

**INFLEUNCE OF JOB SATISFACTION ON EMPLOYEES' PRODUCTIVITY:  
A STUDY OF 9MOBILE NIGERIA LIMITED**

**BY**

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**CERTIFICATION**

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**Signature & Date**

## **DEDICATION**

I dedicate this research work to God Almighty, whose strength and grace carried me through this undergraduate process. I also want to dedicate it to my mummy Oluwafunmilola Julianah Oluwole, for her seasonal prayers and care and siblings, whose love and effort has aided my pursuit of academic know-how.

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## **ABSTRACT**

Employees' productivity in any work organization can be fully examined within the context of many factors. Previous studies had not been able to link job satisfaction with employees' productivity. Consequently, the study examined the influence of job satisfaction on employees' productivity in 9Mobile Nigeria Limited.

The combination of Equity Theory and Herzberg's Two Factor Theory were employed as theoretical framework. A descriptive research design was adopted in the study. It concerned the collection of data from a populations sample in order to explain the current circumstances or relationships, views held, ongoing procedures, apparent effects or patterns.

Yaro Yamane sample determination technique was used to get a sample size of 400. While (64.9%) of the respondents were males, (35.1%) were females. The largest proposition of the respondents (54.9%) were within the range of 21-30 years. While (45.1%) below 5 years' experience, (49.7%) have between 6-10 years of experience and (5.1%) of the respondents are 11 years and above on the basis of work experience. Hypothesis showed that moderate relationship observed between the two variables is not significant, hence, null hypothesis is accepted no significant relationship between the supervision of employees' and target achievement of the organization. In hypothesis two, null hypothesis is accepted. This means, there was no significant relationship between pay rise and high profit making of the organization. In hypothesis three, null hypothesis was accepted. This means that is no significant relationship between pay rise and employees' target achievement. In hypothesis four, there is no significant relationship between employees' training and job performance of the organization.

From the foregoing, the study recommended that Employees' unique performance recognition should be accompanied with special reward in form of cash or tangible gift that will serve as morale booster to workers to remain committed to their work for high productivity to be achieve. There must be policy of regular upward review of salaries of workers putting into consideration the current economic realities in the country. .

**Keywords** employees' performance, job satisfaction



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the study

Organizations are run by a system and the system run by individuals. The success of an organization is contingent on the effectiveness of the system put in place and the effectiveness of the system is dependent largely on the people running it (Kondalkar, 2007). This stresses the assertion that one of the most important assets of an organization whether large or small is the workforce – words, the employees. Many scholars agree that employees are the most valuable assets in an organization (Alami et al., 2015; Albrechi, Bakker, Gruman, Macey, & Saks, 2015; Burma, 2014; Coyle-Shapiro et al., 2013; Gabeanova, 2012; Tan & Nasurdin, 2011) and such organizations are increasingly recognizing the efficacy of a satisfied workforce. Supporters of job satisfaction present a satisfied human resource as a competitive advantage. In other words, employees who are satisfied with their jobs may be a critical source of competitive advantage for organizations in a volatile and complex business environment.

According to Alami et al (2015), for decades, attainment of a high level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that, a highly satisfied workforce is an absolute necessity for achieving a high level of performance advancement of an organization. Inuwa (2016) expressed job satisfaction as any form of blend of psychological, environmental as well as physical circumstances that can make an employee admit gratification with a current job. Job satisfaction is the effective orientation that an employee has towards his/her work. It can be considered as an overall feeling about the

job or as a related constellation of attitudes about various aspects of the job (Hoboubi et al., 2017).

Job satisfaction is considered to be an area that has attracted more research in the literature of organizational behavior and organizational psychology over the past three decades (Owusu, 2014). Modern organizations are increasingly becoming conscious of the importance of creating a work environment that makes the employees comfortable and satisfied within their work in a bid to improve their productivity. There are five main dimensions of satisfaction namely: work, payment, co-workers, supervisors and promotion. Hussin (2011) applied these dimensions in studying employee performance in Tradewind group of companies, Hoboubi et al (2017) also applied these dimensions in investigation workforce productivity in the petrochemical industry. This study will also draw on the five dimensions as this provides a panorama approach to understanding job satisfaction and its effect on employee productivity.

Another aspect of job satisfaction is reflected in work engagement. Hanaysha (2016) describes work engagement as the ability to capture the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence. Work engagement can be reflected through the energy, behavioural satisfaction, efficacy and involvement which plays an important role in influencing productivity level of employees.

Hanaysha (2016), buttresses that improving employee productivity has been one of the most important objectives for several organizations. This is because higher levels of employee productivity provide an organization and its employee with various advantages such as cost reduction, competitive edge, quality output and profitability. Employee productivity is an assessment of the efficiency of a workers (Hanaysha , 2016). In actual terms, productivity is a component which directly affects the company's profits. Productivity may be evaluated in terms

of the output of an employee in a specific period of time (Bockerman & Ilmakunnas 2012). Typically, the productivity of a given worker will be assessed relative to an average output for employees doing similar work (Sharma & Sharma 2014). It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Hanaysha, 2016). Measuring employee productivity has been an issue for years. Hanaysha (2016) argues that there is a lack of an effective and standardized way to assess productivity however for this study employee productivity will be examined using variables such as quality of output (Hanaysha, 2016) and rate of absenteeism (Sharma & Sharma, 2014). According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/her job, besides the extent to which he/she is “mentally present” or efficiently working during the presence at the job.

Having established the importance of employee productivity for firms that aims to achieve and sustain competitive advantage and the need for employees to be satisfied in order to carry out their jobs properly into the job satisfaction and employee productivity nexus becomes very important. Owusu (2014) describes the study of the relationship between job satisfaction and employees productivity as the “Holy Grail” of organizational behavior research. It is in view of the above that this study seeks to examine how employee productivity is affected by job satisfaction with a clear focus on 9Mobile Nigeria Limited.

## **1.2 Statement of the Problem**

Employees’ productivity has been a major challenge in organizational management and to organizations seeking to adopt the most effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness (Inuwa, 2016). Organizations today are faced with high rate of absenteeism, employee turnover, below

optimal productivity levels and strike action (popular in public organizations) mainly in part as a result of satisfaction related issues. Unlike decades ago where employee showed more loyalty and commitment to their organizations, most if not all employees in recent times are on the lookout for “greener pastures” which affects their delivery to the present organization and in turn impedes productivity.

Employees’ non involvement in decision making has been linked to job performance, according to studies. Employees that lack the necessary involvement in the organization will be unable to innovate past studies on employees productivity focused on issues such as: The Impact of Education on Employees Productivity and Job Satisfaction (Silvia Trelova and Frantisek Olsavsky Comenius University in Bratislava, Faculty of Management Slovakia Nov. 2016), Job Satisfaction and Employee Productivity: Evidence From Selected Universities in South-East, Nigeria (Chizoba Okolocha and Bonaventure Mar. 2021), The Impact of Employee Job Satisfaction on Employee Productivity in Apparel Industry of Sri Lanka (Apeksha Embuldeniya Dec. 2017), Effect of Work Training, Competency and Job Satisfaction on Employee

Productivity (W. Utari, A. Iswoyo, Chamariyah, Waras and F. Mardiana Jan. 2021), Effect of job satisfaction on employee productivity in selected manufacturing companies in Oyo State, Nigeria (Folusho Philip Adekanmbi, Wilfred Isioma Ukpere and Steve Olusegun Adegoke May 2020), The Role of job Satisfaction on Employee Work Productivity (Fatwa Tentama, Subardjo, Surahma Asti Mulasari and Eka Meilani Jan. 2019), Impact of Employee Participation on Job Satisfaction, Employee Commitment And Employee Productivity (Komai Khalid Bhatti and Tahir Masood Qureshi Jan. 2007),

In spite of the good works exhibited by these individuals, little or nothing has been done on the influence of job satisfaction on employees’ productivity, hence a lacuna is created that this study

hope to fill through empirical investigation. It is in this light of this, the study examines the influence of job satisfaction on employees' productivity a study of 9Mobile Nigeria Limited.

### **1.3 Objective of the Study**

The general objective of the study is to examine the influence of job satisfaction on employees' productivity: A study of 9Mobile Nigeria Limited. From the general objectives, the following specific objectives are as follows:

1. To examine the link between the supervision of employees' and target achievement of the organization.
2. To evaluate the relationship between pay rise and profit making of the organization.
3. To verify the link between employees' training and job performance of the organization.
4. To ascertain the link between employees' promotion and output of the organization.

### **1.4 Research Questions**

1. To what extend does the supervision of employees' meet target achievement in 9Mobile Nigeria Limited.
2. How does pay rise affect employees' target achievement?
3. To evaluate the extent to which employees' training affect employees' job performance.
4. To what extend does employees' promotion affect output in 9Mobile Nigeria Limited?

### **1.5 Statement of Hypotheses**

H<sub>0</sub>: There is no significant relationship between the supervision of employees' and target achievement of the organization.

H<sub>0</sub>: There is no significant relationship between pay rise and high profit making of the organization.

H<sub>0</sub>: There is no significant relationship between pay rise and employees' target achievement.

H<sub>0</sub>: There is no significant relationship between employees' training and job performance of the organization.

## **1.6 Significance of the study**

Job satisfaction has evolved to be a significant issue in organizations across the world, reflecting in the performance of the organizations. This study will embed findings that will be useful for industry, government, practitioners and academics. To the industry as a whole, his findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employees' satisfaction and to help shape the future policy formulation of the industry that will facilitate achieving their goals and objectives.

Publicly owned organizations also strive to improve their productivity whilst satisfying their employees by providing a work friendly environment. In contrast to a private organizations work pattern usually differs in public organizations, however this study will provide useful basis for comparison between job satisfaction in private organizations so as to serve as a guide for policy and strategy development in government own institutions.

For practitioners, understanding variants of job satisfaction is imperative just as understanding factors that may lead to dissatisfaction on the job. This study will provide relative factors that may undermine the influence of job satisfaction in the workplace in order to clarify fundamental questions as to why employees' productivity varies in terms of output and to help the

organization formulate appropriate productivity optimizing policies that benefits both the organization and the employees.

