



EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN BENUE STATE WATER BOARD, MAKURDI

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Abstract

Efforts made by employees in productive activities determine the overall performance of the organization. Management in organizations thus strives to enhance the performance of its workers through various means to increase job satisfaction and employee performance. The study examines the effect of job satisfaction on employee performance at the Benue State Water Board (BSWB). Data for the study were collected through secondary sources such as text books, official records, journal publications; and through field survey using questionnaire and interview as instruments. Analyses of the data revealed that though job satisfaction in the BSWB impacted positively on the performance of employees of the organization, it cannot be effectively achieved through hygiene factors alone. The paper therefore recommends, among others that the organization should give more attention to financial rewards to enable the employees to meet their primary needs for maximum satisfaction and job performance.

Keywords: Hygiene Factors, Makurdi, Motivation, Needs, Organization.

Introduction

Job satisfaction is an important factor that determines how the overall performance of the organization will be. Thus, management in both private and public organizations strive to enhance performance of their employees in order to achieve set goals and objectives. One of the major ways of achieving or accelerating employee performance is through job satisfaction. Job satisfaction, also known as employee satisfaction is concerned with how contented an individual is with his or her job. As an attitudinal measurement technique, it requires to increase the scope and complexity of workers' job in order to make it more appealing, attractive, and productive. This is 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 (employees) to achieve high level of performance.

The intrinsic determinants of job satisfaction (e.g added responsibility, achievement, advancement, recognition, attraction of the job itself (Sapru, 2011) are psychological rewards experienced directly by individuals: and they stem from man's desire for perfection. 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.

Extrinsic rewards or determinants of job satisfaction (e.g pay, promotion, interpersonal relationship, status, fringe benefits etc) are provided by an outside agent such as superior or work group. Gibson et al (1991) defines these as rewards 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 employees. When a staff feels satisfied about the job, he or she is motivated to put in greater efforts, or creates a pleasant atmosphere within the organization to perform well. Conversely, a dissatisfied staff is relaxed and thus exhibits non-challant attitudes to organizational activities. This negatively impacts on performance of the organization. Thus, every organization places considerable reliance on individual employee performance to gain high productivity. The performance of employees at the Benue State Water Board (BSWB) has been an issue of concern to citizens in the state, especially in the recent times. This is because the Board is performing below the aspirations of the general public as a result of epileptic water supply. Why have intrinsic rewards not enhanced job satisfaction - employee performance at the BSWB?.

The major objective of the paper is to examine the effect of job satisfaction on the performance of employees at the BSWB. Other objectives of the study are to know the role of advancement on staff performance at the BSWB, to find out the effect of attraction of the job on performance of staff at the BSWB, to ascertain the role of financial reward (salary) on the performance of staff at the BSWB, and to know if interpersonal relationship among staff at the BSWB enhanced their performance. The study covered the period of 2009-2014, during which Makurdi, the state capital experienced protracted supply of portable water by BSWB to Benue citizens in Makurdi town.

Methodology

The paper adopts both primary and secondary sources of data gathering as viable and reliable means of measuring how job satisfaction enhanced staff performance at the BSWB. The primary sources of data included oral interview and the use of questionnaire. Out of the population of 152 staff of the agency, 122 were issued questionnaire using judgmental sampling. The 66 questionnaires returned from field survey formed the base of analyses in the study. As an appropriate system of statistical measurement, the study adopts tables and simple percentages as technique of analysis. To achieve the research objectives, the following relevant questions were asked the respondents: Does opportunity for advancement enhance employee performance at the BSWB? Does attraction of BSWB job enhance performance of its employees? Does pay (salary) enhance performance of employees at the BSWB? Does interpersonal relationship influence staff performance at the BSWB? Secondary sources of data were however gathered through textbooks, journals, and official documents at the BSWB in Makurdi.

Literature Review

This part of the study examines views and opinions of authors, scholars and practitioners in administration on job satisfaction and employee performance. The views dwell on: meaning of job satisfaction, dimensions of job satisfaction, and employee performance.

Meaning of Job Satisfaction

Job satisfaction is an affective or emotional response towards various facets of ones' 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. 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 defines 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). It (job satisfaction) can 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). 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. 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. He also noted 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).

