

**IMPACT OF EMPLOYEE JOB SATISFACTION ON THE GROWTH OF SELECTED  
BUSINESSES IN BAUCHI METROPOLIS**

**BY**

**OLAGOKE, MARGARET OLAYINKA  
(SU/PG/M.SC./16/104017)**

**A THESIS SUBMITTED TO DEPARTMENT OF BUSINESS ADMINISTRATION,  
COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES,  
SALEM UNIVERSITY, LOKOJA, NIGERIA IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE (M.S.) DEGREE IN  
BUSINESS ADMINISTRATION**

**SEPTEMBER, 2020**

## DECLARATION

I hereby declare that the research work was written by me and is a record of my research work. It has not been presented before in any previous application for a higher degree. References made to published literature have been duly acknowledged.

\_\_\_\_\_  
**Olagoke Margaret Olayinka**

Date \_\_\_\_\_

## CERTIFICATION

This thesis entitled **Impact of Employee Job Satisfaction on the Growth of Selected Businesses in Bauchi Metropolis** by Olagoke Margaret Olayinka meets the regulations governing the award of Master of Science Degree in Business Administration of Salem University Lokoja, Nigeria and is approved for its contributions to knowledge and literary presentation.

\_\_\_\_\_  
**Prof. Dorcas.O. Oluwade**  
*First Supervisor*

Date \_\_\_\_\_

\_\_\_\_\_  
**Dr. E.D. Knights**  
*Second Supervisor*

Date \_\_\_\_\_

\_\_\_\_\_  
**Dr. D.O. Olopade**  
*Head of Department Management Sciences*

Date \_\_\_\_\_

\_\_\_\_\_  
**Prof. Alewo J. Akubo**  
*Dean College of Management & Social Sciences*

Date \_\_\_\_\_

\_\_\_\_\_  
**Prof. Mrs. Hassana O. Ali**  
*Coordinator Postgraduate Studies*

Date \_\_\_\_\_

\_\_\_\_\_  
**Prof. Dorcas. O. Oluwade**  
*Dean Postgraduate School*

Date \_\_\_\_\_

\_\_\_\_\_  
External Examiner

Date \_\_\_\_\_

## **DEDICATION**

This project is dedicated to Almighty God for his unending Mercies and Grace, upon my life and also to my lovely father, Pa J.T Olagoke who instilled in me a deep love and drive for academic excellence.

## ACKNOWLEDGMENTS

My unreserved gratitude goes to God Almighty for sustaining my life and for the successful completion of this work. I am forever indebted to God.

I am highly indebted to my supervisor Dr. Knight whose office was always open at times of needs, whose suggestion and constructive criticism brought this work to light. My gratitude goes to my Mother Mrs. F. Clement, thanks for all your support, God Bless You. I would like to acknowledge Dr. Alabi Usman as a reader of this thesis, thanks for your patience, corrections, understanding and encouragement.

I must express my very profound gratitude to my VC, Prof. D. Oluwade, you are one in a million, thanks for your motherly support, love, advice and encouragement. God Bless You. My thanks go to the Commissioner of Police Abdulmalik Usman. Also to, Mr. Bala, Mr. Emmanuel Olagoke, Mr. Samson Olagoke, Mr. Valentine Oni, for their financial and moral support. Mr. Macdonald, thank you for always being available.

My gratitude goes to the Clements, Otobohs and Olorunfemi's family. Rosemary Adesurule, Tayo, Hamza, Dupe and Nike Olagoke, my course mates, and my able lecturers for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis, thanks for the love. God Bless you all. I remain loyal.

## ABSTRACT

*This study assessed the impact of employee job satisfaction on the growth of selected businesses in Bauchi Metropolis. Thus, this study amongst others sought to: identify if there exists a significant relationship between promotion and job satisfaction, determine if there exists a significant relationship between salary and job satisfaction and examine if there exists a significant relationship between conducive environment and job satisfaction amongst staff in Bauchi metropolis. This research therefore aimed at investigating, identifying, analyzing and presenting research findings on the Impact of Job Satisfaction on employee performance. To achieve the above aims, research hypotheses were formulated as to whether promotion has no impact on job satisfaction, if there is no relationship between salary and job satisfaction and conducive environment does not contribute to job satisfaction in enterprises. The researcher made use of research questionnaire, which were designed and distributed to staff of these Business Enterprises. The population and sample size of study are the same, Two Hundred and Fifty staff since the population size is small. Chi-square is the analytical tool used. The major findings of the research were that promotion has a significant relationship with job satisfaction, there is relationship between salary and job satisfaction and conducive environment contribute to job satisfaction among employees in enterprises. In view of the above findings the study therefore recommended that business owners should see increase/prompt payment of salary a motivation factor, that can increase business growth in the organization. Also that business owners should use employee inputs as criteria for promotion of workers. Business owners should make the working environment conducive, so that the workers, can see their working environment as their second home. Business owners should adopt management by objective in which employee should be part of decision making of the organization so that all hands will be on deck. The structure of the organization should be restructured so that there will be cordial relationship between the employees and employer. Working conditions should be improved and sustained to enhance performance. Management should be sensitive to the difference in needs and values among the employee. Every individual is unique and will respond differently to attempts to motive him or her. Management should be sensitive to employees' complaints about low pay and unchallenging work.*