To the world of research, the study will serve as literature to shed more light on the nexus between job satisfaction and employee productivity. The outcome will further serve as secondary data for future research on the topic.

### **1.7 Scope of the study**

As a result, the focus of this study is on employees' satisfaction and organizational productivity. For the purpose of satisfying the objectives of this study, the research will be a case study of 9Mobile Nigeria Limited Lagos State. The unit of analysis will be the organizations across all cadres.

### **1.8 Limitation of the study**

In Nigeria, organizations do not readily release information to the public, particularly researchers. This is due to the fact that others may reference their study and utilize the knowledge against the organization. As a result of several constraints, the scope of this study is constrained.

Another restriction of this research is the lack of time and budgetary constraints. Because of time and financial constraints, the sample size was limited to 9Mobile Nigeria Limited in Lagos State alone.

## **1.9 Definition of terms**

**Employees:** A person in the service of another under contract of hire, express or implied, oral or written where the employer has the right or power to control and direct the employee in the material detail on how the work is to be performed.

**Organization Productivity:** This is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

**Employees' productivity:** Employees' productivity is an assessment of the efficiency of a worker or group of workers. The productivity of a given worker can be assessed relative to an average out for employees doing similar work.

**Job Satisfaction:** The attitude and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role.

**Output:** The amount of work done by an employee at a given time relative to other employees or against the set target.

**Productivity:** Productivity may be evaluated in terms of the output of an employee in a specific period of time.

**Promotion:** For this study, promotion relates to the fair chances for the employee to get promoted based on their job performance, length of service and at the fixed time.

**Supervision:** Supervision in this case relates to how the supervisor treats the employee in terms of ratings, accolades, involvement of participation and empathy.

**Work:** The working environment of the employee and their perception of the job assigned.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Conceptual Review**

#### **2.2 Job Satisfaction**

The concept of job satisfaction has been defined in different ways by different researchers (Adigun et al., 2017; Inuwa, 2016; Singh & Jain, 2013). 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 (Singh & Jain, 2013) 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.

Locke (1976) has described job satisfaction as an emotional response. Pushpakumari (2008) saw job satisfaction as an affective or emotional response toward various facets of one's job. Singh and Jain (2013) described job satisfaction as part of life satisfaction. According to Malhotra (2015), job satisfaction relates to how an employee feels about his or her job, work environment, pay, benefits, and supervisor. 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. According to Inuwa (2016), job satisfaction is a benchmark of how employees feel (positive or negative) about their jobs if the work environment is not satisfactory, it may reduce the morale of the employee (Okeke, 2010). Job satisfaction ensures when the work conforms to the desires of the worker. It is an entirely personal measurement of the individual's assessment of the job. Job

satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Adigun, Oyekunle, & Onifade, 2017).

Ever since machines began to supplement human skills, people have failed to derive adequate pleasure from work. Employees have been steadily alienated from their jobs and consequently feel unfulfilled. This according to Adigun et al (2017) has lead 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.

However, for any rational human being, being fulfilled on the job is a major aim and desire. Some employees do not necessary 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 job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, leadership and social relationship and the job itself (the variety of task involved, the interest and challenge the job generates and the clarity of the job description/requirements) (Adigunet et al., 2017; Malhotra, 2015; Okeke, 2010).

### **2.2.1 Dimensions of Job Satisfaction**

Vroom's (1964) concluded that the job Descriptive Index (JDI) is without doubt the most careful constructed measure of job satisfaction in existence today. According to Owusu (2014), JDI is the most extensively used tool in measuring job satisfaction in recent times. This was echoed also by Aziri (2011). JDI as a research present job/ instrument and diagnostic gauge; is widely used in business, government and its validity is also authentic (Baaren & Galloway, 2014). Job Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions,

namely present job/work, present pay, supervision, opportunities for promotion and co-workers (Hoboubi et al., 2017).

### **2.2.2 Job Satisfaction And Employee Productivity Paradigm**

In modern competitive market, it is the vision of every organization to attain high performance through productivity and efficiency. The effects of job satisfaction on various labor market outcomes such as employee quitting behavior, absenteeism, and job performance have been explored in the literature (Bockerman & Ilmakunnas, 2012). There is large amount of literature attesting to job satisfaction being an important condition for enhanced employee productivity (Adigun, Oyekunle, & Onifade, 2017; Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017; Khan, Nawaz, Aleem, & Hamed, 2012; Owusu, 2014). However, few studies contend otherwise. Okeke (2011) similarly, argued that there is no consistent correlation between productivity and job satisfaction, Contending studies point out that a satisfied employee does not out produce an unsatisfied employee but they do not claim that satisfaction is the cause of low productivity or poor attitude to work. Aziri (2011) similarly, argued that there is no strong nexus between job satisfaction and employee performance considering the fact that a meta-analysis of previous research studies found 0.17 best-estimate relationship between job satisfaction and employee performance. In line with this, Bockerman (2010) further added that job satisfaction is only one of the many different factors that affect firms' productivity. As such, the causal effect of job satisfaction is difficult to establish, as there may be reverse causality from firm performance to job satisfaction. However, Pushpakumari (2008) concluded that satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction.

### **2.3 Employees' Productivity**

Employee productivity is one of the important management topics that received significant research attentions from several scholars and considered as a primary mechanism to enhance organizational success (Tewari, 2012). The scientific study into productivity improvement dates at least back to the pioneering work of Frederick Taylor in the second decade of this century. His scientific management began the development of the empirical foundations for the analysis of employee productivity (Saibou, 2006). Elton Mayo led to the discovery of what was termed the Hawthorne Effect, which led to the development of the human relations approach to management. The human relations approach postulates the treating employees less as if they are automatons will lead to improved productivity.

Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits. Productivity may be evaluated in terms of the output of an employee in a specific period of time (Bockerman, 2010; Bockerman & Ilmakunnas, 2012; Uly, 2003) the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to amount of units of a product or service that an employee handles in a defined time frame (Maduka & Okafor, 2014). As the success of an organization relies mainly on the productivity of its employees, therefore, employee productivity has become an important objective for businesses (Hanaysha, 2016).

Many studied have focused on one or two ways to measure productivity and since many different approaches are taken, it can be challenging to compare the results. Overall, there is a lack of an effective and standardize way to assess productivity, employee productivity is based on the amount of time that an employee is physically present at his/her job, besides the extent to which

he/she is “mentally present” or efficiently working during the presence at the job (Sharma & Sharma, 2014).

According to Hanaysha (2016), productivity can be evaluated in terms of the time spent by an employee actively executing the job he or she was hired to do, in other to produce the desired outcomes expected from an employee’s job description. Previous literature has clearly discussed the advantages of employee productivity which would lead to organizational competitive advantage through cost reductions and improvement in high quality of output.

## **2.4 Employees’ Promotion**

An average employee looks forward to the day when he will earn a promotion. Promotion is a reward for past performances, an encouragement to nudge him to continue to excel. It is a vote of confidence and a blessing. According to Singh and Jain (2013) promotion can be reciprocated as a significant achievement in life. It promises and delivers more pay, responsibility, authority, independence and status. Promotion is a motivator of behavior. An employee who is denied promotion for a long time gets frustrated. The way an employee perceives his opportunity for promotion influences his job satisfaction (Okeke, 2010). A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Adigun, Oyekunle, & Onifade, 2017; Okeke, 2010; Owusu, 2014). Dharmanegara, Sitiari, and Adelina (2016), asserted that providing sufficient opportunity for promotion to employees would significantly increase job satisfaction because promotion reflect valued signals about a person’s self-worth.

## **2.4.1 Types of Employee Promotion**

### **\* Horizontal Promotion**

This kind of promotion rewards an employee with a pay increase but little to no change in responsibilities. It is also regarded as an up-gradation of an employee.

### **\*Vertical Promotion**

This refers to an upward movement of employees with a change in skills and experience. It brings a change in salary, responsibility, status, benefits, etc . In the marketing industry, this can be the promotion of a marketing supervisor to the marketing manager.

Due to its nature, it can change the nature of the job as well. This can be a shift from functional head to the chief executive, both being very different jobs.

### **\*Dry Promotion**

A Promotion that employees aren't particularly fond of. This promotion refers to an increase in pay or any financial benefits for that matter.

### **\*Open and Closed Promotion**

Open Promotion is a situation where in every individual of an organization is eligible for the position. Closed Promotion is situation wherein only selected team members are eligible for a promotion.

## **2.5 Employees' Supervision**

Supervisor/Managers are communicators and the ability to communicate concisely is key (Altaf et al., 2015). For enhanced coordination and motivation of employees there is need effective supervisor can make or break an employee. He is nearest to the operative employee and performs the lynchpin function. The way he relates to his subordinate and the way the employees perceive him influence their satisfaction. The supervisor to a large extent determines how organizational favours are distributed (Owusu, 2014). When a supervisor provides mentoring, the relationship affects the protege skill development and intentions to remain with the employer (Singh & Jain, 2013). On the other hand, non-supervisory mentor may increase mentee's confidence by providing access to outside organization. The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Singh & Jain, 2013).

### **2.5.1 Employees' Training**

Osoba (2007) defined training as the acquisition of skills and systematically changing the behavior of workers to enhance the effectiveness of the organization. He further pointed out that before embarking on the training of worker in organization, the type of training programme should be determined and designed in such a way that will enable the workers acquire job related knowledge, skills and attitudes.

#### **Types of Training**

According to Richard (2006) states that purpose of training is to offer information, stimulate discussions and provide experience which are all directed towards improved job performance.

He further pointed out the various types of training found in an organization which are as follows:

- (a) Induction Training
- (b) Job Training
- (c) Supervisory Training
- (d) Management Training

### **Induction Training**

Induction is aimed at assisting a new employee in adjusting to his organization. Where induction is absent, the employees' may equal to a manager in another company. The term induction means former initiation to membership. The period of induction depends on each company. Induction training could be for a group of persons or an individual.

