

## INFLUENCE OF JOB SATISFACTION ON EMPLOYEES' PERFORMANCE IN MTN NIGERIA

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**ABSTRACT:** *Organization usually sees an average worker as the source of quality and productivity gains. Any organization that does not put the welfare of its employee first such organization is endangering its performance and productivity. The study examines the relationship between job satisfaction and employees' performance and the relationship between job satisfaction and employees' commitment. The sample size used for the study was drawn from the staff of MTN Nigeria. A structured questionnaires were then used to elicit data from these staff. The chi-square was used to analyse the elicited data and the study findings revealed that job satisfaction has significance influence on both employee performance and employees' commitment. Thus, the study recommends that organisations should intensify efforts in the area of non-financial rewards as a mean of influencing greater performance from the employees as well as getting the employees to be committed the organisation.*

**KEYWORDS:** Job Satisfaction, Employees' Performance and Employees' Commitment

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### INTRODUCTION

The place of human resource management in an organization cannot be overemphasized. It is an integral part of the management process. A well-managed organization usually sees an average worker as the source of quality and productivity gains. Any organization that does not put the welfare of its employee first such organization is endangering its performance and militating against its productivity. An ideal organization ensures a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. Human resources are one of the most important and most costly elements in information services. No matter the quality of technology available in an organization, it is impossible to speak of proper organization without qualified and well-motivated human resources.

For an organization to make its workers satisfied and be committed to their jobs, there is a need to ensure a strong and effective motivation or incentives of staff at various divisions, sections and units within the organization. Employees' performance cannot be properly ascertained without looking into the satisfactions derived by the employees on the job. In other words, employees satisfaction is positively related to their performances on the job, all things being equal, if an employee is satisfied with his/her job, automatically, the morale to put in the best will be increase and vice versa. This context raises the need to a critical evaluation of job satisfaction in relation to job performance.

### Job Satisfaction

The concept of job Satisfaction has been defined in different ways by different researchers. The concept is related to such phenomenon as identified with the job, motivation and the attractiveness of the workplace to the employee. Job satisfaction or dissatisfaction is a

phenomenon that depends on person's work experience, level of education, ability, personal competence and identification with the job in question. Since it is an emotional response, it can only be ascertained through a person's expression of his or her own feelings.

Job satisfaction implies both the material advantages that accrue to the employee from the job as well as the spiritual well-being provided by the work environment. If the work environment is not satisfactory, it may reduce the morale of the employee. Job satisfaction ensues when the work conforms to the desires of the worker. It is an entirely personal measurement of the individual's assessment of the job (Bryant 1999). Ever since machines began to supplement human skills, people have failed to derive adequate pleasure from their work. Employees have been steadily alienated from their jobs and consequently feel unfulfilled. This according to Thompson and Terpening (2003) has led to high labour turnover. Also, high labour turnover equally leads to low standards of service and higher expenditure in hiring and orienting the new staff to the new work setting (Smith and Reinow, 2011).

However, for any rational human being, being fulfilled on the job is a major aim and desire. Some employees do not necessarily get satisfaction monetarily, what often drive success desire is the fulfillment they get from the job, for example, career development. There are a variety of factors that can influence a person's of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of working (work environment), competence & experiences, qualification, leadership and social relationships and the job itself (the variety of tasks involved, the interest and challenge the job generates and the clarity of the job description/requirements).

The more satisfied the employees, the happier they are with their jobs. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance, which include methods such as job rotation, job enlargement and job enrichment. It is in the view of above that this study examines the relationship between job satisfaction and employees' commitment and whether job satisfaction have any relationship with employees' performance.

## **LITERATURE REVIEW**

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). Sometimes, workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation - what the job supplies an employee (Al-Hussami, 2008). Job satisfaction is a complex phenomenon with multi-facets (Xie and Johns, 2000). It is influenced by attitudes toward work and organizational commitment. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz, 2002). Schneider and Snyder (1975) on the other hand see job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances

like needs, values and expectations. People will therefore evaluate their jobs on the basis of factors, which they regard as being important to them.

### **Employee Job Performance**

Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan et al, 2010). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market. This is due to the fact that as the performance of the employees increase, there is a corresponding positive effect on firm's performance, importantly, the profitability of the firm.

### **Organizational Commitment**

The concept of organizational commitment is defined as the emotional bond or attachment between staff and their firm (Meyer and Allen, 1997; O'Reilly and Chatman, 1986). It is the relative strength of an individual's identity within a particular organization (Mowday, Porter, and Steers, 1979). That is, the relative strength of an individual's identification with and involvement in a particular organization that can be characterized by three elements: (i) a strong belief in and acceptance of the organization's goals and values, (ii) a willingness to exert considerable effort on behalf of the organization, and (iii) a strong desire to maintain membership in the organization.

