

**DETERMINANTS OF JOB SATISFACTION AS AN IMPERATIVE FOR
PRODUCTIVITY ENHANCEMENT IN GOAL ORIENTED FIRMS; A
SURVEY OF DANGOTE CONGLOMERATES QUOTED ON THE
NIGERIA STOCK EXCHANGE MARKET**

BY

**DR. SEV JOSEPH TERYIMA
LECTURER, DEPARTMENT OF BUSINESS MANAGEMENT,
FACULTY OF MANAGEMENT SCIENCES,
BENUE STATE UNIVERSITY, MAKURDI, NIGERIA – WEST AFRICA
Email: josephteryima@gmail.com**

AND

**EMAKWU JOHN
LECTURER, DEPARTMENT OF BUSINESS MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES,
BENUE STATE UNIVERSITY, MAKURDI, NIGERIA-WEST AFRICA
Email: emakwu1@yahoo.com**

AND

**DEWUA PHILIP
LECTURER, DEPARTMENT OF BUSINESS MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES,
BENUE STATE UNIVERSITY, MAKURDI, NIGERIA-WEST AFRICA
Email: dewuaphil75@gmail.com**

2015

ABSTRACT

The objective of the study is to investigate the impact of job satisfaction determinants such as reward packages, good working conditions, personnel policies and procedures, nature of work environment, leadership styles,

management systems amongst others in enhancing productivity in goal-oriented organization in this case quoted on the Nigerian Stock Exchange Market. The surveyed organizations are Dangote Cement Plc, Dangote Sugar Plc, Dangote Flour Plc and Dangote Salt Plc. Both primary and secondary sources of data collection were employed. The primary sources of data instrument-questionnaire was used mainly in data acquisition using 5-point likert rating scale of strongly agreed, -5, agreed-4, undecided- 3, disagreed-2 and strongly disagreed. Quasi-experimental reserach design method (i.e survey research design method) was used. Yamanes formula was adopted in the determination of sample size which was 371 from a population of 5060 in four surveyed firms. Two hypotheses were formulated and tested using the **Multiple Regression Analysis Test** in determining the impact of job satisfaction determinants in enhancing productivity and job dissatisfaction symptoms effect on employee turnover in the four surveyed organizations. The findings from the study revealed that job satisfaction determinants have a significant impact on the organisation productivity if they are applied as required and it will also lead to positive attitude of employee to work. Another finding also revealed that job dissatisfaction symptoms such as low reward packages, poor working conditions, poor management system, poor polices, and procedurces, poor leadership styles amongst others will lead to employee turnover in all the Dangote group of companies quoted on the Nigeria stock exchange market. The study recommends that executive management should ensure the provision of good condition of services, good reward packages, good working atmosphere, good management system, good leadership styles that will guarantee employee satisfaction in order to attain high productivity and forestall employee turnover. Again the study recommends that formation of **employee care unit within the human resource Management Department** specifically responsible for ensuring with the compliance of job satisfaction determinants provision to facilitate high productivity by the orgainzations is pertinent.

KEYWORDS: Job Satisfaction, Job Dissatisfaction, Productivity, Profit Oriented Organizations

1.1 INTRODUCTION

The way and manner employees of an organization feel about their work and the work settings is an important and pertinent issues to be considered by the executive management if set goals are to be accomplished. Job satisfaction is a result of employees perception on how well their jobs provide those things that are viewed as important. Schermerhorn/Hunt / Osbom (2005) formally defined “job satisfaction” as the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one’s tasks as well as to the physical and social conditions of the workplace.

As observed by Luthans (2002), there are three (3) generally accepted dimensions to job satisfaction. These include;

- i. Firstly, job satisfaction is an emotional response to a job situation. As such, it cannot be seen, it can only be inferred.
- ii. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or coworkers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and are been paid equitably, they are likely to have a positive attitude towards the job. They will be job satisfied.
- iii. Third, job satisfaction represents several related attitudes. Through the years, five (5) job dimensions have been identified to represent the most important characteristics of a job about which employees have affective responses. These are;
 - a. **The work itself** – The extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibility
 - b. **Pay** – The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.

- c. **Promotion Opportunities** – The chances for advancement in the organization.
- d. **Supervision** – The abilities of the supervision to provide technical assistance and behavioral support.
- e. **Coworker** – The degree to which fellow workers are technically proficient and socially supportive.

Griffins (1996) maintains that job satisfaction is an attitude that affects the extent to which an individual is gratified by or fulfilled in his or her work. Extensive research conducted on job satisfaction has indicated that personal factors such as an individual's needs and aspirations determine the attitude, along with group and organizational factors such as relationships with coworkers, supervisors and working conditions, work policies and compensation.

A satisfied employee also tends to be absent less often, to make positive contributions, and to stay with the organization. In contrast, a dissatisfied employee may be absent more often, may experience stress that disrupts coworkers, and may be continually looking for another job. Contrary to what a lot of managers believe, however high levels of job satisfaction do not necessarily lead to higher levels of performance. One survey has also indicated that contrary to popular opinion, Japanese workers are less satisfied with their jobs than their counterparts in the United States.

In Nigeria, research survey have revealed that job satisfaction is as a result of availability of organizational factors such as relationship `with coworkers, supervisors and working condition, work policies and compensation, personal factors such as individual needs and aspirations, cultural factors such as underlying attitudes, beliefs and values, and environmental factors such as economic, social, technical and governmental influences amongst others.

Daft (2008) emphasized that satisfied employees have a positive attitude towards their work. This positive attitude is experienced when their work matches their needs and interests, when working conditions and rewards (such as pay) are satisfactory, when they like their coworkers and when they have positive relationship

with supervisors. This is revealing that satisfied employees will do better work; resulting to high performance.