The induction training may cover the following areas:

- (i) The history of the organization
- (ii) The structure of the organization
- (iii) Condition of service and staff welfare
- (iv) Staff grievance procedure
- (v) Union membership and activities
- (vi) Familiarization visit or four of the various selections/department of the organization.

### **Job Training**

This is the training which a staff receives while doing the job in the same organization. The training is given in the process of performing the task.



This training can be given in various ways

- (i) By the official supervisor
- (ii) By part-time day release to an external organization or training school
- (iii) By an employed expert
- (iv) By apprenticeship system

### **Supervisory Training**

This is a construction-specific training curriculum developed, updated and field tested by and for contractors. Supervisory skills or the lack of it directly affects every company's bottom line.

Each decision made by every foreman and superintendent are crucial to the success or failure of every construction project.

### **Management Training**

Management training is the process of developing manager's knowledge, skills, and attitude through instruction, demonstration, practice and planned experience to meet present and future needs of the business. In order to achieve this purpose, it is suggested that management training aims at

- (a) Systematically transferring management knowledge, process and procedures for managing.
- (b) Improving the present performance of all managers on the job development method directed at individual needs.
- (c) Broadening managers for higher responsibilities through outside and on the job program activities and courses.

### **2.5.2 Pay Rise**

Herzberg two factor theory pointed out that money is a dissatisfier despite the fact that people have a sentimental attachment to it. Money can be seen as a symbol of attachment, success, status, prestige or power, above all there are some people who have to work in order to maintain a large family or to meet their physiological needs (Okeke, 2010). Possession of a large amount of money gives one a feeling that one has control over one's environment. Singh and Jain, (2013) described payment as the most important valuable for employee satisfaction. Although, Ndulue and Ekechukwu (2016) opined that pay may not always be a worker's prime reason for job satisfaction, still, it doesn't hurt. Compensation can be described as the amount of reward that a worker expects from the job (Okeke, 2010). 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 (Baaren & Galloway, 2014), A feeling of satisfaction is felt by attaining fair and equitable rewards. They could be in form of salaries and wages, bonuses and incentives such as medical allowance and educational allowance (Singh & Jain, 2013).

### **2.6 Theoretical Framework**

Scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects, four theories are reviewed which are:

### **2.6.1 Equity Theory**

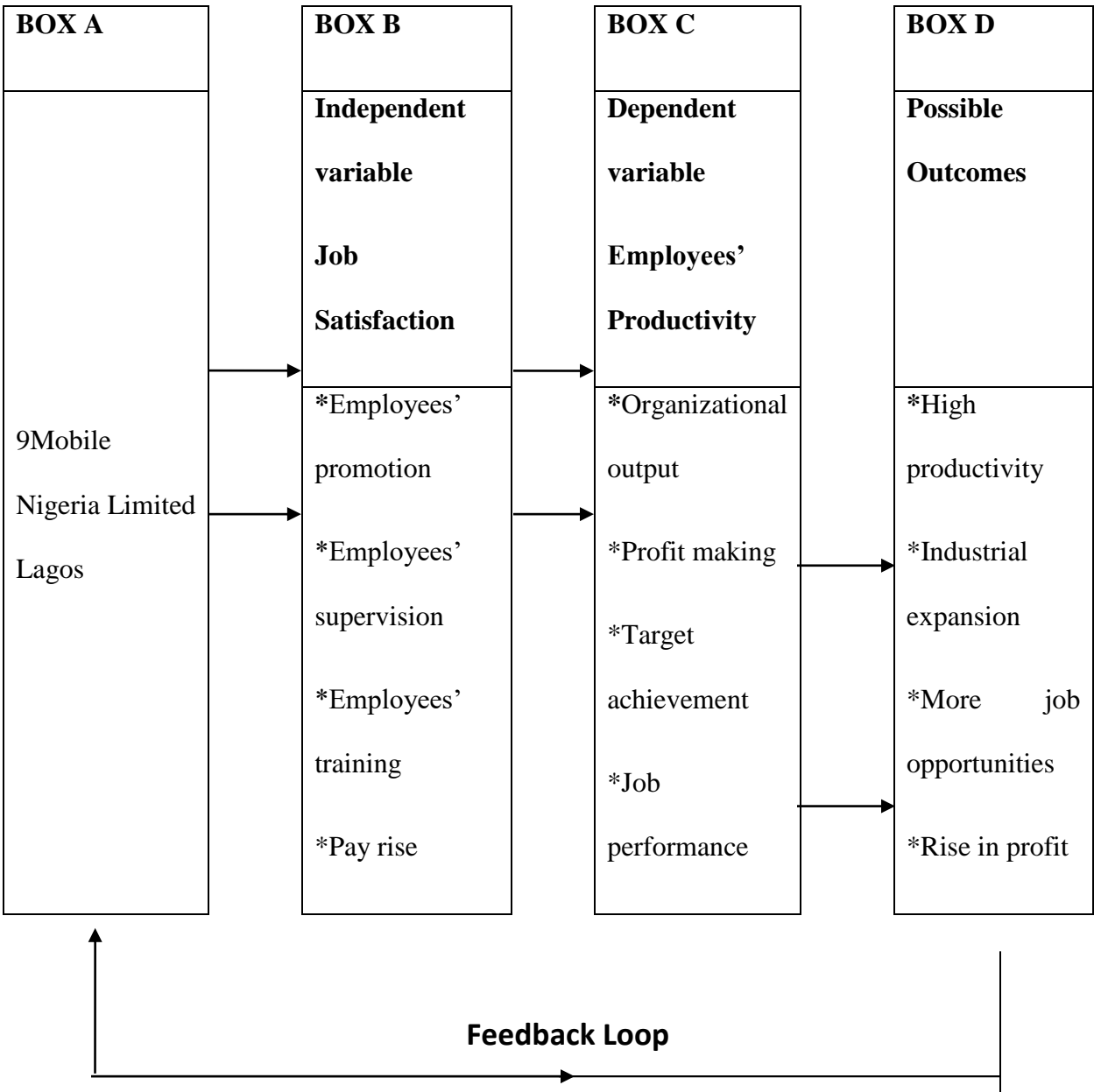
According to Owusu (2014) this theory has been extensively studied over decades under the title of distributive justice. The proponent of this theory was Adams (1963) a workplace and behavioural psychologist. According to Robbins (2005) the theory proposed that workers consider their input (what they put into job) in relation to their outcome (what they get from a job) and try to evaluate this ratio with the input-come ratio of their colleagues in other organizations. State of equity brings forth satisfaction among employees while inequity leads to dissatisfaction (Owusu, 2014). In other words, the belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. Criticism has been directed toward both the assumptions and practical application of equity theory. Scholars have questioned the simplicity of the model, arguing that a number of demographic and psychological variables affect people's perceptions of fairness and interaction with others. Furthermore, much of the research supporting the basis propositions of the theory has been conducted in laboratory settings and thus has questionable applicability to the real world. Critics have also argues that people might perceive equity or inequity not only in terms of specific inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and output (Robbins, 2005). Thus, in a business setting one might feel that his or her compensation is equitable to other employees but one might view the entire compensation system as unfair (Owusu, 2014).

### **2.6.2 Hertzberg's Two Factor Theory**

According to Owusu (2014), Herzberg 's theory is said to be most functional model to study job satisfaction. The research conducted by Hertzberg determined what people actually want from their jobs (Odembo, 2013). The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs ( Owusu, 2014). The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as “motivators”. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as “hygiene” factors (Kondalkar, 2007).

Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Odemb (2013) asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Odemb (2013) suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction. This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of job satisfaction.

### 2.6.3 Conceptual Framework



## **Conceptual Framework showing the influence of job satisfaction on employees' productivity**

The conceptual framework above reveals the link between independent and dependent variables and the possible outcome.

Box A represents the study organization while Box B represent the independent variable in form of employees' promotion, employees' supervision, employees' training and pay rise. All these will influence the dependent variable (productivity) in form of organizational output, profit making, target achievements and job performance. The possible outcome of these influence will take the firm high productivity, industrial expansion, more job opportunity, rise in profit, etc. All these will have positive impacts on the organization through the feedback loop.

### **2.7 Empirical Review**

Ndulue and Ekechukwu (2016) examined the impact of job satisfaction on employees performance, with Nigerian Breweries Plc Kaduna as a case study. Data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing the data. Also, personal interviews and general observations were part of the source on information for this study. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale.

Baaren and Galloway (2014) investigated the relationship of job satisfaction factors on the productivity level of operating core of manufacturing firm in textile mill. The theoretical

approach were Herzberg's two-factor theory of motivation and Maslow's hierarchy of needs theory. The Minnesota Satisfaction Questionnaire (MSQ) was used to design the research questionnaire. With the confidence interval of 95% and after analyzing the data and computing the correlation in SPSS software, researcher got the significance value of 0.043. The value of 0.043 was significant at 5% significance factors and productivity.

Bockerman and Ilmakunnas (2012) examined the role of employee job satisfaction in Finnish manufacturing plants over the period 1996-2001 to determine the extent to which it affected establishment level productivity. Using matched data on job satisfaction from the European Community Household Panel (ECHP) and information on establishment productivity from longitudinal register data linked to the ECHP, they estimated that the effect of an increase in the establishment's average level of employee job satisfaction on productivity was positive, but its magnitude varied depending on the specification of model. The authors used an instrumental variable point estimate and found that an increase in the measure of job satisfaction by one within plant standard deviation increases value-added per hours worked in manufacturing by 6.6%.

Awan and Asghar (2014) investigated the link between job satisfaction with the job salary package, job security, and reward system, and impact of this satisfaction on employees' job performance in banking sector of Muzaffargarh District, Pakistan. Data was gathered randomly from sample of 150 employees selected from 10 branches of different banks situated in Muzaffargarh District. Descriptive statistics was applied to check the relationship between two variables (job satisfaction and job performance). The results of study indicated that the relationship between job satisfaction and job satisfaction and job pay package, job security, and

reward system was positively correlated and the impact of this satisfaction was direct and significant on employees' job performance.