## TABLE OF CONTENTS

Cover Page	i
Title Page	ii
Declaration	iii
Certification	iv
Dedication	v
Acknowledgments	vi
Abstract	vii
Table of Contents	viii
List of Tables	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the problem	2
1.3 Research Questions	4
1.4 Objectives of the Study	4
1.5 Research Hypotheses	5
1.6 Significance of the study	5
1.7 The scope/Delimitation of the study	5
1.8 Definition of Terms	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE	7
2.1 Introduction	7
2.2 Conceptual Framework	7

2.3 Theoretical Framework	9
2.4 Promotion and job satisfaction	11
2.5 Salary and job satisfaction	12
2.6 Conducive Environment and job satisfaction	12
2.7 Summary of Findings	13
CHAPTER THREE: RESEARCH METHODOLOGY	34
3.1 Introduction	34
3.2 Research Design	34
3.3 Population of the Study	34
3.4 Sampling Size and Techniques	35
3.5 Instrument for Data Collection	35
3.5.1 <i>Validity of the Research Instrument</i>	36
3.5.2 <i>Reliability of the Research Instrument</i>	35
3.6 Method of Data Analysis	36
CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS	37
4.1 Introduction	37
4.2 Analysis of Questionnaire	38
4.3 Hypotheses Testing	45
CHAPTER FIVE: SUMMARY OF MAJOR FINDINGS, RECOMMENDATION AND CONCLUSION	
5.1 Introduction	51
5.2 Summary of major Findings	53
5.3 Conclusion of the Study	54

5.3.1 Implication of the Study	55
5.4 Recommendations	54
5.5 Contribution to Knowledge	55
5.6 Suggestion for further Studies	55
References	56
Appendix	60

## LIST OF TABLES

Table 3.1	Staff of the three Organizations	34
Table 4.1	Questionnaire Distribution	37
Table 4.2	Job Satisfaction and Output Organizations	38
Table 4.3	General Working Condition	38
Table 4.4	Effect of Increase in Salaries	39
Table 4.5	Gain of Employer from Job Satisfaction Organisation	40
Table 4.6	Gain of the Employer Organizations	40
Table 4.7	Staff-Boss Relationship	41
Table 4.8	Workers Opinion Above his Organizational Job	41
Table 4.9	Positive Communication Process	42
Table 4.10	Promotion of Staff Organization	42
Table 4.11	Causes of Dissatisfaction Organizations	43
Table 4.12	Employees Involvement in Decision making Organization	43
Table 4.13	Position in your Organization	44
Table 4.14	Age Bracket (Organization)	44
Table 4.15	Educational Qualification	45
Table 4.16	Table show the relationship between promotion and job Satisfaction	46
Table 4.17	Table show the relationship between salary and job satisfaction	48
Table 4.18	Table show the Contribution of Conducive Environment on job satisfaction	50

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The importance of efficient and effective manpower in any given economy, social, political and economic development of any nation can hardly be over emphasized. No nation is known to have attained and sustained high level of economic growth and development without the supply of manpower resources.

The world is a global village, job seekers expect to be engaged in an organization that provide adequate work environment, free of environmental hazards, well ventilated, and secured environment thereby leading to job satisfaction. Essentially, researchers in the fields of organizational behavior and management opined that the conceptual framework of the phenomena (satisfaction) is complex, indescribable and mythical (Malik, 2011).

It has been argued that organizations cannot be at their best until workers are committed to the organizational goals and objectives (Dixit and Bhati, 2012). However, the degrees to which workers are satisfied with their jobs vary and subject to factors such as work environment, work hours, schedules and reward system. In other words, workers' commitment can be described as a function of job satisfaction, which implies that workers could be committed in delivering their services when they are satisfied with their jobs and this may be influenced by work environment. Work environment include workers' immediate vicinity where they carry out their assignments to achieve management perceived and expected results (Mike, 2010).

Work environment entails some basic features that tend to make workers satisfy on their job amongst which include; easy accessibility, ventilation, ergonomic furniture, cooling system, (Humphries, 2005); and these have positive impact on workers' health (Dilani, 2004; Milton, Glencross & Walters, 2000). With the understanding that job formed an integral part of workers' life, it is therefore essential for workers to seek its satisfaction in order to be able to render their services without reservation, which tends to increase business enterprises growth at both employee and organizational levels.