This research is focused on establishing whether staff of Dangote conglomerate are satisfied with pay, work itself, promotion opportunities, quality of supervisions, relationship with coworkers technology adapted and work organization, style of leadership, personnel policies and procedures, management systems, working conditions, economic, social, technical and governmental influences amongst others and see how performance is affected over years. The Dangote Companies under study here include; Dangote Cement, Dangote Sugar, Dangote Salt, Dangote flour quoted on the Nigerian Stock Exchange Market.

1.2 RESEARCH PROBLEM

These have been several cases and instances of the symptoms of job dissatisfaction recorded and experienced in the course of administrative operations of Dangote Group of Companies resulting to decline in performance, profits and turnover of the firms over Time now. These trend and symptoms are manifest in various dimensions of magnitudes ranging from high employee turnover, high absenteeism at work, low corporate citizenship, grievances, strikes, fraudulent acts, and sabotage amongst others. This have called for a serious concern to the management of the organization to establish the causes of the problematic trends affecting the productivity of the business firm and see how organizational workforce will be satisfied while at work, for optimal actualization of goals.

1.3 RESEARCH QUESTION

1. To what extent does job satisfaction determinants have impact on the attainment of productivity in your organization?
2. To what extent does job satisfaction is related to turnover of employee in your organization?

1.4 RESEARCH OBJECTIVES

1. To determine the extent job satisfaction determinants have impacted on productivity of Dangote Group of Companies quoted on Nigeria Stock Exchange.
2. To evaluate the extent job satisfaction is related to turnover of employees of Dangote Group of Companies quoted on Nigeria Stock Exchange.

1.5 RESEARCH HYPOTHESIS

H₀₁: *Job satisfaction determinants (i.e reward packages, good working conditions, personnel policies and procedures, nature of work and style of leadership amongst others) have no significant impact on the productivity attainment in Dangote group of companies Plc quoted on the Nigerian Stock Exchange Market.*

H₀₂: *There is no significant effect of job dissatisfaction symptoms such as low reward packages, poor working conditions, poor management strategies, poor policies and procedures, poor leadership amongst others on the employee turnover in Dangote group of companies Plc quoted on the Nigerian Stock Exchange Market.*

1.6 SCOPE OF THE STUDY

The research survey is focused on the determinants of job satisfaction as a necessity for performance attainment in goal oriented firms. A survey of Dangote Conglomerates quoted on the Nigeria Stock Exchange Market. These firms are Dangote Cement Plc, Dangote Flour Plc, Dangote Sugar Plc and Dangote Salt Plc.

2.1 REVIEW OF RELATED LITERATURE:-

As noted by Jones and George (2006) job satisfaction is the collection of feelings and beliefs that managers have about their current jobs. Managers who have high levels of job satisfaction generally like their jobs, feel that they are being fairly treated, and believe that their jobs have many desirable features or characteristics (such as interesting work, good pay and job security, autonomy or like coworkers). Levels of job satisfaction tend to increase as one moves up the hierarchy in an organization. Upper Managers, in general, tend to be more satisfied with their jobs than entry level employees. They maintained that, managers level of job satisfaction can range from very low to very high and anywhere in between.

To Mcshane and Glinow (2000) Job satisfaction represents a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favourable evaluation of their job, based on their observations and emotional experiences.

A job satisfaction is really a collection of attitude about specific facts of the job. Employees can be satisfied with some elements of the job while simultaneously dissatisfied with others. Different types of satisfaction will lead to different intentions and behavior. An employee might complain to the supervisor when dissatisfied with low pay but not with coworker dissatisfaction.

They emphasized that, overall job satisfaction is a combination of the person's feeling towards the different facets of job satisfaction. They further stressed that there exist at least a modest association between job satisfaction and task performance. This is so because task performance depends not only on job satisfaction but also on person's ability and remarks and not just work effort.

Again, that job performance leads to job satisfaction when it is linked to valued rewards. Higher performances receive more rewards and consequently are more satisfied than lower performing employees who receive fewer rewards. The connection between job satisfaction and performance is weak because many organization do not reward good performance. Additionally, the weak relationship between job satisfaction and performance occur most at times because satisfied

employees engage in more organizational citizenship behaviors but not in higher levels of traditional job performance.

The organizational citizenship behavior include working beyond required job duties, such as assisting others with their tasks and promoting a positive work environment in the company.

All these need a critical reassessment.

Locke (1976) defined job satisfaction as involving cognitive, affective and evaluative reactions or attitudes and states it is “a pleasurable or positive emotional state resulting from the appraisal of one’s jobs or job experience.

As noted by Bateman and Snell (1999), if people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied. A satisfied worker is not necessarily more productive than a dissatisfied one; some times people are happy with their jobs because they don’t have to work hard! But job dissatisfaction, aggregated across many individuals, creates a workforce that is more likely to exhibit;

- a. Higher turnover
- b. Higher absenteeism
- c. Lower corporate citizenship
- d. More grievances and lowsuites
- e. Strikes
- f. Stealing, sabotage and vandalism and
- g. Poorer mental and physical health (which can mean higher job stress, higher insurance costs, and more lowsuit)

All of these consequences of dissatisfaction either directly or indirectly are costly to organization.

They further emphasized that Quality of work life (QWL) programs create a work place that enhances employee well being and satisfaction. The general goal of QWL programs is to satisfy the full range of employee needs. QWL has eight categories;

- i. Adequate and fair compensation
- ii. A safe and healthy environment

- iii. Jobs that develops human capacities
- iv. A chance for personal growth and security
- v. A social environment that fosters personal identity, freedom from prejudices, a sense of community and upward mobility
- vi. Constitutionalism or the rights of personal privacy, dissent, and due process
- vii. A work role that minimizes infringement on personal leisure and family needs
- viii. Socially responsible organizational actions.

2.2 DETERMINANTS OF JOB SATISFACTION

Job satisfaction is itself a complex concept and difficult to measure. According to Mullins (1996), the level of job satisfaction is determined by a wide range of variable relating to individual, social, cultural, organizational and environmental factors.