Dizgah et al (2012) researched job satisfaction and job performance in Guilan public sector. The method was correlative and population size was according to budgeting and planning statistic annals of 2009 include 6863 individuals. Sample size was 323 and selected by available non-probable samples. Data were collected by questionnaire and Cronbach's alpha coefficient was used to test for reliability of the research instrument. Results showed that there was a meaningful relationship between job satisfaction In-role performance and innovative job performance and findings are in accordance with previous researches.

Ram (2013) researched the relationship between overall job satisfaction, job facet satisfaction (14 job facets) and six measures of job performance, with regard to the operating staff like conductors and drivers. Results showed that there was no association between job facet satisfaction and overall job satisfaction. Out of the six measures of job performance, for which association was tested with overall job satisfaction, association was found only in the case of one measure viz. passenger complaints. No association was found between salary and overall job satisfaction, in the case of low and medium income groups, whereas there was negative association in the case of high income group only.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This defines the researcher's method adopted for this study under the following sub-headings: Research design, Population of study, Sample/sampling techniques, Instrument for data collection, Reliability and validity of instrument, Method of data collection, and method of data analysis.

#### **3.1 Research Design**

A descriptive survey research design was used in this study. According to Nwoegu (2006), descriptive survey design is concerned with gathering data from a sample of a population in order to explain existing circumstances or relationships, held attitudes, processes in progress, visible impacts, or emerging trends related to the issue under study. The survey research approach was chosen due to the nature of the study, which is focused on natural phenomena that are not manipulated.

#### **3.2 Area of study**

Emerging Markets Telecommunication Service Limited (EMTS), trading as 9mobile, is a proudly Nigerian private limited liability company empowered by a Unified Access Service License from the Federal Government of Nigeria in March 2007 to provide a broad range of telecommunication service nationwide across the voice, data and enterprise service spectrum. Formerly trading as Etisalat Nigeria, the official first call on the network was made on

March 13th, 2008. The brand subsequently commenced commercial operations in Nigeria on October 23rd, 2008, with an innovation and groundbreaking offering '0809uchoose'. The offer allowed Nigerians, for the first time in the country, to choose and own their preferred unique mobile phone number. In July 2017, the company transitioned to the current brand identity- 9mobile, to reflect the dynamic, Resilient, Bold, and Creative attributes that it shares with the people of Nigeria, especially the vibrant youth segment. The 9mobile story ties into the authentic Nigerian heritage of '9ja-centricity', and the remarkable journey of keeping true to the promise to always be 9mobile....here for! 9mobile has taken a leading role in the market for exceptional Customer Experience, Quality of Service, and Innovation. At 9mobile, innovation is not just a buzz word; it is how the company brings meaning into people's lives, and relentlessly pushing the frontiers to find new ways to solve everyday challenges.

9mobile formerly known as Etisalat is no doubt among the lead telecommunication firm in Nigeria. Emerging Markets Telecommunication Service Ltd. (EMTS) is a Limited Liability Company which is trading as '9mobile' Network in Nigeria. EMTS acquired a Unified Access Service License from the Nigerian Communications Commission in 2007. The License enables EMTS to provide Fixed Telephony (wired or wireless), Digital Mobile Services, International Gateway Services and National/Regional Long Distance Services in addition to spectrum assignments in the 900 and 1800 MHz bands.

### **3.3 Population of the study**

The population of the study consisted of 855 staff of 9Mobile Nigeria Limited Mushin. The above figure was given by the Human Resource Department of the organization. The respondents were drawn from different departments in the organization under study.

### 3.4 Sample size

Oke (2005) defined a sample as a subset of the population that shares all of the population's general features. A true sample will accurately represent the entire population. Yaro Yammane's formula for calculating sample size based on percentile proportional division of workers was introduced.

Sample formula

$$n = \frac{N}{1 + N(e)^2}$$

N = Population size

n = Sample size

1 = Constant

e = Level significant of error assumed 0.05

N =

n =

N = 855

e = 0.05 or 5%

n =?

$$n = \frac{855}{1+855(0.05)^2}$$

$$n = \frac{855}{1+855(0.0025)}$$

$$n = \frac{855}{1+2.1375}$$

$$n = \frac{855}{2.1375}$$

$$n = 400$$

### **3.5 Sampling Technique**

For the purpose of this study, multi stage sampling techniques will be used

#### Stage 1

There will be purposive selection of 9Mobile in Lagos State. This stems from the fact that employees of the study organization are faced with challenges of low payment of salaries and wages thereby causing low morale among workers that have brought low productivity.

#### Stage 11

There will be stratification sampling of employees into various departments namely: engineering, human resource, marketing, ict, administration, etc.

#### Stage 111

There will be random selection of employees from each of the department stated above in order to get the accurate sample size.

### **3.6 Instrument of data collection**

Questionnaires will be utilized as the data gathering instrument. The researcher with create it in order to collect data from workers about the relationship between job satisfaction and

employees' productivity. The items in the questionnaire however, will be tailored to the needs of the current study and the questionnaire will be divided into two halves. Section A and B contain questions about the respondents' demographic status. Section A contains items that will be structured to elicit information on bio data of the respondents while section B contains items that will be constructed to elicit information on "Job Satisfaction on Employees' Productivity".

Also, the questionnaire four (4) point Likert Scale rating as follows:

Strongly Agreed (S.A)\_\_\_\_\_ 4points

Agree (A)\_\_\_\_\_ 3point

Strongly Disagreed (S.D)\_\_\_\_\_ 2points

Disagreed (D)\_\_\_\_\_ 1point

### **Three reasons for the use of Questionnaire:**

\*Questionnaires can be beneficial. Questionnaires are a practical and cost-effective technique to collect data. They can be targeted at certain groups and dealt with in a variety of ways. You have complete control over both the questions and the arrangement of the interview (open-ended or multiple choice). They offer a way to gather huge amounts of data on any subject. They can be used in a variety of ways.

\*Questionnaires, results may be collected allow you to get results quickly. Using online and mobile technologies, results may be collected fast and effortlessly. This means that, depending on the size and scope of your enquiry, you might get answers in as little as 24 hours (or even less!).

\*Questionnaires are inexpensive. To begin with, questionnaires are one of the most cost-effective methods of gathering quantitative information. Self-administered questionnaires, in particular, are a cost-effective way to quickly collect massive amounts of data from a big number of people in a short period of time without having to hire surveyors to do face-to-face interviews.

### **3.7 Method of Data Collection**

A quantitative data gathering method will be used, which will include the use of a questionnaire. The researcher will be in charge of administering the questionnaires. The researcher will send a letter to the human resource department of the organization in subject base on the study, requesting permission and setting a date. The researcher will then administer the questionnaire and collect completed questionnaires from the respondents on the spot.

### **3.8 Instrument of Data Collection**

Questionnaires will be utilized as the data gathering instrument for this investigation. The researcher will create it in order to collect data from workers about the relationship between job satisfaction and employees' productivity. The items in the questionnaire, however, will be tailored to be the needs of the current study, and the questionnaire will be divided into two halves  
Section A: contains questions about the respondents' demographic status.

Section B: will be sub-divided into 4 parts (Part B-E) based on the research objectives.

### **3.9 Methods of Data Analysis**

The frequency count and percentages will be used to examine the demographic data and research topics. In addition, inferential statistical tool will be used to compute the hypotheses. Null hypotheses ( $H_0$ ) will be tested at the 0.05 level of significance using Spearman correlation. This

is due to the fact that the Spearman correlation coefficient is a test that may be used to examine associations between variables using data from a Likert scale. For data calculation and storage, the researcher will use IBM SPSS 25.0 version software.

### **3.10 Validity and Reliability of Instrument**

**Validity:** It aims to explain whether a research instrument measure what it is supposed to measure.

**Content validity:** An attempt to check whether the research instrument covered all dimensions of the topic.

**Construct validity:** This type of validity explained how a research instrument measures all dimension of the concept.

**Reliability:** Reliability refers to consistency in the result given by the same research instrument. To ensure validity and reliability of data, the questionnaire was given to my supervisor for perusal. More so, there was Pilot study carried out before administering the questionnaires to the respondents in the selected organizations.

### **3.11 Source of Data**

Data collection is an integral aspect of the research and this chapter of the research addresses issues relating to data collection. The data produced for the study comprises of primary source (field survey). Field study involves the use of a well-structured questionnaire in getting, fortifying and cross checking gotten data for this report.

## CHAPTER FOUR

### Data Presentation, Analysis and Interpretation

#### 4.0 Introduction

This chapter study focused on analysis of data collected. The resulting analysis will be interpreted and presented. 400 copies of questionnaire were carefully administered to respondents for the purpose of this research, however, only 390 copies were correctly filled and returned at the stipulated time to be used for analysis. This indicated 97.5% response rate. Thus, 390 copies of questionnaire retrieved were analyzed and presented in tables with the aid of Software Package for Social Science (SPSS) for easy comprehension.

**Table 4.1 Preliminary Survey Details**

#### Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	400	100%
2.	Questionnaires retrieved and used for the final analysis	390	97.5%
3.	Number of questionnaires not properly administered	5	1.25%
4	Number of questionnaires not retrieved	5	1.25%

**Source: Field Survey 2022**



Table 4.1 above provides the response rate to questionnaires administered. A total of 400 copies of questionnaire were administered to employees of 9Mobile Nigeria Limited according to the sample size determination. The total number of questionnaires retrieved after administration was 390 as 5 copies were not properly administered and 5 copies were not returned. This means 97.5% response rate was achieved.

**Table 4.2. Demographic data of the Respondents.**

The following shows the frequency counts and percentage of demographic data of the respondents in terms of their gender, age, marital status, academic qualification, experience and staff category, employment status, department.