Job satisfaction as an independent variable can be influenced by other variables such as wages, benefits, job security, work type, family and so on. Workers plight in the country today has left many well-meaning Nigerians with many questions. Some of these questions are how to satisfy our workers in their various establishments. Job satisfaction describes how content an individual is with his or her job.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the-same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job-rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating seal where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunity the work itself and co-workers.

Employees have adopted mass retrenchment as only visible solution to solve the problem. Obviously the truth is that there is no more job satisfaction among workers and employer. The reasons being that unsatisfied feelings and measured nature of their job. In the light of the above circumstance; it will be very difficult. If not possible for workers facing the dilemma to dedicate and committed to their job.

## **1.2 Statement of the Problem**

Nigeria, like many other countries of the developing world became vigorously involved in accelerating the wheels of economic and industrial development of her economy. It became actively involved in the establishment of both public and private enterprises covering a large complex of spectrum. More job satisfaction is relevant to the physical and mental being of employee. Job satisfaction has relevance for human health. An understanding of the factors involved in job satisfaction is relevant to improve the well-being of a significant number of people. Other factors that appear to affect effective functioning of enterprises include management and leadership styles, unclear rules and regulations in the personnel policies, excessive work load, poor communication with supervisor, unclear lines of communication, boredom and frustration resulting from lack of support from superior, suitable career ladder, unchallenging jobs and inadequate fringe benefits as expected in working condition.

Sooner or later, the employee is going to quit so that they can find a job that gives them much satisfaction. It is up to small business owners and managers to find a way to increase job satisfaction, particularly in difficult enterprises in which the jobs are tough and the pay is low.

Therefore, this learning helps to establish the relationships that exist between the employees' job satisfaction and business enterprises growth in Bauchi Metropolis.

### **1.3 Research Questions**

1. To what extent does promotion influence job satisfaction amongst staff of selected businesses in Bauchi metropolis?
2. To what extent does salary influence job satisfaction amongst staff of selected businesses in Bauchi metropolis?
3. To what extent does conducive environment influence job satisfaction amongst staff of selected businesses in Bauchi metropolis?

### **1.4 Objective of the Study**

The objectives of the study are;

1. To identify if there exists a significant relationship between promotion and job satisfaction amongst staff of selected businesses in Bauchi metropolis.
2. To determine if there exists a significant relationship between salary and job satisfaction amongst staff of selected businesses in Bauchi metropolis.
3. To examine if there exists a significant relationship between conducive environment and job satisfaction amongst staff of selected businesses in Bauchi metropolis.

### **1.5 Research Hypotheses**

1. There is no significant difference between promotion and job satisfaction amongst staffs of selected businesses in Bauchi metropolis.

2. There is no significant relationship between salary and job satisfaction amongst staffs of selected businesses in Bauchi metropolis.
3. There is no significant relationship between conducive environment and job satisfaction amongst staffs of selected businesses in Bauchi metropolis.

### **1.6 Significance of the Study**

This study would be significant to students of tertiary institutions as it creates a body of knowledge on the subject matter. It would be of significance to organizations as it enhances them in creating policies that would affect its labour force and in turn boost organizational productivity. To the government, it would enhance public sector productivity by creating policies that would positively impact on its labour force thereby increasing gross domestic product (GDP).

### **1.7 The Scope/ Delimitation of the Study**

The scope of the study covers only three business enterprises in Bauchi metropolis. The concern of the study is on business enterprises growth and employees job satisfaction.

The limitation experienced in the course of this study are basically centered on problems to:

1. Difficulty in generating reasonable, adequate and reliable information from respondents: Respondent tend to provide information which they feel researcher would be pleased to get, which may not be the right information.
2. Financial constrain: insufficient fund tends to impede the efficiency of the researcher in sourcing for the relevant materials, literature or information.

3. **Time:** The researcher will simultaneously engage in this study with other academic work, this will consequently cut down on the time devoted for the research.

### **1.8 Operational Definitions of Terms**

1. **Drive:** The motivational to act or carry out an action.
2. **Emotion:** The inward feelings for outward observation.
3. **Job Satisfaction:** The total body of feeling that an individual has about his job.
4. **Ethic:** The professional rules or code of doing job.
5. **Corporate Objective:** The Company set goal.
6. **Bifurcation of Objective:** When the corporate objective conflict with the workers objectives.
7. **Conceptualized:** This means the imagination and visualized the presence of something in presence.
8. **Interesting:** The job or satisfaction and desire from doing something he likes.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 Introduction

This chapter derived information from literatures with aim of providing appropriate dimensions such as conceptual issues, theories relevant to this work, empirical studies, empirical review, summary and gap in literature reviewed.

#### 2.2 Conceptual Framework

Job satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job affective job satisfaction or cognitions about the job cognitive job satisfaction.