- a. **Individual factors:** These include; personality, education, intelligence and abilities, age, marital status, orientation to work.
- b. **Social factors:** These include; relationship with coworkers, group working and norms, opportunities for interaction, informal organization.
- c. **Cultural factors:** Include; underlying attitudes, beliefs and value.
- d. **Organization factors:** Include; nature and size, formal structure, personal policies and procedures, employee relations, nature of the work, technology and work organization, supervision and style of leadership, management systems, working conditions.
- e. **Environmental factors:** These includes, economic, social, technical and government influences

To Robbins (1998), a numbers of work related variables determine job satisfaction. They are, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, the personality job – fit and individual's genetic disposition. Luthans (2008), Schermerhorn/ Hunt / Osborn (2008) and Griffins (1997) hold the same views and summarized as follows:

- 1. **Mentally challenging work** - Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics

make work mentally challenging. Jobs that have too little challenge create boredom, but too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.

2. **Equitable Rewards** - Employees want pay systems and promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skills level, and community pay standards satisfaction is likely to result. Of course, not everyone seeks money. Many people willingly accept less money to work in a preferred location or in a less demanding job or to have greater discretion in the work they do and the hours they work. But the key in linking to satisfaction is not the absolute amount one is paid; rather, it is the perception of fairness. Similarly, employees seek fair promotion policies and practices. Promotion provides opportunities for personal growth, more responsibilities and increase social status. Individuals who perceived that promotion decision are made in a fair and just manner, therefore, are likely to experience satisfaction from the jobs.
3. **Supportive working conditions** – Employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Studies revealed that employees prefer physical surrounding that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be at either extreme for example having too much heat or too little light. Additionally, most employees prefer working relatively close to home in clean and relatively modern facilities, and with adequate tools and equipment.
4. **Supportive colleagues** – Friendly, cooperatively coworkers or team members are a modest source of job satisfaction to individual employees. The work group, especially a tight team, serves as a source of support, comfort, advice and assistance to the individual members. A ‘good’ work group or effective team makes the job more enjoyable. However, this factor is not essential to job satisfaction. On the other hand, of the reverse condition exist – the people

are difficult to get along with – this factor may have a negative effect on job satisfaction.

5. **Promotion** – Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotion takes a number of different forms and has a variety of accompanying rewards. For example, individuals who are promoted on the basis of seniority often experience job satisfaction but not as much as those who are promoted on the basis of performance.

Additionally, a promotion with a 10 percent salary raise is typically not as satisfying as one with 20 percent salary raise. These differences help explain why executive promotions may be more satisfying than promotion that occurs at the lower level of organizations. Therefore, a positive work environment and opportunities to gain intellectually and broaden skills base has for many become more important than promotion opportunities.

6. **Personality Job – fit** - John Holland personality job fit theory, a career development scholar, was an early proponent of the notion that career success depends on the degree of fit between the person and his or her work environment. Especially, Holland's theory of occupational choice states that, the degree of congruence between an individuals personality traits and the work environment has a significant effect on the persons performance, satisfaction and length of time in that career (i.e a fit between personality type and occupational environment determines satisfaction and turnover).

One of the Hollands conclusions was that high agreement between an employees personality and occupation results in a more satisfied individual. His logic was essentially this:- people with personality types congruent with their chosen vocations should find that they have the right talents and abilities to meet the demands of their jobs. Thus, they are more likely to be successful on those jobs and, because of their success, have a greater probability of achieving high satisfaction from their works.

7. **Individual genetic disposition** - As much as 30% of an individual's satisfaction can be explained by heredity. Analysis of satisfaction data for a selected sample of individuals over a 50 year period found that individual

results were consistently stable over time, even when these people changed the employer from whom they worked and their occupation (Robbins, 1998).

This and other research suggests that a significant portion of same people's satisfaction is genetically determined. That is, an individual's disposition toward life – positive or negative – is established by his or her genetic make up, holds overtime and carries over into his or her disposition towards work.

Given the above evidence, it may well be that, at least for some employees, there isn't much managers can do to influence satisfaction. Manipulating job characteristics, working conditions, rewards, and the job fit may have little effect. This suggest that, managers should focus attention on employee selection: if you want satisfied workers, make sure you screen out the negative, mal – adjusted, troublemaking, fault – finders who derive little satisfaction in anything about their jobs.

Luthans (2002) observed that, a list of pertinent guidelines may help enhance job satisfaction. These include;

- a. **Make jobs more fun** – World class companies such as KLM Airlines, Lufthansa Airlines, South West Airlines etc have a fun culture for their employee. Having a fun culture may not make jobs themselves more satisfying but it does break up boredom and lessen the chances of dissatisfaction.
- b. **Have fair pay, benefits, and promotion opportunities** – These are obvious ways that organizations typically try to keep their employees satisfied. An important way to make benefits more effective would be to provide a flexible, so called cafeteria approach. This allows employees to chose their own distribution of benefits within the budgeted amount available. This way there would be no discrepancies between what they want, because it's their choice.
- c. **Match people with jobs that fit their interest and levels** – Getting the right fit is one of the most important, but overlooked, ways to have satisfied employees. This of course, assumes that the organization knows what those interest and skills are. Organization that desires to have high performance put

considerable efforts into finding out interests and skills of potential new hires, as well as existing employees, in order to make the match or fit with the right job.

- d. **Design jobs to make them exciting and satisfying** – Instead of finding people to fit the job, the approach suggests designing jobs to fit the people. Most people do not find boring, repetitive works very satisfying. Unfortunately, too many jobs today are boring and should be changed or eliminated as much as possible. Designing jobs helps motivate and satisfy today's employees by providing more responsibility and building in more variety, significance, identity, autonomy and feedback.

2.3 THEORETICAL FRAMEWORK

THE HERZBERG'S TWO – FACTOR THEORY:-

Herzberg and his research associates developed the two – factor theory of motivation. The two – factor theory of motivation posits that motivation is not uni – dimensional describable as a hierarchy of needs but comprises two separate independent factors:-

- i. Motivational factors, which can lead to job satisfaction and
- ii. Maintenance factors, which must be sufficiently present in order for motivational factors to come into play and when not sufficiently present can block motivation and may lead to job dissatisfaction.