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>GENDER</b>		
Male	253	64.9
Female	137	35.1
TOTAL	390	100.0
<b>AGE</b>		
21 – 30 years	214	54.9
31 – 50 years	176	45.1
51 years and above	0	0.0
TOTAL	390	100.0
<b>MARITAL STATUS</b>		
Single	234	60.0
Married	156	40.0
Separated/Divorced	0	0.0

TOTAL	390	100.0
<b>ACADEMIC QUALIFICATION</b>		
SSCE	77	19.7
OND	19	4.9
HND	58	14.9
BSc	157	40.3
M.Sc	60	15.4
MBA	19	4.9
PHD	0	0.0
TOTAL	390	100
<b>EXPERIENCE</b>		
Less than 5 years	176	45.1
6 – 10 years	194	49.7
11 years and above	20	5.1
TOTAL	390	100.0
<b>STAFF CATEGORY</b>		
Junior Staff	194	49.7
Senior Staff	196	50.3
TOTAL	390	100.0
<b>EMPLOYMENT STATUS</b>		
Permanent	236	60.5
Casual	154	39.5
TOTAL	390	100.0

<b>DEPARTMENT</b>		
Human resource	98	25.1
Accounts	98	25.1
Sales	136	34.9
Production	58	14.9
Others	390	100.0
<b>TOTAL</b>	<b>98</b>	<b>25.1</b>

**Source: Field Survey 2022**

Table 4.2 presented the demographic information of the respondents. As shown in table 4.2, 253 of the respondents representing 64.9% were males while 137 representing 35.1% of the respondents were females. This simply indicates that majority of the employees of 9Mobile Nigeria Limited that participated in this study were males.

Results obtained in table 4.2 indicates that 214 representing 54.9% of the respondents were between the ages of 21 – 30 years, 176 representing 45.1% of the respondents were between the ages of 31 – 50 and none of the respondents were above the age of 50. This result reveals that majority of the employees of 9Mobile Nigeria Limited that participated in this study were between the ages of 21 – 30 years indicating that respondents are young adults.

Based on the marital status of the respondents as indicated in table 4.2, 234 (60.0%) were single, 156 (40.0%) were married and none of the respondents were separated/divorced. Having had 60% of the entire sample, the majority of the respondents that participated in the study were married.

Regarding the educational qualification of the respondents, it was also revealed that 77 (19.7%) were SSCE holders, 19 (4.9%) were OND holders, 58 (14.9%) were HND holders, 157 (40.3%)

were B.Sc holders, 60 (15.4%) were M.Sc holders, 19 (4.9%) were MBA holders and none of the respondents had Ph.D. This indicates that majority of the respondents that participated in the study are B.Sc holders.

On the basis of years of working experience, 176 respondents representing 45.1% have below 5 years' experience, 194 (49.7%) have between 6 – 10 years of experience and 20 (5.1%) of the respondents are 11 years and above on the basis of work experience. The result indicates that majority of the respondents have between 6 – 10 years of experience.

Results obtained in table 4.2 indicates that 194 representing 49.7% of the respondents were junior staffs while 196 representing 50.3% of the respondents were senior staffs respectively. This result reveals that majority of the employees of 9Mobile Nigeria Limited that participated in this study were junior staff.

Regarding the employment status of the respondents, it was also revealed that 236 (60.5%) were permanent staffs and 154 (39.5%) were casual staffs. This indicates that majority of the respondents that participated in the study are permanent staffs.

Results obtained in table 4.2 indicates that 98 representing 25.1% of the respondents were in human resource department, 98 representing 25.1% of the respondents were in account department, 136 representing 34.9% of the respondents were in sales department and 58 representing 14.9% of the respondents were in production department between. This result reveals that majority of the employees of 9Mobile Nigeria Limited that participated in this study were in sales department.

#### **4.3. The Relationship Between Job Satisfaction and Employees' Output**

This section presents the opinion of respondents in response to research question one that seeks to evaluate the relationship between job satisfaction and employees' output

**Table 4.3.1. All workers are satisfied with their jobs, hence output rises always in my work**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	20	5.1
Strongly Disagree	0	0.0
Agree	351	90.0
Strongly Agree	19	4.9
<b>Total</b>	<b>390</b>	<b>100.0</b>

**organization**

**Source: Field Survey 2022**

Table 4.3.1 above presented the result of the frequency distribution on the statement all workers are satisfied with their jobs, hence output rises always in my work organization. The table showed that majority of the respondents 90.0% agreed, 4.9% strongly agreed while 5.1% disagreed that all workers are satisfied with their jobs, hence output rises always in my work organization. Hence, majority of the respondents agreed that all workers are satisfied with their jobs, hence output rises always in my work organization.

**Table 4.3.2: Regular payment of salaries encourages high quality of performance in my workplace**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	0	0
Strongly Disagree	97	24.9
Agree	136	34.9
Strongly Agree	157	40.3
<b>Total</b>	390	100.0

**Source: Field Survey 2022**

Table 4.3.2 above presented the result of the frequency distribution of staffs in response to if regular payment of salaries encourages high quality of performance in my workplace. The table showed that majority of the respondents (40.3%) strongly agreed, a large percentage (34.9%) also agreed, a few of the respondents (24.9%) strongly disagreed that regular payment of salaries encourages high quality of performance in their workplace. Hence, majority strongly agreed that regular payment of salaries encourages high quality of performance in their workplace.

**Table 4.3.3: Terms and conditions of employment will always motivate workers to perform**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	19	4.9
Strongly Disagree	97	24.9
Agree	215	55.1
Strongly Agree	59	15.1
<b>Total</b>	<b>390</b>	<b>100.0</b>

**beyond target set in my work organization**

**Source: Field Survey 2022**

Table 4.3.3 above presented the result of the frequency distribution of staffs in response to if terms and conditions of employment will always motivate workers to perform beyond target set in my work organization. The table showed that majority of the respondents 55.1% agreed, 15.1% strongly agreed, 24.9% strongly disagreed and 4.9% disagreed that terms and conditions of employment will always motivate workers to perform beyond target set in my work organization. Hence, majority agreed that terms and conditions of employment will always motivate workers to perform beyond target set in my work organization.

**Table 4.3.4: Bonuses, allowances and regular payment motivate employees to attain**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	0	0.0
Strongly Disagree	97	24.9
Agree	97	24.9
Strongly Agree	196	50.3
<b>Total</b>	<b>390</b>	<b>100.0</b>

**maximum productivity in my work place**

**Source: Field Survey 2022**

Table 4.3.4 above presented the result of the frequency distribution in response to whether bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place. The table showed that majority of the respondents 50.3% strongly agreed, 24.9% agreed, 24.9% strongly disagreed that bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place. Hence, majority strongly agreed that bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place.

#### **4.4: Supervision of Employees and Target Achievement**

This section is intended to illustrate the association between supervision of employees and Target achievement.

##### **4.4.1: Effective supervision operates regularly in my workplace to pave way for target achievement**



<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	20	5.1
Strongly Disagree	0	0.0
Agree	196	50.3
Strongly Agree	174	44.6
<b>Total</b>	<b>390</b>	<b>100.0</b>

**Source: Field Survey 2022**

Table 4.4.1 above presented the result of the frequency distribution in response to whether effective supervision operates regularly in workplace to pave way for target achievement. The table showed that 44.6% strongly agreed, a larger percentage (50.3%)also agreed and 5.1% disagreed that effective supervision operates regularly in workplace to pave way for target achievement. Hence, majority of the respondents agreed that effective supervision operates regularly in workplace to pave way for target achievement.

#### **4.4.2: Workers are encouraged to perform excellently due to democratic management**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	77	19.7
Strongly Disagree	20	5.1
Agree	274	70.3
Strongly Agree	19	4.9
<b>Total</b>	<b>390</b>	<b>100.0</b>

**styles in my work organization**

**Source: Field Survey 2022**

Table 4.4.2 shows response on if workers are encouraged to perform excellently due to democratic management styles in the work organization. The response reveals that 4.9% strongly agreed, 70.3% agreed, a few (5.1%) of the respondents strongly disagreed and 19.7% disagreed that workers are encouraged to perform excellently due to democratic management styles in the work organization. This implies that workers are encouraged to perform excellently due to democratic management styles in the work organization

**4.4.3: Managers believe in the use of collaborative work style with employees hence, output**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	20	5.1
Strongly Disagree	20	5.1
Agree	330	84.6
Strongly Agree	20	5.1
<b>Total</b>	390	100.0

**remains high in my workplace**

**Source: Field Survey 2022**

Table 4.4.3 presented the results of respondents on the statement managers believe in the use of collaborative work style with employees hence, output remains high in their workplace. It was shown that 5.1% agreed, 84.6% strongly agreed, 5.1% strongly disagreed and 5.1% disagreed that managers believe in the use of collaborative work style with employees hence, output remains high in their workplace. Hence, majority of the respondents agreed that managers believe in the use of collaborative work style with employees hence, output remains high in their workplace

#### 4.4.4: Delegation of authority to the junior staff goes a long way to motivate employees to

Items	Frequency	Percentage (%)
Disagree	38	9.7
Strongly Disagree	20	5.1
Agree	312	80.0
Strongly Agree	20	5.1
<b>Total</b>	390	100.0

**exceed target set for them in my workplace**

**Source: Field Survey 2022**

Table 4.4.4 presented the results of respondents on the statement delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in my workplace. It was indicated that 5.1% agreed, 80.0% strongly agreed, 5.1% strongly disagreed and 9.7% disagreed. Hence, from the response, it can be inferred that delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in their workplace.

#### **4.5: Relationship between pay rise and high profit making in my work organization**

This section is reveals the connection between pay rise and high profit making in my work organization

##### **4.5.1: Workers' salaries are reviewed upward yearly for high performance and profit in**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	40	10.3
Strongly Disagree	40	10.3
Agree	291	74.6
Strongly Agree	19	4.9
<b>Total</b>	<b>390</b>	<b>100.0</b>

**my work organization**

**Source: Field Survey 2022**

Table 4.5.1 above presented the result of the frequency distribution in response to if workers' salaries are reviewed upward yearly for high performance and profit in their work organization. The response indicated that 74.6% which constitute the majority of the respondents agreed, 4.9% strongly agreed, 10.3% strongly disagreed and 10.3% disagreed that workers' salaries are reviewed upward yearly for high performance and profit in their work organization. Hence, majority strongly agreed that workers' salaries are reviewed upward yearly for high performance and profit in their work organization.