Job environment could be described as the physical, geographical professional surroundings or conditions wherein employee interacts with colleagues and equipment in order to carry out some specific activities. However, such professional surroundings could be either located at home or outside. Essentially, job environment is expected to be conducive, hazard free, well ventilation, etc. because hazardous environment tends to influence employees' performances (Bakotiae and Babiae, 2013). Choi, Cheung, and Pang, (2012) identified five dimensions of job environment amongst which include co-worker relationship, management, ward practice, etc. The term 'Job satisfaction' has been described by different authors; represents workers'

evaluation of their work context; “state of mind determined by the extent to which the individual perceives his/her job related needs being met” (Freund, 2005). Put differently from psychologist point of view, Dawes (2004) as cited in Muhammad, Samina, Basharat, and Rizwan (2010) opined that job satisfaction comprises of two components: (i) cognitive component; meaning workers having perception that their need has being fulfilled, and (ii) affective component; the kind of feeling workers experience or have that comes with the perception. In similar direction, as cited in Muhammad, et al (2010), McNamara described job satisfaction as feelings or state of mind of workers regarding the characteristics of their jobs. He went further to state that for workers to be satisfied on their job depends on variables such as work relationship with one’s supervisor, the quality of physical work environment, oneself-actualization, among others. A critical analysis of the above definitions shows that job satisfaction connotes different meaning to different people. As obtained in the literature, job satisfaction comprises of various elements such as remuneration, recognition, supervision, job security, and career advancement. Further, physical job environment, quality of interpersonal relationship among workers; nature of the work tend to influence workers job satisfaction.

Job satisfaction could also be influenced by organizational climate, which could be described as the collective attitude of employees towards their organizations (Burton, Lauridsen, and Obel, 2004). Organizational climate in comparison with organizational culture is regarded as a quantifiable concept and culture is seen as qualitative and less visible. Essentially, organizational climate can be seen as a combination of workers’ useful perceptions that differentiate organizations in terms of procedure and practices.

Job security as obtained in the literature could be described as the feeling workers experience having assurance regarding the continuance of their jobs; and avoidance of threats in the line of their jobs. Having job security implies workers do not feel or perceive any kind of threat in the line of their duties; and as opined by Jandaghi, Mokhles, and Balirami, (2011) organizational effectiveness is a function of employee commitment and satisfaction.

Work can be described as an engagement of persons in physical or mental activity with the aim of achieving results, which often comes with financial gain. While family is described as a group comprises of parents and children living together in the same house. Work is essential and an important factor in sustaining and maintaining family in particular and society at large, and it is evident that work can generate stress as a result of interactions with colleagues and meeting set targets. However, there is need to accept that work comes with its pros and cons, and therefore workers are expected to strike balance between work and family obligations. Work-family interface could be described as workers' continuous effort to maintain happiness and productive family and work lives.

As obtained in the literature, organizational commitment as a variable related to sustained productivity (Dixit and Bhati, 2012); ethical climate types, facets of job satisfaction (Huang and Tsai, 2008); job satisfaction among teachers during times of burnout (Nagar, 2012); amongst others Have been studied by researchers in the fields of organizational behaviour, psychology, and management. Organizational commitment is described as a three-component model viz-a-viz Affective Commitment - degree to which employees believe and identify with the organization; Continuance Commitment-employees' awareness of the cost of leaving their

present organizations; and Normative Commitment is said to be the obligation employees have to remain with their present organization. As cited in Nagar (2012); Porter, Steers, Mowday, and Boulian and Cook and Wall conceptualized commitment as “the strength of an individual's identification with and involvement in a particular organization, characterized by a strong belief in an acceptance of an organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a definite desire to maintain organizational membership”. Based on the above opinions, it is evident that commitment on the part of employees tends to provide results that are favorable to the organizations; and it can also predict employees' perceived behavior (Dordevic, 2004).

The traditional model of job satisfaction and dissatisfaction consist of the total body of feelings that air individual has about his job. This total body of feelings consist of weighing up the sum total of influence on the job, the nature of the job itself, the payment, the promotion prospects, the nature of supervision and so on for example the sum total of these influence give rises to the feelings of the individual's job satisfaction.

Thus, behavior is basically goal oriented. It is motivated by a desire to attain some goal. This goal is the need which he wants to satisfy. In the case of needs, people are motivated not by what we think they ought to have but what they themselves want. Thus, the specific goal which motivates one to take a certain action is not always consciously known by the individual. Something we wonder “why did I do that? The reasons for our actions are not always apparent to the conscious mind to an outside observer, a person need may be illusory or unrealistic, but they are still controlling. A path towards increased need fulfillment is a better approach.