Dimensions of Job Satisfaction

Scholars and practitioners in administration/ management have not agreed as to whether or not job satisfaction consists of a single or a number of separate dimensions. This is because some workers may be satisfied with certain aspects of their jobs and dissatisfied with other aspects. Job satisfaction is complex and difficult to measure as it is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors stated below:

Individual factors: 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.

Cultural factors: include underlying attitude, beliefs and values.

Organizational factors: include nature and size, formal structure, Human resource policies and procedures, employee relations, nature of the work, technology and work organization, supervision and styles of leadership, management systems, working conditions.

Environmental factors: 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 (Thomas, 2014). It is a means by which organizations achieve their goals through its recurring activities. 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). Employee performance in organizations is a function of the reward system. When employees are able to meet their intrinsic and extrinsic needs, they put in more efforts for the achievement of organizational goals and vice versa, if these needs are not met.

Several other factors influence employee performance in organizations; one of these is communication overload and underload. The management of communication downward the employee influences their level of job satisfaction. Communication over load occur when an employee receives too many messages in a short period of time which can result in unprocessed information or when one faces more complex messages that are difficult to process. Given an individual's style of work and motivation to complete a task, when more inputs exists than outputs, the individuals perceives a condition of overload which can positively or negatively relates to job satisfaction.

Theoretical framework

The paper adopts the Two-factor Theory by Herzberg (1966) to explain job satisfaction and employee performance at the BSWB, Makurdi. The theory states that satisfaction and dissatisfaction are driven by different factors- motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction at the point in time. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction; for example achievement in work, responsibility, recognition, attraction of the work itself, and

advancement. These are motivators or growth factors, 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 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). Their absence will not cause dissatisfaction but will lead to an absence of positive satisfaction. Hygiene factors, on the other hand include those aspects of the working environment such as pay (salary), company policies, supervision, and interpersonal relationships (op cit). Job satisfaction and employee performance at the BSWB was influenced by motivation and hygiene factors. As was gathered, the intrinsic determinants of job satisfaction analyzed in the paper had impacted positively on the performance of employees of the agency. However, since employees of the BSWB desire primary needs more than secondary needs, salary increase (a hygiene factor) enhanced their job satisfaction and consequently higher performance more than the motivation factors.

Empirical Review

When employees are able to meet their intrinsic and extrinsic needs, they exert more efforts towards the realization of organizational goals/objectives. Available literatures, excluding that by Katzel, Barret and Porke (1952), and few others, posit that job satisfaction is positively related to employee performance. Smith and Cranny (1968) reviewed existing literature on job satisfaction and performance and concluded that satisfaction is associated with performance as well as effort, commitment and intention.

In his studies on job satisfaction, William (2015) opines that the type of reward system under which workers perform strongly influence job satisfaction-job performance relationship. Similarly, Elton Mayo and his Harvard colleagues in the Western Electric studies (1966) showed evidence from the relay assembly test room that increased employee productivity was related with increase in job satisfaction. Tersoo (2015) also show in his study on secondary school teachers in Benue and Nasarawa States that positive relationship exists between job satisfaction and employee performance.

Data Presentation, Analysis and Interpretation

The information obtained during the field survey at the Benue State Water Board is presented, analysed and interpreted in this part of the paper using Tables and simple percentages. The distribution and return of questionnaire to staff of the organization was as presented on table one

Table 1: Distribution and return of questionnaire.

Respondents	Number Distributed	Number Returned	Number Not Returned	% of Total returned	% of Total not returned
Admin Staff	30	17	13	25.76	28.26
Tanker Drivers	58	33	25	50	54.35
Clerical Staff	24	16	08	24.24	17.39
Total	112	66	46	100	100

Source: Field Survey, 2016.

The information on table one (1) shows that 112 questionnaires were distributed to staff at the BSWB in Makurdi township during the field survey for the paper. Out of the questionnaires distributed to the respondents, 66 were returned and 46 were not returned. The analyses in the paper was therefore, based on the 66 questionnaires that were properly completed and returned from staff of the organization in Makurdi.

Does opportunity for advancement enhance employee performance in your organization?

The sampled staff of BSWB were asked to say if the opportunity for advancement given to staff of the organization enhanced performance of their jobs, and their responses were as contained on table 2.

Table 2: Opportunity for advancement enhanced performance of staff at the BSWB.