The theory is sometimes called the dual factor theory or the hygiene – motivation or simply as Herzberg's theory. The two factors theory grew out of a research conducted by Herzberg (1959) and his associates on a group of 200 Accountants and Engineers (who worked in different companies in the city of Pittsburg in the United States of America) in which they sought to examine the relationship between job satisfaction and productivity. Using critical incidents procedure, the researcher asked their respondents to recall a time when each felt exceptionally good about their jobs and the times when each felt exceptionally bad and then to describe the events associated with these feelings. Analysis of research

data led to the emergence of two (2) kinds of factors – satisfiers and dissatisfiers. Hence, the factors involved in producing job satisfaction (and motivation) are distinct from the factors that lead to job dissatisfaction (Herzberg, 1966).

MOTIVATIONAL FACTORS:-

The factors that are related to satisfaction with a job are called motivators or satisfiers. This is because these factors are related to the nature of the work – the content of the job. They are sometimes called Intrinsic factors. These factors encourage the growth and the development needs of people at the work place.

Six (6) factors were identified as motivational factors;

- a. Achievement
- b. Recognition of achievement
- c. The work itself
- d. Responsibility
- e. Advancement (promotion)
- f. Personal growth

Motivators are related to job satisfaction but not to dissatisfaction when these motivational factors are present in a work situation, they lead to strong motivation, satisfaction, and good job performance but do not cause dissatisfaction when they are absent. At work, the absence of motivators can only result to no satisfaction.

MAINTENANCE FACTORS:

Maintenance factors are related to dissatisfaction called dissatisfiers or maintenance factors or events, they are all related to the context (environment) of the job. As such they are referred to as the extrinsic factors of motivation.

Herzberg (1966) identified 10 of these, termed hygiene factors:-

- a. Company policy and administration
- b. Supervision
- c. Interpersonal relations with supervisors

- d. Interpersonal relations with subordinates
- e. Interpersonal relations with peers
- f. Working conditions
- g. Salary
- h. Personal life
- i. Status
- j. Job security

According to Herzberg, if these factors are present in the work situation, employees will not necessarily be either satisfied or motivated nor will they be dissatisfied. But if they are not present, the employee will be dissatisfied.

From this, he concluded that the opposite of dissatisfaction was not job satisfaction. It was simply no job dissatisfaction and the opposite of satisfaction is no satisfaction. In effect, the hygiene factors are related to job dissatisfaction but not to satisfaction.

Herzberg suggest three (3) main ideas for these who would practice the theory:

- a. **Enrich the job** - This involves redesigning the work that people do in ways that will top the motivation potential of each individual. One should make the job more interesting, challenging and rewarding.
- b. **Increase autonomy of the job**
- c. **Expand personnel administration beyond its traditional emphasis on maintenance factors:-** Its focus should be on increasing the motivational factors present in the work.

2.4 RESEARCH METHODOLOGY:

For this study, the researcher adopted a cross – sectional design of the Quasi-experimental design which is a type of survey research design. This design is most suitable since there are no real experiments carried out with human beings who are the study subjects in this case. The design suitability is seen in the fact that it involves taking a sample of elements from a population of interest which is measured at a single point in time (Baridam, 2001; 57).

The population for this study comprises of four (4) quoted companies in the Nigerian Stock Exchange Market from Dangote Group of Companies with staff population as follows:

Dangote Cement Plc 2854, Dangote Sugar Refinery Plc 652, Dangote Flour Mills Plc 1028 and Dangote Salt Plc 526 as at December 2014. This altogether makes a total population size of 5060.

The selection of the companies bordered on factors such as size, age, scope of operations to enable us see how the determinants of job satisfaction such as equitable rewards, mentally challenging works, supportive working conditions, supportive colleagues, promotion, personality – job – fit and individual genetic dispositions amongst others have impacted on performance attainment in the organizations.

The choice of the companies was both judgemental and convenient since the companies are from different line of operations and have been in existence for the duration of more than 5 years. Primary sources of data collection especially questionnaire will be administered to obtain viable information on the subject matter using 5 – point likert – scale of Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD).

To scientifically generate a sample size, the Yamane's (1964) formula was applied. According to Baridam, this formula can be used for a homogenous population like the one in this research. The formula is stated below:

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

Where:

- n = sample size
- e = level of significance
- N = population size
- I = constant value

A total population size of 5060 was used to calculate the sample size of the four (4) organizations in the study of 0.05 level of significance as shown below;

$$n = \frac{5060}{1 + 5060 (0.05)^2}$$

$$n = \frac{5060}{1 + 5060 (0.0025)}$$

$$n = \frac{5060}{1 + 12.56}$$

$$n = \frac{5060}{13.56}$$

$$n = 370.695$$

$$n = 371$$

From the total sample size, the individual company's sample size was calculated. The formula applied was Bowley's population allocation formula (1964) in Nzelibe (1999:201) as shown below:

$$n_h = \frac{n N_h}{N}$$

Where:

- nh = the number of units allocated to each company
- n = the total sample size
- Nh = the number of employees in each company
- N = the population size

Following the Bowley's allocation formula, the individual company sample size is derived as follows:-

S/No	Name of Company	Company Population	Total sample size
1.	Dangote cement company Plc	2854	209
2.	Dangote flour mills company Plc	1028	75
3.	Dangote Sugar Refinery Company Plc	652	48
4.	Dangote Salt Plc (National Salt Company Of Nigeria Plc)	526	39
	Total	5060	371

Source: Company's Records and Field Survey, (2014)

$$\begin{aligned}
 \text{For Dangote Cement Company Plc, } nh_1 &= \frac{371 \times 2854}{5060} = 209.25 \\
 \text{For Dangote Flour Mills Company Plc, } nh_2 &= \frac{371 \times 1028}{5060} = 75.37 \\
 \text{For Dangote Sugar Refinery Company Plc, } nh_3 &= \frac{371 \times 652}{5060} = 47.8 \\
 \text{For Dangote Salt Plc} \\
 \text{(National Salt Company of Nigeria Plc) } nh_4 &= \frac{371 \times 526}{5060} = 38.56
 \end{aligned}$$

To check for the validity of the research instruments in the research, content validity is applied and it consists of face and sampling validity.