## **2.3 Theoretical framework.**

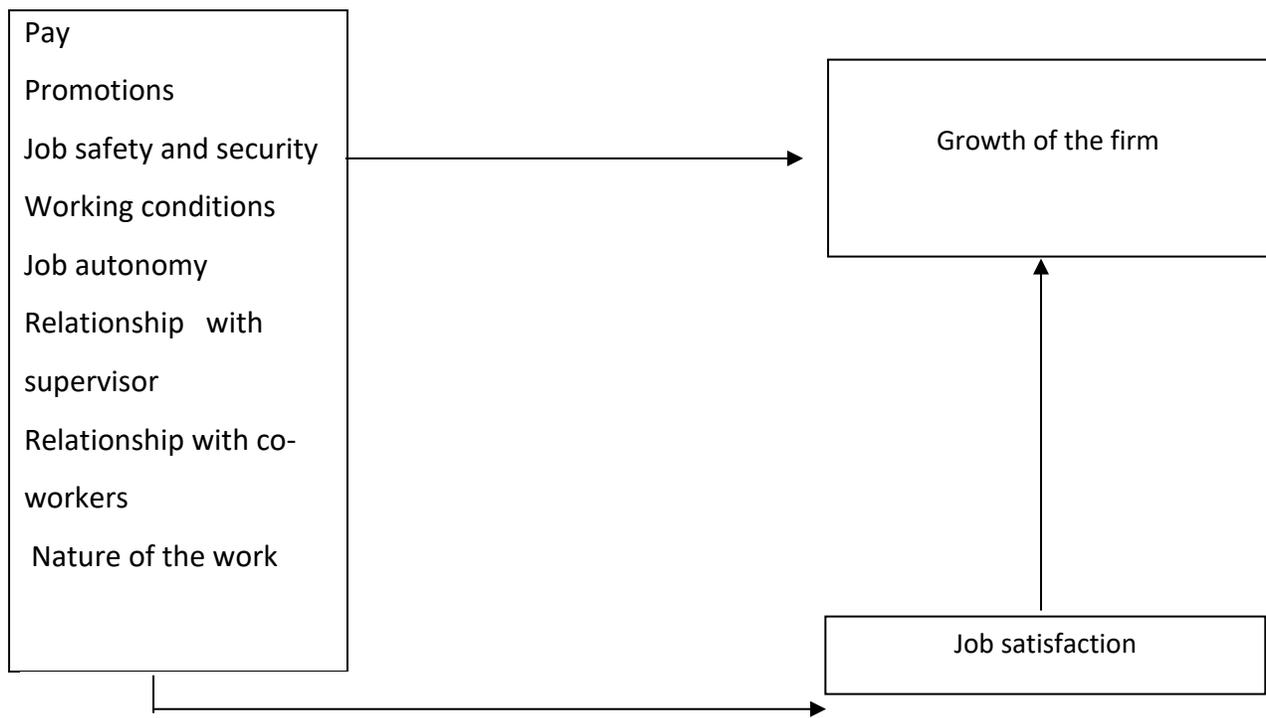
### ***2.3.1 Enriched job characteristics theory***

This theory was postulated by Hackman and Oldham in 1975. The theory was built on the previous knowledge and research, mainly coming from humanistic theories of motivation from Maslow's hierarchy of needs. Humanistic theory sees behaviour as determined by learned habits, people as rational beings, free to make their own choices/ decisions about how to live their lives and to be motivated to maximise freedom and also to achieve personal growth and to interpret their experience (Ryan & Deci, 2005). Huitt (2006), examined humanistic theory in five objectives to education in work place as to promote autonomy, develop responsibility, challenging task, develop creativity and curiosity and expressing interest in artistic endeavours (Aanstoos, Serlin, & Greening, 2000). Humanistic theory affirms a person's self-needs. That the main property of humanistic theory is the personal goals/needs of the employees. Similarly job enrichment characteristics theory gives the workers the opportunity to do challenging task, offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine, an enriched job renders self-fulfillment, actualization and contentment of meaningful job, which leads to three psychological conditions: experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results which results to change in behaviour such as employee satisfaction, involvement, motivation, commitment and performance (Lawler, 2003). The theory provides a set of implementing principles for enriching jobs in an organization setting which proposed a model of five core job characteristics-skill variety, task significance, task identity, autonomy, feedback that affects commitment (Parker & Ohly, 2008; Hackman & Lawler, 1971).

### ***2.3.2 Social Cognitive Model of Career Development***

This theory posits that goals influence behaviors of the individuals to career outcomes (Crocitto, et al., 2005). The model mentions that individuals develop expectations of career success through social support systems like mentoring. Expectations are categorized into three dimensions; career achievement (reputation, learning from role), career development (promotion, growth opportunities), and career balance (work–family balance and well-being; as inferred in (Huselid, 1995). The learning support offered influences the individual’s expectation of career success which in turn influences the individual’s beliefs about his ability and finally the outcomes of career decision making and goal attainment (Mullins, 2000). This theory posits that an ability to learn and be focused on the goals encourage developmental relationships including mentoring. The ability to be goal oriented is a stable trait (Rousseau & Shperling, 2003) and the individual seeks to develop himself by striving to learn and focus his efforts on developing his abilities (Cummings, 2004) by being optimistic, hopeful and persistent, (Mitchell & Lee, 2001).