Respondents	Adm. Staff	Tanker Drivers	Clerical Staff	Total	% of respondents
Agree	04	08	04	16	24.24
S/agree	05	08	03	16	24.24
Undecided	03	06	04	13	19.69
Disagree	02	07	03	12	18.18
S/disagree	03	04	02	09	13.64
Total	17	33	16	66	100

Source: Field Survey, 2016.

As seen on table 2, 32 respondents represented by 48.48% agreed/strongly agreed that the opportunity for advancement accorded them by the organization (BSWB) made them to be satisfied with their jobs. This encouraged them to put in more efforts and hence leading to better performance on their jobs. However, 21 (or 36.81%) of the respondents disagreed/strongly disagreed that the opportunity for advancement did not enhance performance of their jobs and 13 (or 19.69%) of the respondents were undecided. 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 the opportunity given to the employees of BSWB for advancement enhanced their performance during the period of the study.

Does attraction of BSWB as a job enhance performance of its employees?

The attraction of a job can make or mar the performance of its workers. Therefore, during the field survey for the study, staff of BSWB were asked to state if attraction of their jobs positively influenced their performance or not, and their responses were as contained on table 3.

Table 3: Attraction of BSWB as a job enhanced performance of its employees.

Respondents	Adm. Staff	Tanker Drivers	Clerical Staff	Total	% of Responses
Agree	03	08	03	14	21.21
S/agree	04	10	03	17	25.75
Undecided	05	08	05	18	27.27
Disagree	02	03	03	08	12.12
S/disagree	03	04	02	04	6.06
Total	17	33	16	66	100

Source: Field Survey, 2016.

Most of the employees which the researcher interacted with had spent a number years in the services of BSWB and there was need to sample their opinion on whether or not the nature (attraction) of the job(s) in the organization enhanced their performance. Responding, 31 (or 46.96%) of the respondents in table 3 agreed/strongly agreed, while 17 (or 25.76%) of the respondents disagreed/strongly disagreed, and 18 (or 27.27%) of the respondents were undecided. This portends that attraction of BSWB as a job enhanced the performance of its employees during the period of the study.

Does salary increase enhance performance of employees at the BSWB?

The staff of BSWB were asked to dispute or endorse if the salary paid by management of the organization encouraged them to perform better, and their responses were as tabulated on table 4.

Table 4: Salary paid to staff of BSWB enhanced their performance

Respondents	Adm. Staff	Tanker Drivers	Clerical Staff	Total	% of responses
Agree	03	09	02	14	21.21
S/agree	05	09	06	20	30.30
Undecided	03	06	04	13	19.70
Disagree	02	06	02	10	15.15
S/disagree	04	03	02	09	13.64
Total	17	33	16	66	100

Source: Field Survey, 2016.

The table 4 shows that 34 (or 51.51%) out of the 66 respondents for the study agreed/strongly agreed that the salary paid to employees of BSWB enhanced their performance, and 19 (or 28.89%) of the respondents disagreed/strongly disagreed to the question. However, 13 (or 19.69%) of the respondents were undecided on the question. In comparing the percentages of staff who agreed/strongly agreed with those who disagreed/strongly disagreed, it was inferred that salary motivated staff performance at BSWB during the period of study.

Does interpersonal relationship influence staff performance at the BSWB?

Interpersonal relationship is also an extrinsic determinant of job satisfaction. Responding on whether or not this enhanced job satisfaction and consequently employee performance at the BSWB, the staff of the organization reacted differently as seen in table 5.

Table 5: Interpersonal relationship enhanced job satisfaction, employee performance at the BSWB.

Respondents	Adm. Staff	Tanker Drivers	Clerical Staff	Total	% of responses
Agree	04	07	02	13	19.70
S/agree	04	08	05	17	25.76
Undecided	02	09	04	15	22.73
Disagree	03	06	03	12	18.18
S/disagree	04	03	02	09	13.63
Total	17	33	16	66	100

Source: Field Survey, 2016.

The table 5 above shows that 31 (or 46.96%) respondents agreed/strongly agreed that interpersonal relationship which exists amongst staff of BSWB made them to be satisfied with their jobs. This consequently enhanced their performance. However, 17 (or 25.76%) of the respondents disagreed/strongly disagreed to the question; and the remaining 18 (27.27%) respondents were undecided. This means that interpersonal relationship among employees of the organization led to better performance of their jobs.