Face validity is concerned with the researchers subjective evaluation as to the validity of a measuring instrument (Baridam 2001:80). Baridam further states that expert opinion on the subject matter can be sought to confirm the extent to which the questionnaire has face validity. Five (5) experts each from the four (4) organization making a total of twenty (20) were consulted on this subject of job satisfaction and all confirmed the questionnaires used for the study are adequate for face validity. They also confirmed that the given population for the situation is adequately sampled.

For reliability of the measuring instruments it refers to the consistency or precision of the measure. Gay (1996:144) states that reliability means dependability or trustworthiness and that any reliable measure yields the same results any time it is re-administered.

Cronbach Alpha was used in determining the reliability of the instruments as shown below:

Reliability Statistics

Cronbach Alpha	No. of Items
0.81	20

Source: Field Survey, 2015

Our Cronbach Alpha value of 0.81 means that our instruments are very reliable.

Multiple Regression Test is used for testing the two formulated hypotheses.

2.5 DATA PRESENTATION AND ANALYSIS

This section deals with the descriptive statistics that is the presentation of tables and figures and test of hypothesis.

A total of 371 questionnaires were distributed to top, middle and lower level managers of the four (4) surveyed Dangote firms. Specifically 209 questionnaires were distributed to employees of Dangote cement company Plc, 75 questionnaires to employees of Dangote Flour Mills Company Plc, 48 questionnaires to Dangote Sugar Refinery Company Plc and 39 questionnaires to Dangote Salt Plc. All the questionnaire were filled and returned indicating a high response rate of 100% on the subject matter of Determinant Job Satisfaction as an imperative for performance enhancement in a goal oriented firm were evaluated.

Table 1.0: Employees satisfaction with reward packages, working conditions, personnel policies and procedures, nature of work and style of leadership amongst others in their organization.

Category of organization	Dangote Cement Plc		Dangote Flour Plc		Dangote Sugar Refining Company Plc		Dangote Salt Plc	
Response option	No of responses	Rate	No of responses	Rate	No of responses	Rate	No of responses	rate
Strongly Agree (SA)	93	44.49%	31	41.33%	22	45.83%	17	43.59%
Agree (A)	90	43.06%	27	36%	21	43.75%	16	41.03%
Undecided (D)	-	-	3	4%	-	-	3	7.69%
Disagreed (D)	13	6.22%	9	12%	5	10.42%	3	7.69%
Strongly Disagree (SD)	13	6.22%	5	6.67%	-	-	-	-
Total	209	100%	75	100%	48	100%	39	100%

Source: Field Survey, 2015

In the question that sought to find out whether employees are satisfied with reward packages, working conditions, personnel policies and procedures, nature of work and style of leadership in their organization amongst others, it is seen from table 1.0 that the Dangote Sugar Refinery companies Plc have a lead with 45.83% representing 22 employees who strongly agreed. They are followed by Dangote Cement Companies Plc with 44.49% representing 93 employees who strongly agree. Next is Dangote Salt Plc with 43.59% representing 17 employees for strongly agree and lastly, the Dangote flour Plc with 41.33% representing 31 employees strongly agree.

In the 'Agree' option Dangote Sugar Refinery Company Plc lead with 43.75% for 21 employees for agree. They are followed by Dangote Cement Company Plc with 43.06% standing for 90 employees. Dangote Salt Plc have 41.03% representing 16 employees. Lastly, Dangote flour Plc with 36% representing 27 employees agree.

For the undecided option, Dangote Sugar Plc leads with 7.69% represent 3 employees and Dangote Flour with 4% representing 3 employee too. There is no respondent for Dangote Cement Plc and Dangote Sugar Refinery Company Plc for the undecided option.

For the 'Disagree' option, shows the Dangote flour Plc leading with 12% standing for 9 employees. They are followed by Dangote Sugar Plc with 10.42% (5 employees), followed by Dangote Salt Plc 7.69% (3 employee) and lastly Dangote Cement Plc with 6.22% (13 employees).

The last option of 'strongly disagree' shows the Dangote flour leading with 6.67% representing 5 employees. They are followed by Dangote Cement Plc with 6.22% with 13 employees.

Table 2.0. Option of been proud to be part of the organization:-

Category of organization	Dangote Cement Plc		Dangote Flour Plc		Dangote Sugar Refining Company Plc		Dangote Salt Plc	
	No of responses	Rate	No of responses	Rate	No of responses	Rate	No of responses	rate
Strongly Agree (SA)	80	38.3%	24	32%	20	41.66%	13	33.33%
Agree (A)	85	40.7%	30	40%	22	45.83%	18	46.15%
Undecided (D)	30	14.4%	12	16%	6	12.50%	8	20.51%
Disagreed (D)	13	6.22%	9	12%	-	-	-	-
Strongly Disagree (SD)	-	-	-	-	-	-	-	-
Total	209	100%	75	100%	48	100%	39	100%

Source: Field Survey, 2015

On the issue of been proud to be part of the organization, table 2.0 reveals that Dangote Sugar refining company Plc leads with 41.66% representing 20 employees. Dangote Cement Plc followed with 38.3% standing for 80 employees for strongly agree option. The Dangote Salt with 33.33% representing 13 employees for strongly agree and lastly Dangote flour Plc with 32% representing 24 employees for strongly agree.