The preceding literature reviewed shows the relationship between employees job satisfaction and growth of the firms which is depicted in the diagram below.



Source : ( field survey, 2019).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. Some ancient researchers defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the

global level, (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job).

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be one-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those, job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with, other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences. Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be

understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

#### **2.4 Promotion and Job Satisfaction**

Promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals thus it serves as a mean of synchronizing organizational goals with personal goals. According to Rosen (1982) the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee (Murphy, 1985). Thus, a raise in salary indicates the value of promotion (Baker et al., 1994). The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction (Clark & Oswald 1996). According to Shields and Ward (2001) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1999) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from job satisfaction, the employee satisfaction is determined by satisfaction with promotion. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002). Mitchell and Lasan (1987) stated that job satisfaction has gained wider importance in organizational behavior field. Luthans (1998) discussed job satisfaction in a three dimensional perspective. Firstly he postulated that job satisfaction is a feeling it cannot be measured as a tangible entity. Secondly, he stated that employee expectations, of being rewarded for the efforts made for the organization, can serve as a determinant of job satisfaction. Thirdly, he

declared that several job characteristics like pay, promotion and work itself are the attitudes which can be related to job satisfaction.

## **2.5 Salary and Job Satisfaction**

The relationship between salary level on worker satisfaction is well established (Herzberg, Mausner, Peterson, & Capwell, 1957), though not without complexity. For example, gender has been shown to influence the relationship between pay and work satisfaction (Hulin & Smith, 1965). Researchers have posited a causal relationship between salary and job satisfaction whereas increased salary results in increased job satisfaction (Fried & Ferris, 1987). Apart from challenging job there are certain demographic factors which contribute to enhancing the satisfaction level of employees (Orpen & Bonnici, 1990). A satisfied employee is more committed and can be retained on the organization for a longer period, thus enhancing the productivity of the company (Bravendam, 2002). According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1957). Walter, Humphrey and Cole (2012) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits.

## **2.6 Conducive environment and job satisfaction**

Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more

and more importance with the passage of time because of its nature and impact on the society. Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygeine factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. The supervisors' availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Schroffel, 1999). Another study by Catillo & Cano (2004) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise. Bakotic and Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to

improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase. A study in telecom sector by Tariq et al (2013) revealed that there are different variables like workload, salary, stress at work place and conflicts with family due to job leads an employee towards dissatisfaction that further

## **2.7 Summary of Findings**

In summary, the above studies found that there is strong relationship between promotion, salary, conducive environment and job satisfaction. According to Shields and Ward (2001) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1989) established that greater the chances of promotion higher will be the job satisfaction of employees. Indeed, Mohanty (2007) found that a positive attitude, which may arise from job satisfaction, among other factors in one's life, helps one earn more money. In either case, job satisfaction and salary are shown to have a general and positive relationship. Study by Schroffel (1999) showed that different psychosocial and work environment variables like work place; social support has direct impact on job satisfaction. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter contains the methodology employed for the purpose of this study, such as research design, population of the study, sample size, sampling techniques, data collection instrument, validations and reliability of instrument.

#### **3.2 Research Design**

The study employs a descriptive survey research design . This research design determines and reports the way things are ( mugenda and mugenda 2003). It has enough provision for

protection of bias and maximizes reliability (Kothari 2007). Descriptive survey research is a method of obtaining information by interviewing or administering of questionnaire to a sample of individual (Orodho ,2003).

### 3.3 Population of the Study

The study population for the work includes all staff in the three business enterprises in Bauchi metropolis.

**Table 3.1: Staff of the three Organizations**

S/N	Names of Organization	Number of Staff
1	Ramadan Press	110
2	Obuna Royal Hotel	70
3	Zenith Water	70
	<b>Total</b>	<b>250</b>

**Source:** Field Survey 2018

### 3.4 Sample Size and Sampling Techniques

The sample size for this study is 250 of the work force mention above in Bauchi state. This was arrived through survey and statistics taken from the companies. The sampling techniques made use of the total population since the population size is not large for the purpose of this research work.

### 3.5 Instrument for Data Collection

The data employed for the research work was obtained specifically from two sources namely; Primary and Secondary sources, (a) Primary sources: Primary data are those sourced from

personal interview, observation and use of questionnaire. The primary data used for this study was the questionnaire.

(b) Secondary sources: The secondary sources involve the use of existing but related data, which were produced by earlier researchers for the purpose of contributing their quota to the problem under study. The secondary data for this study include journal, magazines, periodical, text books and internet.