#### 4.5.2: Salaries paid to workers are sufficient to motivate them for better performance that

Items	Frequency	Percentage (%)
Disagree	96	24.6
Strongly Disagree	20	5.1
Agree	235	60.3
Strongly Agree	39	10.0
<b>Total</b>	390	100.0

**has been promoting profit for the organization**

**Source: Field Survey 2022**

Table 4.4.3 presented the results of respondents on the statement salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization. It was shown that 10.0% strongly agreed, 60.3% agreed, 5.1a% strongly disagreed, and 24.6% strongly disagreed that salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization. Hence, majority of the respondents agreed that salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization

#### **4.5.3: All workers always experience pay rise as at when due hence, the tendency for them**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	78	20.0
Strongly Disagree	0	0.0
Agree	233	59.7
Strongly Agree	79	20.3
<b>Total</b>	<b>390</b>	<b>100.0</b>

**to always work hard for optimum profit is high in my work organization**

**Source: Field Survey 2022**

Table 4.5.3 presented the results of respondents on the statement all workers always experience pay rise as at when due hence, the tendency for them to always work hard for optimum profit is high in my work organization. It revealed that 20.3% strongly agreed, 59.7% agreed and 20.0% disagreed. Hence, majority of the respondents agreed that all workers always experience pay rise as at when due hence, the tendency for them to always work hard for optimum profit is high in their work organization.

**4.5.4: I am confident that profit of my work organization will not go down as long as workers' welfare is enhanced through regular pay rise in my workplace**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	39	10.0
Strongly Disagree	58	14.9
Agree	235	60.3
Strongly Agree	58	14.9
<b>Total</b>	<b>390</b>	<b>100.0</b>

**Source: Field Survey 2022**

Table 4.5.3 presented the results of respondents on the statement I am confident that profit of my work organization will not go down as long as workers' welfare is enhanced through regular pay rise in my workplace. It revealed that 14.9% strongly agreed, 60.3% agreed, 14.9% strongly disagreed and 10.0% disagreed. Hence, majority of the respondents agreed that they are confident that profit of the work organization will not go down as long as workers' welfare is enhanced through regular pay rise in my workplace.

#### 4.6: Link between Employees' training and Job performance

This section is reveals the link between employees' training and Job performance

##### 4.6.1: Regular training of staff in my workplace promotes their efficiency

Items	Frequency	Percentage (%)
Disagree	19	4.9
Strongly Disagree	78	20.0
Agree	273	70.0
Strongly Agree	20	5.1
<b>Total</b>	390	100.0

**Source: Field Survey 2022**

Table 4.6.1 presented the results of respondents the statement regular training of staff in my workplace promotes their efficiency. It was shown that 5.1% strongly agreed, the majority of the respondents (70.0%) agreed, 20.0% strongly disagreed and 4.9% disagreed that regular training of staff in my workplace promotes their efficiency. Hence, majority of the respondents affirmed that regular training of staff in my workplace promotes their efficiency.



**4.6.2: Both on the job and off the job training are experienced by workers always in my work organization that ensure high productivity**

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	19	4.9
Strongly Disagree	0	0.0
Agree	332	85.1
Strongly Agree	39	10.0
<b>Total</b>	<b>390</b>	<b>100.0</b>

**Source: Field Survey 2022**

Table 4.6.2 presented the results of respondents on the statement both on the job and off the job training are experienced by workers always in my work organization that ensure high productivity. It was found that majority of the respondents 85.1% agreed, 10.0% strongly agreed and 4.9% disagreed. Hence, majority of the respondents agreed that both on the job and off the job training are experienced by workers always in their work organization that ensure high productivity.

#### 4.6.3: Skills, attitudes and knowledge of workers have improved tremendously due to

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	97	24.9
Strongly Disagree	0	0.0
Agree	235	60.3
Strongly Agree	58	14.9
<b>Total</b>	<b>390</b>	<b>100.0</b>

training hence, high performance has been established in my workplace

**Source: Field Survey 2022**

Table 4.6.3 presented the view of respondents on the statement skills, attitudes and knowledge of workers have improved tremendously due to training hence, high performance has been established in my workplace. Accordingly, 60.3% agreed, 24.9% disagreed and 14.9% strongly agreed. Hence, majority of the respondents agreed. Therefore, this implies that skills, attitudes and knowledge of workers have improved tremendously due to training hence, high performance has been established in the workplace.

<b>Items</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Disagree	97	24.9
Strongly Disagree	0	0.0
Agree	214	54.9
Strongly Agree	79	20.3
<b>Total</b>	<b>390</b>	<b>100.0</b>

**4.6.4: As long as the training of staff continues, their performance will keep on increasing**

**Source: Field Survey 2022**

Table 4.6.4 presented the results of respondents on the statement as long as the training of staff continues, their performance will keep on increasing. It revealed that 20.3% agreed, 54.9% strongly agreed and 24.9% disagreed that as long as the training of staff continues, their performance will keep on increasing. Hence, majority of the respondents agreed that as long as the training of staff continues, their performance will keep on increasing.

**4.7 HYPOTHESES TESTING**

**Table 4.7.1: Hypothesis One:**

**Ho:** There is no significant relationship between the supervision of employees’ and target achievement of the organization

**Correlations**

			supervision of employees’	target achievement of the organization
Spearman’s rho	supervision of employees’	Correlation coefficient	1.000	0.690**
		Sig (2-tailed)		.077
		N	390	390
	target achievement of the organization	Correlation coefficient	0.690**	1.000
		Sig (2-tailed)	.077	
		N	390	390

**Source: Field Survey 2022**

The result above indicated that there is a moderate positive correlation between supervision of employees’ and target achievement of the organization having had a correlation coefficient “r” of 0.690. However, the significant value (sig 2-tailed) “0.077” is higher than the p-value (p-value = 0.05). This implies that the moderate relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This implies that there is no significant relationship between the supervision of employees’ and target achievement of the organization.

**4.7.2: Hypothesis Two**

**Ho:** There is no significant relationship between pay rise and high profit making of the organization

**Correlations**

			Pay rise	High profit making of the organization
Spearman’s rho	Pay Rise	Correlation coefficient	1.000	0.107*
		Sig (2-tailed)		.831
		N	390	390
	High profit making of the organization	Correlation coefficient	0.107*	1.000
		Sig (2-tailed)	.831	
		N	390	390

**Source: Field Survey 2022**

The result above indicated that there is a weak positive association between pay rise and high profit making of the organization. Having had a correlation coefficient “r” of 0.107, the association between pay rise and high profit making of the organization is very weak. Also, the significant value (sig 2-tailed) “0.831” is higher than the p-value (p-value = 0.05) which indicated that the weak relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This means, there is no significant relationship between pay rise and high profit making of the organization.

**4.7.3: Hypothesis three:**

**Ho:** There is no significant relationship between pay rise and employees’ target achievement

**Correlations**

			Pay rise	Employees’ target achievement
Spearman’s rho	Pay rise	Correlation coefficient	1.000	0.402
		Sig (2-tailed)		.093
		N	390	390
	Employees’ target achievement	Correlation coefficient	0.402	1.000
		Sig (2-tailed)	.093	
		N	390	390

**Source: Field Survey 2022**

The result above indicated that there is a weak positive correlation between pay rise and employees’ target achievement. With a correlation coefficient “r” of 0.402, there is an indication

that there is a weak positive correlation between pay rise and employees’ target achievement. Also, with a significant value (sig 2- tailed) of 0.093 which is higher than the p-value (p-value = 0.05), it indicates that the variables of consideration were not significant. Hence, null hypothesis is accepted. This means that there is no significant relationship between pay rise and employees’ target achievement.

**4.7.4: Hypothesis four:**

**Ho:** There is no significant relationship between employees’ training and job performance of the organization

**Correlations**

			Employees’ training	Job performance of the organization
Spearman’s rho	Employees’ training	Correlation coefficient	1.000	0.718
		Sig (2-tailed)		.165
		N	390	390
	Job performance of the organization	Correlation coefficient	0.718	1.000
		Sig (2-tailed)	.165	
		N	390	390

**Source: Field Survey 2022**

The result above indicated that there is a strong positive correlation between employees’ training and job performance of the organization. Having had a correlation coefficient “r” of 0.718, the relationship between employees’ training and job performance of the organization is strong.

However, the significant value (sig 2- tailed) “0.165” is higher than the p-value (p-value = 0.05). This implies that the positive strong correlation observed between the two variables is not significant. Hence, the null hypothesis is accepted. This implies that there is no significant relationship between employees’ training and job performance of the organization.

#### **4.8 DISCUSSION OF THE FINDINGS**

In this section, the findings from the survey analysis of the Topic **“INFLUENCE OF JOB SATISFACTION ON EMPLOYEES’ PRODUCTIVITY: A STUDY OF 9MOBILE NIGERIA LIMITED”** was discussed.

The general objective of this research was to examine the influence of job satisfaction on employees’ productivity: A study of 9Mobile Nigeria Limited. The general objective is further sub-divided into four specific objectives. The specific objectives drawn from these general objectives are to: examine the link between the supervision of employees’ and target achievement of the organization, evaluate the relationship between pay rise and profit making of the organization, verify the link between employees’ training and job performance of the organization and ascertain the link between employees’ promotion and output of the organization.

A descriptive survey design was adopted in order to get information from selected respondents through structured questionnaire while examining the influence of job satisfaction on employees’ productivity of employees of 9Mobile Nigeria Limited. The data used for the study was collected from 400 respondents while 390 were found valid and therefore were used for analysis.

Descriptive statistics and correlation analysis was conducted and the findings from the study are presented as follows.

The relationship between supervision of employees' and target achievement of the organization. The findings showed that there was no significant relationship between supervision of employees' and target achievement of the organization. The relationship between the two variables was moderate and insignificant. It implies that supervision of employees would be a determinant of target achievement of the organization but not the major determinant. This finding disagreed with the assertions made by Owusu (2014) that supervisor (in an organization) to a large extent and a significant way determines how organizational favours are distributed.