On the 'agree' response option, Dangote salt Plc leads with 46.15% standing for 18 employees. They are followed by Dangote Sugar refinery company Plc with 45.83% representing 22 employees. Dangote Cement Plc followed with 40.7% representing 85 employees. The least percentage of 40% standing for 30 employees seen in Dangote flour Plc.

The greatest percentage of 20.51% standing for 8 employees by the Dangote Salt Plc, are undecided about whether they are proud to be part of the organization or not. The Dangote flour Plc had 16% standing for 12 employee in that category. They are followed by Dangote Cement Plc with 14.4% standing for 30 employees. The

least percentage of 12.50% representing 6 employees is recorded by Dangote Sugar refinery company Plc.

For the ‘disagree option’ Dangote flour leads with 12% standing for 9 employees while the Dangote Cement Plc follow with 6.22% standing for 13 employees. However Dangote Sugar Refinery Company Plc and Dangote Salt Plc did not present any candidate for the category.

Table 3.0 Employee turnover in your organization as a result of occurrence of job dissatisfaction symptoms (e.g poor management systems, poor working conditions etc)

Category of organization	Dangote Cement Plc		Dangote Flour Plc		Dangote Sugar Refining Company Plc		Dangote Salt Plc	
	No of responses	Rate	No of responses	Rate	No of responses	Rate	No of responses	Rate
Strongly Agree (SA)	101	48.33%	33	44%	25	52.08%	16	41.02%
Agree (A)	86	41.15%	25	33.33%	20	41.67%	14	35.89%
Undecided (D)	-	-	-	-	3	6.25%	-	-
Disagreed (D)	10	4.79%	15	20%	-	-	5	12.82%
Strongly Disagree (SD)	12	5.74%	5	6.67%	-	-	4	10.26%
Total	209	100%	75	100%	48	100%	39	100%

Source: Field Survey, 2015

With regards to employee turnover in your organization as a result of occurrence of job dissatisfaction symptoms, table 3.0 reveals that 52.08% representing 25 employees strongly agree for Dangote Sugar refinery company Plc. They are followed by Dangote Cement Plc with 48.33% standing for 101 employees. Dangote flour plc followed with 44% representing 33 employees. Only 41.02% representing 16 respondents featured by Dangote Salt Plc.

In the 'Agree' response option, 41.15% of the respondents from the Dangote Cement Plc standing for 86 employees said employee turnover in the organization is as a result of occurrence of job dissatisfaction symptoms such as poor management systems, poor working conditions, nature of policies and procedures, nature of work itself, style of leadership and supervision, employee relation amongst others. 41.67% representing 20 respondents from Dangote Sugar refinery company Plc also agree to this fact. For Dangote salt 35.87% standing for 14 employees also agreed while 33.33% representing 25 respondents from Dangote firms Plc also agreed on the notion.

For the undecided option', only from Dangote Sugar Refinery company Plc that 6.25% representing 3 employee were Neutral on this matter there was no respondents for other companies.

In the "disagree" response category, there were 15 respondents representing 20% from Dangote Flour on this matter. This was followed by 12.82% standing for 5 respondents from Dangote Salt Plc. The Dangote Cement Plc have 4.79% standing for 10 employees in this category.

In the "strongly disagree option" shows Dangote Salt Plc leading with 10.52% standing for 4 employees. They are followed by Dangote Flour Plc, and then the Dangote Cement Plc with 6.67% (5 employees) and 5.74% (12 employees) respectively. No respondent opted in Dangote Sugar Refinery Company Plc.

4.1 TESTING OF RESEARCH HYPOTHESIS

Two hypotheses are formulated in this research survey on determinants of job satisfaction as an imperative for performance, enhancement in goal oriented firms. The test is shown below:

Research hypothesis on Job Satisfaction Determinants:-

Research Hypothesis on Job Satisfaction

Ho1: Hypothesis One: Job Satisfaction determinants such as Reward packages, Good working conditions, Personnel policies and procedures, Nature of work and Style of leadership have no significant impact on the Productivity of the Dangote Organizations Quoted on the Nigerian Stock Exchange market.

This table is used to determine how well a regression model fits the data:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.551	3.975

In this example, a value of 0.818 indicates a good level of prediction. The R square also called the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value of 0.669 that our independent variable explain 66.9% of the variability of our dependent variable Job satisfaction determinants.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	447.786	5	89.557	5.668	.005^b
	Residual	221.214	14	15.801		
	Total	669.000	19			

Statistical Significance

The table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 14) = 5.668$, $P < 0.05$, $R^2 = .699$. This shows that the Multiple regression model is a good fit of the data. That is, we reject the Null hypothesis that Job Satisfaction determinants such as Reward packages, Good working conditions, Personnel policies and procedures, Nature of work and Style of leadership have no significant impact on the Productivity of the Dangote Organizations Quoted on the Nigeria Stock Exchange market.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	71.112	18.432		.060	.003
Reward Package	.238	.165	.253	1.446	.001
Good Working	.358	.597	-.119	-.600	.008
Personel Policies	.434	.955	-.106	-.454	.007
Nature of Work	.071	.064	-.187	-1.111	.002
Style of Leadership	1.012	.301	.806	3.361	.005

a. Dependent Variable: Productivity

Interpretation.

Based on the above table, the equation for the Multiple regression line is

$y = X_1 + X_2 + X_3 + X_4 + C$ where C is the constant.

Predicted y = $0.238X_1 + 0.358X_2 + 0.434X_3 + 0.071X_4 + 71.112p$

Reward packages, Good working conditions, Personel policies and procedures, Nature of work and Style of leadership have a positive relationship with the Productivity of Dangote Organizations Quoted on the Nigeria Stock Exchange market.

Research Hypothesis on Job Dissatisfaction

Ho2: Hypothesis Two: There is no significant effect of Job dissatisfaction symptoms such as Low packages, Poor working conditions, Poor management, Poor policies and procedures, Poor leadership on Employee turnover in Dangote group of companies' plc. Quoted on the Nigerian Stock Exchange market.