### **3.6 Validity of the Research Instrument**

Validity entails that the questionnaire is structured in a manner that the answers provided achieves the objective of the study. My supervisor and other experts in the field confirmed the validity of the instrument.

### **3.7 Reliability of the Research Instrument**

The research observed from the pretested questionnaire that most of the responses on the questionnaire were consistently, showing a high level of correlation. This is the test-retest method of reliability.

### **3.8 Method of Data Analysis**

The primary data collected for this study were first grouped according as response, and presented using percentage and tables. Simple percentages were used in the presentation of some aspects of the data collected. After the preliminary presentation and analysis, chi-square statistic was used to test the hypotheses formulated for this study. The procedure for using chi-square ( $\chi^2$ ) analytical method is as show below.

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where  $o_i$  = observed frequency

$E_i$  = expected frequency

$O - e_i = N$  - total frequency

Degree of freedom (D.f) = (Number of rows - 1 x number of column - 1).

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

This chapter deals with the report and analysis of data obtained from the research questionnaires. This analysis is solely based on the responses from the questionnaire which are relevant to the objective of the study. The chapter will also test the formulated hypotheses with the relevant sections of the questions to find out whether such proposal will be accepted or rejected.

**Table 4.1: Questionnaire Distribution**

<b>Name of Firms</b>	<b>Number Distributed</b>	<b>Number Returned</b>	<b>Returned Not</b>
Ramadan-Press	110	105	5
Obuna Royal hotel	70	66	4
Zenith Water	70	64	6
<b>Total</b>	<b>250</b>	<b>235</b>	<b>15</b>

**Source:** Field Survey, 2018

In the table above, 250 questionnaires were distributed, 235 was returned and 15 was not returned.

## 4.2 Analysis of Questionnaire

**Table 4.2: Job Satisfaction and Organizational Output**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	%	<i>Freq</i>	%	<i>Freq</i>	%	<i>Freq</i>	%
Yes	90	85	45	68	40	62	175	74
No	5	5	10	15	10	16	25	11
Not Always	10	10	11	37	14	22	35	15
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

The table above indicates that out of 235 respondents from these firms, 175 (74%) said that job satisfaction produces an increase of output, 25 (11%) respondents said No, that job satisfaction does not produce an increase of output while 35 (15%) said not always.

**Table 4.3: General Working Condition**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	%	<i>Freq</i>	%	<i>Freq</i>	%	<i>Freq</i>	%
Satisfactory	100	95	50	76	55	86	205	87
Unsatisfactory	1	1	6	9	2	3	9	4
Just good	3	3	10	15	7	11	20	9
Bad	1	1	-	-	-	-	1	-

<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>
--------------	------------	------------	-----------	------------	-----------	------------	------------	------------

**Source:** Field Survey, 2018

Result shows that out of 235 respondents from these firms, 205(87%) said that good working condition determines the level of satisfaction which an employee will have, 9(4%) said with good working condition, workers still remain under-satisfactory, which 20(9%) said environment produce just good satisfaction and I said working condition has nothing to do with satisfaction.

**Table 4.4: Effect of Increase in Salaries**

<b>Responses</b>	<b>Ramadan Press</b>		<b>Obuna Royal Hotel</b>		<b>Zenith Water</b>		<b>Total</b>	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
More productive	86	82	56	85	50	78	192	82
Just satisfied	14	13	8	12	10	16	32	14
Unchanged	5	5	2	3	4	6	11	4
More productive	86	82	56	85	50	78	192	82
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

From the above table, out of 235 respondents, 192 (82%) said the effect of increase in salaries make them to be more productive, 32(14%) said just satisfied which 11(14%) said that the

increase of salaries has nothing to add that they remain unchanged, when there is increase in salary.

**Table 4.5: Gain of Employer from Job Satisfaction Organisation**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Yes	105	100	66	100	64	100	235	100
No	-	-	-	-	-	-	-	-
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

From the table above, the researcher discovered that the entire staff of the three organizations under study believed that their employers will gain a lot if their staff are satisfied.

**Table 4.6: Gain of the Employer Organizations**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Increased performance and productivity	60	57	30	45	40	63	130	55
Dedicated staff	10	10	5	8	4	6	19	8
Loyalty and obedience to employer	20	19	5	8	6	9	31	14
Achievement of establishment goal	15	14	26	25	14	22	55	23
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

This table indicates that the staff of the organizations under research, out of 235 respondents, 130(55%) said that employers' gain through increased performance and productivity, 19(8%) said dedicated staff, 31(14%) said that it attracts loyalty and obedience to employer while 55(23%) said that employers' gain through achieving the organizational goal.

**Table 4.7: Staff-Boss Relationship**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Cordial	90	86	55	83	60	94	205	87
Bossy	15	14	11	17	4	46	30	13
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

The table above indicates that out of 235 respondents from the firms under study 205(87%) said that there is cordial relationship that exist between the staff and Boss of these organizations while 30(13%) said that Bossy relationship exist.