The relationship between pay rise and high profit making of the organization was also investigated by the researcher. Findings showed that there is a positive weak relationship between pay rise and high profit making of the organization. This implies that the rise in payment of workers contributes less to high profit made by the organization. This finding does not corroborate the findings of Ndulue and Ekechukwu (2016) which revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees' performance proxy which is employees' morale.

Additionally, the research analyzed the correlation between pay rise and employees' target achievement. Ultimately, a weak positive correlation was observed with correlation between pay rise and employees' target achievement. The implication of this is that the type of pay rise will not influence the achievement of the employees' target. This finding is dissimilar with the findings of Awan and Asghar (2014) which revealed that the relationship between reward system and job satisfaction as positively correlated and the impact of this satisfaction was direct and significant on employees' job performance.



Finally, the relationship between employees' training and job performance of the organization. The result indicated a strong positive correlation between the variables of observation. However, the observed variables (employees' training and job performance of the organization) were insignificant. This finding differs the findings of Richard (2006) which stated that the value of employees' on-the-job training was shown to be significant in determining the employees' performance in the organization.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary

The focus of the research was influence of job satisfaction on employees' productivity: a study of 9mobile Nigeria limited. The specific objectives of the study were:

- i. To examine the link between the supervision of employees' and target achievement of the organization.
- ii. To evaluate the relationship between pay rise and profit making of the organization.
- iii. To verify the link between employees' training and job performance of the organization.
- iv. To ascertain the link between employees' promotion and output of the organization.

Findings of the study revealed that all workers were satisfied with their jobs, hence output rises always in my work organization. This was because majority of the respondents 90.0% agreed, 4.9% strongly agreed while 5.1% disagreed that all workers are satisfied with their jobs, hence output rises always in my work organization. Hence, majority of the respondents agreed that all workers are satisfied with their jobs, hence output rises always in my work organization. Additionally, in response to if regular payment of salaries encourages high quality of performance in my workplace, results showed that majority of the respondents (40.3%) strongly agreed, a large percentage (34.9%) also agreed, a few of the respondents (24.9%) strongly

disagreed that regular payment of salaries encourages high quality of performance in their workplace. Hence, majority strongly agreed that regular payment of salaries encourages high quality of performance in their workplace.

As to whether terms and conditions of employment will always motivate workers to perform beyond target set in my work organization or not, findings showed that majority of the respondents 55.1% agreed, 15.1% strongly agreed, 24.9% strongly disagreed and 4.9% disagreed that terms and conditions of employment will always motivate workers to perform beyond target set in my work organization. Hence, majority agreed that terms and conditions of employment will always motivate workers to perform beyond target set in my work organization. Whether bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place, findings showed that majority of the respondents 50.3% strongly agreed, 24.9% agreed, 24.9% strongly disagreed that bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place. Hence, majority strongly agreed that bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place.

On whether effective supervision operates regularly in workplace to pave way for target achievement. The table showed that 44.6% strongly agreed, a larger percentage (50.3%) also agreed and 5.1% disagreed that effective supervision operates regularly in workplace to pave way for target achievement. Hence, majority of the respondents agreed that effective supervision operates regularly in workplace to pave way for target achievement.

The response on if workers are encouraged to perform excellently due to democratic management styles in the work organization, revealed that 4.9% strongly agreed, 70.3% agreed,

a few (5.1%) of the respondents strongly disagreed and 19.7% disagreed that workers are encouraged to perform excellently due to democratic management styles in the work organization. This implies that workers are encouraged to perform excellently due to democratic management styles in the work organization

On the statement managers believe in the use of collaborative work style with employees hence, output remains high in their workplace, it was shown that 5.1% agreed, 84.6% strongly agreed, 5.1% strongly disagreed and 5.1% disagreed that managers believe in the use of collaborative work style with employees hence, output remains high in their workplace. Hence, majority of the respondents agreed that managers believe in the use of collaborative work style with employees hence, output remains high in their workplace.

On the statement delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in my workplace, it was indicated that 5.1% agreed, 80.0% strongly agreed, 5.1% strongly disagreed and 9.7% disagreed. Hence, from the response, it can be inferred that delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in their workplace. In response to if workers' salaries are reviewed upward yearly for high performance and profit in their work organization, findings indicated that 74.6% which constitute the majority of the respondents agreed, 4.9% strongly agreed, 10.3% strongly disagreed and 10.3% disagreed that workers' salaries are reviewed upward yearly for high performance and profit in their work organization. Hence, majority strongly agreed that workers' salaries are reviewed upward yearly for high performance and profit in their work organization.

On the statement salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization, it was shown that 10.0% strongly agreed,

60.3% agreed, 5.1a% strongly disagreed, and 24.6% strongly disagreed that salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization. Hence, majority of the respondents agreed that salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization.

On the statement all workers always experience pay rise as at when due hence, the tendency for them to always work hard for optimum profit is high in my work organization, it revealed that 20.3% strongly agreed, 59.7% agreed and 20.0% disagreed. Hence, majority of the respondents agreed that all workers always experience pay rise as at when due hence, the tendency for them to always work hard for optimum profit is high in their work organization.

On the statement I am confident that profit of my work organization will not go down as long as workers' welfare is enhanced through regular pay rise in my workplace, it revealed that 14.9% strongly agreed, 60.3% agreed, 14.9% strongly disagreed and 10.0% disagreed. Hence, majority of the respondents agreed that they are confident that profit of the work organization will not go down as long as workers' welfare is enhanced through regular pay rise in my workplace.

In respect of regular training of staff in my workplace promotes their efficiency. It was shown that 5.1% strongly agreed, the majority of the respondents (70.0%) agreed, 20.0% strongly disagreed and 4.9% disagreed that regular training of staff in my workplace promotes their efficiency. Hence, majority of the respondents affirmed that regular training of staff in my workplace promotes their efficiency. On the statement both on the job and off the job training are experienced by workers always in my work organization that ensure high productivity, it was found that majority of the respondents 85.1% agreed, 10.0% strongly agreed and 4.9% disagreed.

Hence, majority of the respondents agreed that both on the job and off the job training are experienced by workers always in their work organization that ensure high productivity.

On the statement as long as the training of staff continues, their performance will keep on increasing, results revealed that 20.3% agreed, 54.9% strongly agreed and 24.9% disagreed that as long as the training of staff continues, their performance will keep on increasing. Hence, majority of the respondents agreed that as long as the training of staff continues, their performance will keep on increasing.

Hypothesis one indicated that there is a moderate positive correlation between supervision of employees' and target achievement of the organization having had a correlation coefficient "r" of 0.690. However, the significant value (sig 2- tailed) "0.077" is higher than the p-value (p-value = 0.05). This implies that the moderate relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This implies that there is no significant relationship between the supervision of employees' and target achievement of the organization.

Hypothesis two indicated that there is a weak positive association between pay rise and high profit making of the organization. Having had a correlation coefficient "r" of 0.107, the association between pay rise and high profit making of the organization is very weak. Also, the significant value (sig 2- tailed) "0.831" is higher than the p-value (p-value = 0.05) which indicated that the weak relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This means, there is no significant relationship between pay rise and high profit making of the organization.

Hypothesis three indicated that there is a weak positive correlation between pay rise and employees' target achievement. With a correlation coefficient "r" of 0.402, there is an indication that there is a weak positive correlation between pay rise and employees' target achievement.

Also, with a significant value (sig 2- tailed) of 0.093 which is higher than the p-value (p-value = 0.05), it indicates that the variables of consideration were not significant. Hence, null hypothesis is accepted. This means that is no significant relationship between pay rise and employees' target achievement.

Hypothesis four indicated that there is a strong positive correlation between employees' training and job performance of the organization. Having had a correlation coefficient "r" of 0.718, the relationship between employees' training and job performance of the organization is strong. However, the significant value (sig 2- tailed) "0.165" is higher than the p-value (p-value = 0.05). This implies that the positive strong correlation observed between the two variables is not significant. Hence, the null hypothesis is accepted. This implies that there is no significant relationship between employees' training and job performance of the organization.

## **5.2 CONCLUSION**

On note of conclusion, job satisfaction is a potent factor that can encourage workers to perform effectively for work organisations to achieve high productivity. There are many motivational tools that management must put in place to ensure that workers are satisfied with their jobs. The findings of the study revealed that all workers were satisfied with their jobs, hence output rises always in my work organization. This was because majority of the respondents 90.0% agreed, 4.9% strongly agreed while 5.1% disagreed that all workers are satisfied with their jobs, hence output rises always in my work organization. Hence, majority of the respondents agreed that all workers are satisfied with their jobs, hence output rises always in my work organization. Additionally, in response to if regular payment of salaries encourages high quality of performance in my workplace, results showed that majority of the respondents (40.3%) strongly

agreed, a large percentage (34.9%) also agreed, a few of the respondents (24.9%) strongly disagreed that regular payment of salaries encourages high quality of performance in their workplace. Hence, majority strongly agreed that regular payment of salaries encourages high quality of performance in their workplace.

As to whether terms and conditions of employment will always motivate workers to perform beyond target set in my work organization or not, findings showed that majority of the respondents 55.1% agreed, 15.1% strongly agreed, 24.9% strongly disagreed and 4.9% disagreed that terms and conditions of employment will always motivate workers to perform beyond target set in my work organization. Hence, majority agreed that terms and conditions of employment will always motivate workers to perform beyond target set in my work organization. Whether bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place, findings showed that majority of the respondents 50.3% strongly agreed, 24.9% agreed, 24.9% strongly disagreed that bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place. Hence, majority strongly agreed that bonuses, allowances and regular payment motivate employees to attain maximum productivity in their work place.

On whether effective supervision operates regularly in workplace to pave way for target achievement. The table showed that 44.6% strongly agreed, a larger percentage (50.3%) also agreed and 5.1% disagreed that effective supervision operates regularly in workplace to pave way for target achievement. Hence, majority of the respondents agreed that effective supervision operates regularly in workplace to pave way for target achievement.