This table is used to determine how well a regression model fits the data:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.336	4.586

In this example, a value of 0.715 indicates a good level of prediction. The R square also called the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value of 0.511

that our independent variable explain 51.1% of the variability of our dependent variable Job dissatisfaction.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	307.761	5	61.552	2.927	.002^b
1 Residual	294.439	14	21.031		
Total	602.200	19			

Statistical Significance

The F-ratio in the ANOVA table as shown below tests whether the overall regression model is good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 14) = 2.927$, $P < 0.05$, $R^2 = .511$. The shows that the multiple regression model is good fit of the data. That is, we accept the hypothesis that Job Dissatisfaction symptoms such as Poor leadership, Poor management strategies, Poor personel policies and procedures, Low reward package, Poor working conditions have significant effect on the turnover rate of the Organizations.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	83.554	16.594		5.035	.000
1 Low Reward Package	-.224	.233	.207	.962	.002
Poor Working Condition	-2.690	.847	.767	3.175	.001
Poor Management Strategies	-1.076	.943	-.277	-1.142	.003
Poor Personel Policies	-.040	.023	.346	1.764	.001
Poor Leadership	-.736	.243	-.763	-3.036	.009

a. Dependent Variable: Employee Turnover

Interpretation.

Based on the above table, the equation for the Multiple regression line is

$$y = X_1 + X_2 + X_3 + X_4 + C \text{ where } C \text{ is the constant.}$$

$$\text{Predicted } y = -0.224X_1 - 2.690X_2 - 1.076X_3 - 0.040X_4 + 83.554$$

Poor leadership, Poor management strategies, Poor personnel policies and procedures, Low reward package, Poor working conditions have a negative relationship with the Employee Turnover rate of the Dangote Organizations.

4.2 DISCUSSION OF FINDINGS

The research findings from the test of formulated hypotheses revealed as stated below;

Firstly, in the test of hypothesis one (1) it is found in Dangote Cement Plc, Dangote Flour, Dangote Sugar and Dangote Salt Plc quoted on the Nigerian stock Exchange Market that there is statistically significant impact between job satisfaction determinants such as good reward packages, good working conditions, personnel policies and procedures, nature of work and style of leadership on the attainment of productivity.

This assertion agrees with the view of Robbins (1998) who assert that job satisfaction have to do with an individual general attitude towards his or her job. A person with a high level of job satisfaction holds a positive attitude toward the job, while a person who is dissatisfied with his or her job holds a negative attitude about the job. This is clearly manifesting that the level of job involvement (i.e the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance importance to self worth) and the level of organizational commitment (ie the degree to which an employee identified with a particular organization and its goals and wishes to maintain membership of the organization) is encouraging. This is so when the reward packages, working conditions, personnel policies and procedure, nature of work and style of leadership are outstanding. Workers are comfortable with the existing prevailing conditions of service.

The importance of job satisfaction is obvious. Managers should be concerned with level of job satisfaction in their organizations for at least four reasons;

- a. There is clear evidence that dissatisfied employees skip work more often and are more likely to resign.
- b. Dissatisfied workers are more likely to engage in destructive behavior.
- c. It has been demonstrated that satisfied employees have better health and live longer.
- d. Satisfaction on the job carries over to the employee's life outside the job.

The implication for the above position is that, executive management should consider employee welfare and improve on it consistently in areas of staff remunerations, training and development, good policies and work procedures, have good working conditions and devise good leadership style and management strategies for productive goal attainment at all the times. This will facilitate profit attainment, company's growth, expansion, diversification and increase in Market share. Above all Jones and George (2006) emphasized that with that in place, organizational citizenship behavior (i.e behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and gaining a competitive advantage will be obtained from the employees.

Secondly, the test of hypothesis two (2) shows that job dissatisfaction symptoms such as poor management systems, poor working conditions, poor policies and procedures that are defective, bad leadership styles will results to high turnover of employee and absenteeism. This is to say that, dissatisfied employee/managers may always be on the look out for new opportunities.

Turnover can hurt an organization because it results in the loss of the experience and knowledge that managers have gained about the company, industry and business environment (Jones and George, 2006). They also maintained that, a growing service of dissatisfaction for many lower – and middle level managers, as well as for non – managerial employees, is the threat of unemployment and increased workloads from organizational downsizing.

Robbins (1998), Mcshane and Glinow (2000), Coulter (2011) in their different research findings revealed that, dissatisfaction is frequently associated with a high level of complaint and work grievance. Highly dissatisfied employees are more likely to resort to Sabotage and passive aggression. They do engage in all sort and forms of work misbehaviors. For employees with limited alternative options, who would quit if they could, these forms of destructive actions act as extreme application of neglect. Several other studies have also shown that, employees who are dissatisfied with their jobs are prone to health setbacks ranging from headaches to heart diseases.

Some research also indicates that job satisfaction is a better predictor of length of life than is physical condition or tobacco use. These studies suggest that dissatisfaction is not solely a psychological phenomenon. The stress that results from dissatisfaction apparently increases one's susceptibility to heart attacks and the like. For managers, this means that even if satisfaction didn't lead to less voluntary

turnover and absence, the goal of a satisfied work force might be justifiable, because, it would reduce medical costs and the premature loss of valued employees by way of heart diseases or strokes.

The implication of the above is that, organizations that do not guarantee constant supply of good incentives to employees, good policies and work methods, good leadership styles, good management system should have good health care facilities to take care of their employee's illness that may emanate from job dissatisfaction. They also need to acquire good management team that can guarantee and proffer solution to all symptoms of employee dissatisfaction.

