert concludes, "All the activities of any enterprises are initiated and determined by persons who make up that institution, underscores the importance of employee function. Plant, offices, computers, equipment and all else that a modern firm uses are unproductive except for human effort and direction. It is a general understanding that job satisfaction is an attitude towards job, in other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as

important. Job satisfaction is also defined as reintegration of effects produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding. Furthermore, Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is satisfied or dissatisfied with his or her job. A questionnaire can be used to measure job satisfaction, in this method, it measures the satisfaction with the different dimensions or facets of the job by the employee and sum of all satisfactions scores will be taken as the overall job satisfaction (JS). Almost any job related factor can influence a person's level of job satisfaction or dissatisfaction and there are a number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimensions of job satisfaction and they are pay, the work itself, promotions, supervision, workgroup, and working conditions.

Moreover, employee performance very much depends on perception, values and attitudes, there appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation. In the short run, employee's skills and abilities are relatively stable. Therefore, for the purpose of the study, the researcher defines the performance in terms of effort extended to the job of an employee. Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work or we say that they make an effort to perform better but increased effort results in better performances. Attainment of a high level performance through productivity and efficiency has always been an organization's goal of high priority. In order to do that, highly satisfied work force is an absolute necessity, but when employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could pose a threat to the overall performance of the organization. A dissatisfied employee tends to have a low morale towards the job and when employees' morale to the job is low, their performance could be affected. Siebern-Thomas (2005) and Clark (1999) maintained that the correlation between wage and job satisfaction is significant and positive. Cabral Vieira (2005) argued that low-pay workers are likely to have low-quality jobs and consequently less job satisfaction and vice versa. Same is followed by Luddy (2005) that employees earning the lowest income report significantly lower levels of job satisfaction. Then Nguyen, Taylor & Bradley (2003) reveal that income is an important determinant of job satisfaction. Frederick Herzberg proposes in his motivation-hygiene theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction. In 1965, Adams stated in his Equity Theory that pay satisfaction is determined by an

employee's perceived input-outcome balance. Employees are satisfied if payment is equal to their hard work, and vice versa. Later on, Locke (1965) followed the same in his Discrepancy theory by describing that satisfaction is determined by the difference between the employees' desires and earning. Then Lawler (1971) also followed in his Model of Determinants of Pay Satisfaction by saying that pay satisfaction is determined by the difference between actual pay and the expected pay. Satisfied employees are the major element to the success of banking sector in any country of the world. Public or Private sector banks and the employees have long been concerned with the constructs of job satisfaction and its impact on job performance, because this variable has strong influence on the overall performance of banks. Thomas Wright (2009) has found that when employees have high levels of psychological well-being and job satisfaction, they perform better and are less likely to leave their jobs. Satisfied employees are not only good and effective performers but also efficient ambassadors of their banks. They may bring heavy deposits and well-reputed customers to their bank while unsatisfied employees may not. Only satisfied employees are loyal to bank and may attract the outside business to their bank.

V. CONCLUSION

It was revealed that a happy employee is a productive employee. Also, it was revealed that living condition of workers improves job productivity and dissatisfied customers increases employee job dissatisfaction. It was observed that high salary encourages workers' productivity and that low standard of living affects job productivity, satisfied employee increases customer satisfaction and satisfaction level in the job can be determined by the leadership style. It was also revealed that performance is measured in terms of job satisfaction. Job satisfaction is worker's emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation. This statement was supported by Greenberg and Baron (2008) saw it as a positive feeling toward a person's job. It is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. Job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectations what the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction. Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment.

Based on the findings of this study, it could be concluded that high level performance through productivity

and efficiency has always been an organization goals of high priority. Furthermore, believed that leadership style affect job productivity and employees are highly motivated with good working condition for job satisfaction. Satisfied employees are less likely to quit and that a seminar to worker improves job satisfaction. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees.

VI. RECOMMENDATIONS

Based on the findings of this research, the following recommendations are proffered:

- Bank industry or Company should organize seminar for their workers so as to ensure quality service delivery.
- Bank industry/company should always encourage their workers for effective and efficiency service delivery.
- Bank industry should ensure that customer's property insured is safe and guarantee.
- Company workers should always listen and care for their customers at any time.
- Government should ensure conducive environment for growth and development of bank industry

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Table 1: Personal demographic characteristics of correspondence

Demographic data	Options	Respondents	Percentage (%)
Gender	Male	21	70
	Female	9	30
Age (Years)	20-25yrs	7	23.33
	26-30yrs	20	66.67
	31-45yrs	3	10
Marital Status	Single	11	36.67
	Married	19	63.33
Educational background	ND/NCE	10	33.33
	HND/B.sc	15	50
	MBA/MSC /M.Ed.	5	16.67
Position	Management staff	5	16.67
	Senior Staff	7	23.33
	Junior Staff	18	60
Department	Operation	14	46.67
	Marketing	10	33.33
	Customer Service	6	20
working experience	Below 2yrs	5	16.67
	2-5yrs	7	23.33
	6-10yrs	18	60

Source: Researcher's Field Survey (2018).

Table2: Summary of analysis on research related questions

Research questions	Options	Respondents	Percentage (%)
A Happy employee is a productive employee.	Strongly Agree	23	76.67
	Agree	7	23.33
Living condition of workers improves job productivity.	Strongly Agree	26	86.67
	Agree	4	13.33
Dissatisfied customers increases employee job dissatisfaction.	Strongly Agree	20	66.67
	Agree	4	13.33
	Disagree	4	13.33
	Strongly disagree	2	6.67
High salary encourages workers' productivity.	Strongly Agree	10	33.33
	Agree	20	66.67
Low standard of living affects job productivity.	Strongly Agree	8	26.67
	Agree	22	73.33
Satisfied employees increases customer satisfaction	Strongly Agree	6	20
	Agree	24	80
Satisfaction level in the job can be determined by the leadership style.	Strongly Agree	8	26.67
	Agree	18	60
	Disagree	2	6.67
	Strongly disagree	2	6.67

Performance is measured in terms of job satisfaction.	Strongly Agree	22	73.33
	Agree	8	26.67
Employees earning the lowest income lead to lower levels of job satisfaction.	Strongly Agree	26	86.67
	Agree	4	13.33
High level performance through productivity and efficiency has always been an organization's goal of high priority.	Strongly Agree	22	73.33
	Agree	8	26.67
Leadership style affects job productivity.	Strongly Agree	25	83.33
	Agree	5	16.67
Employees are highly motivated with good working conditions for job satisfaction.	Strongly Agree	7	23.33
	Agree	23	76.67
Satisfied employees are less likely to quit.	Strongly Agree	8	26.67
	Agree	22	73.33
Organizing seminars to workers improves job satisfaction.	Strongly Agree	23	76.67
	Agree	7	23.33
Unhappy workers as a result of low salary lead to low job satisfaction and productivity.	Strongly Agree	6	20
	Agree	24	80

Source: Researcher's Field Survey (2018).