The response on if workers are encouraged to perform excellently due to democratic management styles in the work organization, revealed that 4.9% strongly agreed, 70.3% agreed, a few (5.1%) of the respondents strongly disagreed and 19.7% disagreed that workers are encouraged to perform excellently due to democratic management styles in the work organization. This implies that workers are encouraged to perform excellently due to democratic management styles in the work organization

On the statement managers believe in the use of collaborative work style with employees hence, output remains high in their workplace, it was shown that 5.1% agreed, 84.6% strongly agreed, 5.1% strongly disagreed and 5.1% disagreed that managers believe in the use of collaborative work style with employees hence, output remains high in their workplace. Hence, majority of the respondents agreed that managers believe in the use of collaborative work style with employees hence, output remains high in their workplace.

On the statement delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in my workplace, it was indicated that 5.1% agreed, 80.0% strongly agreed, 5.1% strongly disagreed and 9.7% disagreed. Hence, from the response, it can be inferred that delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in their workplace. In response to if workers' salaries are reviewed upward yearly for high performance and profit in their work organization, findings indicated that 74.6% which constitute the majority of the respondents agreed, 4.9% strongly agreed, 10.3% strongly disagreed and 10.3% disagreed that workers' salaries are reviewed upward yearly for high performance and profit in their work organization. Hence, majority strongly agreed that workers' salaries are reviewed upward yearly for high performance and profit in their work organization.

Hypothesis one indicated that there is a moderate positive correlation between supervision of employees' and target achievement of the organization having had a correlation coefficient "r" of 0.690. However, the significant value (sig 2- tailed) "0.077" is higher than the p-value (p-value = 0.05). This implies that the moderate relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This implies that there is no significant relationship between the supervision of employees' and target achievement of the organization.

Hypothesis two indicated that there is a weak positive association between pay rise and high profit making of the organization. Having had a correlation coefficient "r" of 0.107, the association between pay rise and high profit making of the organization is very weak. Also, the significant value (sig 2- tailed) "0.831" is higher than the p-value (p-value = 0.05) which indicated that the weak relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This means, there is no significant relationship between pay rise and high profit making of the organization.

Hypothesis three indicated that there is a weak positive correlation between pay rise and employees' target achievement. With a correlation coefficient "r" of 0.402, there is an indication that there is a weak positive correlation between pay rise and employees' target achievement. Also, with a significant value (sig 2- tailed) of 0.093 which is higher than the p-value (p-value = 0.05), it indicates that the variables of consideration were not significant. Hence, null hypothesis is accepted. This means that is no significant relationship between pay rise and employees' target achievement.

Hypothesis four indicated that there is a strong positive correlation between employees' training and job performance of the organization. Having had a correlation coefficient "r" of 0.718, the relationship between employees' training and job performance of the organization is strong.

However, the significant value (sig 2- tailed) “0.165” is higher than the p-value (p-value = 0.05). This implies that the positive strong correlation observed between the two variables is not significant. Hence, the null hypothesis is accepted. This implies that there is no significant relationship between employees’ training and job performance of the organization. From the foregoing, it is imperative for the management of 9 mobile to the issue of job satisfaction among workers seriously by putting in place all the necessary conditions that can motivate workers to be contented with their jobs in order to attain maximum productivity on regular basis.

### **5.3 RECOMMENDATIONS**

- i. Job satisfaction arising from motivation is a powerful tool to instigate employees to work meritoriously if well applied in work organisation, therefore, the management of 9 mobile should as a matter of urgency introduce non -financial motivation such as effective work schedules that will reduce workload among employees. This will bring about reduction in stress and work pressure thereby motivating workers to put in their best for the attainment of high productivity.
- ii. Employees’ unique performance recognition should be integrated into the policy of 9mobile. Such performance recognition should be accompanied with special reward in form of cash or tangible gift that will serve as morale booster to workers to remain committed to their work for high productivity to be achieved.
- iii. There must be policy of regular upward review of salaries of workers putting into consideration the current economic realities in the country. This will be fundamental motivator for workers to perform excellently in order to achieve high productivity of the organisation.

- iv. Policy of fair labour treatment, respect for human value and dignity must be incorporated into the policy of 9mobile. Thus, policy of casualisation, outsourcing, underpayment, wrongful dismissal of workers, prohibition of workplace unionism should stop forthwith. This will motivate workers to be highly committed to their duties and work excellently.
- v. The leadership styles of 9 mobile must be directed towards democratic and participatory management styles. This will pave way for free flow of communication and interpersonal relations between staff of low cadre and the management. The gap between the two categories of staff will certainly reduce by producing co-operation and unity of purpose the can accelerate job satisfaction and maximum productivity.
- vi. Regular training of staff is another motivational tool that can be used develop the skills, attitudes and knowledge of workers that can promote job satisfaction. This will go a long way to ginger workers to remain committed to their work that can produce high productivity.

#### **5.4 CONTRIBUTION TO KNOWLEDGE**

- i. The study has contributed to knowledge n the area of gap in knowledge created. Past studies have examined employees' productivity within the contexts of leadership, motivation, stress management, work life balance, conflict management, however, little or nothing has been done in the area of job satisfaction relative to employees' performance.
- ii. In the area of methodology of the research work, it has contributed to knowledge. This is manifested in the area of type of research design, sampling technique, method of data collection and data analysis method

- iii. The study has brought to the fore how most of the service work organisation take the issue of job satisfaction of staff with levity. This is an eye opener to the government to formulate policy that can accelerate motivation of workers in order to guarantee job satisfaction in private and public sectors on regular basis.
- iv. The study will help the management of 9 mobile to formulate good policy on employees' job satisfaction that can accelerate efficiency of labour..
- v. The study will assist other researchers to understand the effects of job satisfaction on workers' performance in the work organisation and how to carry out further research work in this area.

## **5.5 SUGGESTIONS FOR FURTHER STUDIES**

- i. This study focused on job satisfaction in Communication Service sector, however, future studies can focus of manufacturing sector or Banking sector for the purpose of identifying the differences and similarities between them
- ii. Further study can focus on comparative analysis of job satisfaction in public sector relative to private sector for people to assess the differences between the two sectors.
- iii. Further study can even be directed towards construction industries or oil industries or another service provider organization so as to understand the level of job satisfaction available to accelerate workers' performance.

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**Appendix**

**Influence of Job Satisfaction on Employees' Productivity  
(A study of 9Mobile Nigeria Limited)**

Dear Respondent,

I, Oluwole Moses Oluwatosin a final year student of Mountain Top University. I am writing a research project on the above named topic in a partial fulfilment of the requirements for the award of Bachelor of Science Degree in Business Administration. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity to as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Thanks.

**SECTION A**

Please answer the following questions by ticking the appropriate box

**RESPONDENT'S DEMOGRAPHIC DATA**

1. Gender : Male (  ) Female (  )
2. Age: 21 - 30yrs (  ) 31 - 50yrs (  ) 51 - above (  )
3. Marital Status: Single (  ) Married (  ) Separated/Divorced (  )
4. Academic Qualification: SSCE (  ) OND (  ) HND (  ) BSc (  ) M.Sc (  ) MBA (  ) PHD (  )
5. How long have you worked in the organization: Less than 5 years (  ) 6 – 10 years (  ) 11 years and above (  )
6. Staff category: Junior staff (  ) Senior staff (  )
7. Employment status: Permanent (  ) Casual (  )
8. Department where you work in your organization: Human resource (  ) Accounts (  ) Sales (  ) Production (  ) others (Specify).....



## SECTION B

Please read the questions below carefully and choose your option by ticking the appropriate answer.

Please do not tick two answers for the same question.

**Key:** **SA** = Strongly Agree (4), **A** = Agree (3), **SD** = Strongly Disagree (2), and **D** = Disagree (1)

### RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEES' OUTPUT

S/N	VARIABLES	SA	A	SD	D
1	All workers are satisfied with their jobs, hence output rises always in my work organization				
2	Regular payment of salaries encourages high quality of performance in my workplace				
3	Terms and conditions of employment will always motivate workers to perform beyond target set in my work organization				
4	Bonuses, allowances and regular payment motivate employees to attain maximum productivity in my work place				
5	Job security and fair labour practices are key motivators that facilitate labour efficiency in my workplace				

## SECTION C

### SUPERVISION OF EMPLOYEES AND TARGET ACHIEVEMENT

S/N	VARIABLES	SA	A	SD	D
6	Effective supervision operates regularly in my workplace to pave way for target achievement				
7	Workers are encouraged to perform excellently due to democratic management styles in my work organization				
8	Managers believe in the use of collaborative work style with employees hence, output remains high in my workplace				
9	Delegation of authority to the junior staff goes a long way to motivate employees to exceed target set for them in my workplace				
10	Workers are encouraged to participate in decision making with the management therefore, output of the organization cannot go down at any point in time				

**SECTION D**

**RELATIONSHIP BETWEEN PAY RISE AND HIGH PROFIT MAKING IN MY WORK ORGANIZATION**

<b>S/N</b>	<b>VARIABLES</b>	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>
11	Workers salaries are reviewed upward yearly for high performance and profit in my work organization				
12	Salaries paid to workers are sufficient to motivate them for better performance that has been promoting profit for the organization				
13	All workers always experience pay rise as at when due hence, the tendency for them to always work hard for optimum profit is high in my work organization				
14	I am confident that profit of my work organization will not go down as long as workers' welfare is enhanced through regular pay rise in my workplace				
15	One advantage my work organization has over other competitors is that of regular increase in workers' salaries that enable their profit to rise above their competitors				

## SECTION E

### LINK BETWEEN EMPLOYEES' TRAINING AND JOB PERFORMANCE

S/N	VARIABLES	SA	A	SD	D
16	Regular training of staff in my workplace promotes their efficiency				
17	Both on the job and off the job training are experienced by workers always in my work organization that ensure high productivity				
18	Skills, attitudes and knowledge of workers have improved tremendously due to training hence, high performance has been established in my workplace				
19	As long as the training of staff continues, their performance will keep on increasing				
20	My work organization will constantly experience high productivity and high profit as a result of regular training of staff				

**Thank you.**