4.3 CONCLUSION AND RECOMMENDATION

Organizations are created to achieve goals and objective for which they were set to accomplish. Employing managers (with requisite/necessary skills, experience and knowledge will facilitate goal attainment through the application of desired management systems, leadership styles, good working conditions, good policies and work methodologies, good incentives / reward packages, that will guarantee employee satisfaction, positive attitude to work resulting to productivity of organizations. Failure of these will lead to employee dissatisfaction symptoms which are negative attitude to work, poor management systems, poor working conditions, poor policies and procedures and bad leadership styles amongst others which will lead to employee turnover and absenteeism. The study therefore recommends as follows:

- i. Organization executive management should ensure the provision of good condition of service, good working atmosphere, good policies and work methodologies, good rewards and incentive packages, good management system and leadership style that will guarantee satisfaction in the employee workforce in order to attain high productivity in these organization.
- ii. Employee care unit within the human resource management department of the organisation that will be specifically shouldered with the responsibility to ensure the compliance with job satisfaction determinants such as pleasant working conditions, good policies and methodologies, good rewards and incentives, good management systems and leadership styles amongst others by the executive management be constituted. They will examine and periodically remind the management of the noble responsibilities of meeting up with the

benchmarks of these job satisfaction determinants to employees to facilitate productivity attainment of organization.

- iii. Training and retraining of employee to enable them acquire more knowledge and skills will guarantee satisfaction of managers.
- iv. Periodically appraising staff needs and expectations to know their areas of dissatisfaction by managers of these firms is pertinent.
- v. Setting work performance standards, policies, procedures, that are not extremely stringent and over demanding are good measures of addressing job dissatisfaction problems by these organizations.
- vi. Organization management should create a standard conducive work environment that will guarantee maximum comfort of employees for maximum performance attainment.
- vii. Participative leadership style by the chief executive officers is desirable in order to welcome sound ideas, suggestions and strategies to address matters of employees dissatisfaction at all times in order to be productive.
- viii. Management system that will revolve around managerial functions of planning, organizing, directing and controlling employees and their expectations to address job dissatisfaction symptoms is important.

The study will contribute to knowledge in the sense that, executive management will know exactly the key determinants of job satisfaction and work towards meeting them to facilitate a conducive work environment for the employees.

References:

- Baridam, D. (2001). *Research Methods in Administrative Sciences*, Choba – Port-Harcourt: University of Port-Harcourt Publishing House.
- Batman, T. S. and Snell, S. A. (1999). *Management: Building competitive Advantage*, 4th Edition, Boston; Irwin McGraw Hill.
- Courter, R. (2011). *Management*, 9th Edition, Texas: Pearson Education Publishing.
- Daft, R. L. (2008). *New Era of management*; 2nd Edition, Mason – Ohio: Thomson Higher Education.
- Gay, L. R. (1996). *Educational Research: Competencies for Analysis and Application*, 5th Edition; Columbus Ohio: Merrill Publishing Company.
- Griffins, R. W. (1997). *Management*, 5th Edition, New Delhi: A. I. T. B. S. Publishers and distributors (Regd)
- Herzberg, F. (1966). *Work and the Nature of Man*, Granada Publishing Ltd.
- Jones, G. R. and George, J. M. (2006). *Contemporary Management*, 4th Edition, Boston: McGraw Hill Irwin Publishers.
- Locke, E. A. (1968), “Towards a Theory of Task Motivation and Incentives”, *Organizational Behavior and Human Performance*, Vol. 3, Pp. 157 – 89.
- Locke, E. A. Shaw, K. N., Saari, L. M and Latham, G. P. (1976). *Goal Setting and Task Performance, 1969 – 1980*”, *Psychological Bulletin* 90 (1981): 125 – 52, and Frank, J. Landy, *Psychology of work Behaviour*, 3rd edition, Home wood, III.
- Luthans, F. (2002). *Organizational Behavior*, International Edition, Boston; McGraw Hill, Publishers.
- Mcshane, S. L. and Glinw, M. A. (2000). *Organizational Behavior*, Boston: Irwin McGraw – Hill.
- Mullins, L. (1996). *Management and Organizational Behavior*; Boston: Pitman Publishing.
- Robbins, S. P. (1998). *Organizational Behaviour: Concepts, Controversies and Applications*, 8th Edition, New Jersey; Prentice Hall Publishers.
- Schermerhorn, J. R. Hunt, J. G. and Osborn, R. N. (2005). *Organizational Behavior*; 9th Edition, Hoboken – New Jersey: John Willey and Sons, Inc.
- Yamane, T. (1964) *Statistics: An Introductory Analysis*, New York: Harper and Row Publishing House.

APPENDIX

Department of Business Management,
Benue State University, Makurdi,
Benue State, Nigeria – West Africa

19th October, 2015

Dear sir / madam,

Here is a questionnaire on “Determinant of Job Satisfaction as an Imperative for Performance enhancement in a goal oriented firm. (A survey of Dangote Conglomerate quoted on the Nigeria Stock Exchange Market).

You have been chosen as one of the respondents in this study. You are therefore humbly requested to supply honest and sincere answers and responses to question by tick (✓) as appropriately as you can in the boxes / spaces provided. There is no right or wrong answers.

Yours identity is not needed at all and the information provided will be treated with utmost confidence and solely for academic purposes.

Yours faithfully,

Sev, Joseph Teryima Ph.D

RESEARCH QUESTIONNAIRES

1. You are satisfied with the reward packages, working conditions, personnel policies and procedures, nature of work and style of leadership amongst others adopted by your organization.
 - a. Strongly Agree (SA) []
 - b. Agree (A) []
 - c. Undecided (U) []
 - d. Disagree (D) []
 - e. Strongly Disagree (SD) []

2. You are proud to tell others that you are part of the organization.
 - a. Strongly Agree (SA) []
 - b. Agree (A) []
 - c. Undecided (U) []
 - d. Disagree (D) []
 - e. Strongly Disagree (SD) []

3. Employee turnover in your organization is as a result of poor management system, poor working conditions, nature of policies and procedures, nature of work itself amongst others which are symptoms of job dissatisfaction.
 - a. Strongly Agree (SA) []
 - b. Agree (A) []
 - c. Undecided (U) []
 - d. Disagree (D) []
 - e. Strongly Disagree (SD) []