## **METHODOLOGY**

The research design used in this study was survey research design. The data used were obtained with the aid of structured questionnaire which was designed to collect information from staff in MTN Nigeria. One hundred (100) questionnaire was administered, one hundred (100) was returned. The questionnaire was designed into two three (3) parts. Part one contained biodata information of the respondents. Part two and three contained information that is structured in a way to capture respondents respond to job satisfaction in relations to both their performance and commitment to the job. The elicited data were analyzed and tested using Chi-square (SPSS Non-parametric) method.

### **Testing of Hypothesis**

The study tested, firstly, the relationship between job satisfaction and employees' performance.

#### **Hypothesis 1:**

**H<sub>0</sub>:** There is no significant relationship between job satisfaction and employees' performance.

**Empirical result of job satisfaction and employee performance:** The relationship between job satisfaction and employees' performance was analyzed using chi-square. The formula of the model is given below:

### **Table 1: Job Satisfaction and Employees' Performance**

	Observed N	Expected N	Residual
Strongly Disagreed	4	20.0	-16.0
Disagreed	12	20.0	-8.0
Indifferent	10	20.0	-10.0
Agreed	62	20.0	42.0
strongly Agreed	12	20.0	-8.0
Total	100		

Source: Field Survey, 2011

**Table 2: Test Statistics**

	Job Satisfaction and Employees' Performance
Chi-Square	112.400 <sup>a</sup>
Df	4
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

From the above observation, the test-statistics shows a p-value is 0.000 which is less than 0.05 at four (4) degree of freedom, so the observed frequencies do not agree with the expected frequencies. The goodness of fit test does not tell us where the differences lie, only that there was at least one that was different. Thus, we reject the null hypothesis as the observation supports the alternative hypothesis - There is a significant relationship between job satisfaction and employees' performance.

### **Hypothesis 2:**

**H<sub>0</sub>:** There is no significant relationship between job satisfaction and employees' commitment.

### **Empirical result of job satisfaction and employees' commitment.**

The relationship between job satisfaction and employees' commitment was analyzed using chi-square. The formula of the model is given below:

**Table 3: Job Satisfaction and Employees' Commitment**

	Observed N	Expected N	Residual
strongly disagreed	7	20.0	-13.0
Disagreed	6	20.0	-14.0
Indifferent	7	20.0	-13.0
Agreed	60	20.0	40.0
strongly agreed	20	20.0	.0
Total	100		

Source: Field Survey, 2011

**Table 4: Test Statistics**

	Job Satisfaction and Employees' Commitment
Chi-Square	106.700 <sup>a</sup>
Df	4
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

From the above observation, the test-statistics shows a p-value is 0.000 which is less than 0.05 at four (4) degree of freedom, so the observed frequencies do not agree with the expected frequencies. The goodness of fit test doesn't tell us where the differences lie, only that there was at least one that was different. Thus, we reject the null hypothesis as the observation supports the alternative hypothesis - There is a significant relationship between job satisfaction and employees' commitment.

## CONCLUSION

Conclusively, this work has examined the level of employees' performance in relation to their level of satisfaction on the job. It is important to note that using MTN Nigeria limits the findings of this study, consequently, there is the need for further research on employees' level of satisfaction in relation to employees' performance, making other telecommunication firms as case studies or industries.

Importantly, this research work has shown that job satisfactions have an influence on employees' performance and therefore the alternative hypothesis ( $H_1$ : there is significant relationship between job satisfaction and employees' performance) of the first hypothesis was accepted, while the null hypothesis was rejected. In the same vein, the alternative hypothesis ( $H_1$ : there is significant relationship between job satisfaction and employees' commitment) of the second hypothesis was also accepted while the null hypothesis was rejected. The reasons for these acceptance and rejection were that, our findings revealed that the level of satisfaction employees derive from their jobs has significant influence on their performance on the job and commitment to the organisation.

Doubtlessly, this study has revealed greatly that job satisfactions have a significant influence on employees' performance as well as commitment of the employees to their roles and the organisation. Thus, it is based on these findings that we recommend that there is the need to introduce an appraisal system that can periodically assess the performance of employees for promotional recommendations. Secondly, organisations should endeavor to intensify efforts in the area of non-financial rewards as a mean of influence employees for greater performance. And thirdly, organisation should also provide access for continuous training and development programmes which drive employees' long-term commitment to the organisation.

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