Discussion of Findings

The study assessed the impact of job satisfaction on the performance of employees at the Benue State Water Board, Makurdi and statistically analysed the views of 66 staff of the organization. The results of the analyses showed that both intrinsic and extrinsic factors enhanced performance of the employees at the BSWB.

As seen on Tables 2 and 3 of the study, 32 and 31 respondents respectively agreed/strongly agreed that opportunity for advancement and attraction of the job as intrinsic factors led to job satisfaction and staff performance at the BSWB. However, 21 and 17 respondents on the Tables (i.e. 2 and 3) disagreed/strongly disagreed that the factors did not lead to job satisfaction –employee performance. The implication here is that these intrinsic (rewards) led to job satisfaction and employee performance at the BSWB.

The above finding is an indication that motivation of employees cannot be done through job hygiene factors earlier mentioned alone. This is because hygiene factors reduce job dissatisfaction but cannot provide adequate satisfaction of the job to employees. Related to this, professionals derive more satisfaction with intrinsic rewards than extrinsic rewards as they derive recognition even from their work environment. As gathered, they are positively 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/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. Environmental factors (salary, interpersonal relationship) analysed in the study also led to job satisfaction-employee performance at the BSWB. Thus, while 34 out of the 66 respondents of the organization agreed/strongly agreed that salary is their major attraction of working with BSWB, 19 of them held opposite view.

Although Herzberg (Sapru, 2011) calls money and fringe benefits as 'negative motivators' since people feel sad if they have no money and that money does not necessarily make people happier and more productive, it was gathered that needs of employees at the BSWB are/were physiological in nature. Therefore, they need money to meet their primary needs rather than intrinsic needs (esteem, ego) which are often secondary in nature.

Interpersonal relationship in the work place also led to job-satisfaction-employee performance at the BSWB. As gathered, it made employees of the organization to feel free with one another and as well rub minds on their official and personal issues. This injects a sense of belonging, oneness and togetherness in them. Consequently, 31 out of the 66 respondents for the study agreed/strongly agreed that it (interpersonal relationship) made them to be satisfied with their jobs, and 17 of them disagreed/strongly disagreed to the question.

Conclusions

Job satisfaction is germane to employee performance in BSWB as satisfied workers tend to be more concerned about given tasks, work speedily, work free of errors and omissions, and are always willing to accept more responsibility. It is an effective response of employees which is as a result of their experiences on the job. Thus, if job conditions are favourable to an employees' expectation, such employee would put in his best performance, thereby merging the goals of the organization with his.

Job satisfaction motivates workers to perform better. Management of BSWB should therefore provide intrinsic and extrinsic rewards to their employees to boost their satisfaction and consequently higher performance. BSWB has to provide both intrinsic and extrinsic needs, depending on the cadre/position of the employees for job satisfaction-employee performance.

Recommendations

Intrinsic rewards are crucial to job satisfaction and employee performance in every organization. However, because employees of BSWB are more concerned with primary needs, management of the Board should give adequate attention to extrinsic needs (salary and fringe benefits) to improve the degree of job satisfaction- employee performance in the organization. The organization should revise the existing monetary rewards to retain and attract the employees.

The surveyed data on table 2 shows that 13 out of the 66 respondents for the study were undecided as whether or not, opportunity for advancement led to job satisfaction – employee performance. As was gathered, most of the employees (especially Tanker Drivers and the Clerical staff) did not understand/appreciate the intrinsic needs as relevant to job satisfaction. Therefore, management should create counselling department/unit in the organization to conscientize their workers on rewards provided by the organization to boost their morale towards job satisfaction –performance.

The information on Table 3 of the study indicates that 18, out of the 66 respondents were undecided that attraction of BSWB as a job enhanced their job satisfaction –performance. Comparing the magnitude of these number of employees with those who agreed/strongly agreed, it is recommended that management of BSWB should also give priority to other intrinsic needs (e.g. autonomy, recognition, achievement, feedback etc) so as to attract overwhelming attention of the workers for job satisfaction-performance. Above all, employees derive job satisfaction if there is feedback on their performance. Therefore, management of BSWB should establish proper appraisal system to provide this opportunity.

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