**Table 4.8: Workers Opinion Above his Organizational Job**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
It is boring and monotonous	20	19	7	11	5	8	32	14
It is exciting	70	67	50	76	45	70	165	70
It is frustrating	6	6	3	4	5	8	14	6
It is depressing	5	5	4	6	6	9	15	6
I feel unconcern	4	4	2	3	3	5	9	4
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

From the table above, it shows that out of 235 respondents from the study organization, 32(14%) said that the content of the job is boring and monotonous which result to dissatisfaction among workers but 165(70%) said that the content of their job is exciting which produce job satisfaction, 14(6%) respondents said that it has frustrating content which lead to lack of interest, while 15(6%) said depressing and 9(4%) said that they feel unconcerned about their job because they lack satisfaction on their job.

**Table 4.9: Positive Communication Process**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Yes	95	90	55	83	60	94	210	89
No	10	10	11	17	4	6	25	11
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

The table above shows that out of 235 respondents, 210 (89%) said that positive communication contributes to job satisfaction, while 25(11%) said No that positive communication has nothing to contribute to job satisfaction.

**Table 4.10: Promotion of Staff Organization**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Agreed	98	93	60	90	59	92	217	92
Uncertain	2	2	3	5	1	2	6	3
Disagreed	5	5	3	5	4	6	12	5
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

Source: Field Survey, 2018

The table above shows that out of 235 respondents, 217(92%) said that promotion of staff in their organization attract job satisfaction, 6(3%) said they are uncertain about promotion being a tool for job satisfaction which 12(5%) respondents said that they disagreed that promotion contribute to job satisfaction.

**Table 4.11: Causes of Dissatisfaction in Organizations**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Poor pay package	50	48	20	30	30	47	100	43
Does not enhance any social recognition	40	38	30	46	10	16	80	34
Unconducive environment	15	14	16	24	24	37	55	23
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

Source: Field Survey, 2018

The table above shows that out of 235 respondents of the firms under study, 100(43%) said that what causes dissatisfaction is poor pay package, 80(34%) said that there is no social recognition while 55(23%) said lack of conducive environment contribute the dissatisfaction among workers.

**Table 4.12: Employees Involvement in Decision making Organisation**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Yes	100	95	40	61	30	47	170	72
No	5	5	26	39	34	53	65	28
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

**Source:** Field Survey, 2018

The table above indicates that out of 235 respondents, 170(72%) said that employees' involvement enhances job satisfaction among worker while 65(28%) said No, it does not enhance job satisfaction.

**Table 4.13: Position in your Organization**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
Junior worker	80	76	48	73	50	78	178	76
Middle/supervisor	15	14	12	18	10	16	37	15
Senior level	10	10	6	9	4	6	20	9
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

Source: Field Survey, 2018

The table shows that in the firms under study out of 235 respondents 178(76%) are junior workers, 37(15%) are middle/supervisors while 20(9%) are senior level manager.

**Table 4.14: Age Bracket (Organization)**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
20 - 30	30	29	40	61	30	47	100	43
31 – 40	40	38	10	15	18	28	68	29
41 – 50	25	24	9	14	10	16	44	18
51 – 60	10	9	7	10	6	9	23	10
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

Source: Field Survey, 2018

The table show that out of 235 respondents, 100(43%) fall within the bracket of 20-30, 68(29%) fall within 31-40, while 44(18%) fall within 41-50 and 23(10%) fall within 51-60.

**Table 4.15: Educational Qualification**

Responses	Ramadan Press		Obuna Royal Hotel		Zenith Water		Total	
	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>	<i>Freq</i>	<i>%</i>
SSCE	10	10	30	45	20	31	60	26
OND	30	29	20	29	10	16	60	26

BSc/HND	60	57	10	16	30	47	100	42
MSc	5	4	6	10	4	6	15	6
<b>Total</b>	<b>105</b>	<b>100</b>	<b>66</b>	<b>100</b>	<b>64</b>	<b>100</b>	<b>235</b>	<b>100</b>

Source: Field Survey, 2018

The table above indicates that out of 235 respondents from firms, under study, 60(26%) have SSCE as qualification. 60(26%) have OND, 100(42%) have B.Sc/HND as qualification while 15(6%) have M.Sc as qualification.

### 4.3 Hypotheses Testing

To test the hypothesis listed in chapter one ( $H_{01}$ ,  $H_{02}$ ,  $H_{03}$ ) the research will use chi square distribution in all the test, the researcher will utilize 95% (0.05) significant level.

#### Decision Rule

If  $X^2_C > X^2_t$ , reject  $H_0$  accept  $H_1$

#### Testing of Hypothesis One

$H_0$ : There is no significant relationship between promotion and job satisfaction amongst staffs in Bauchi metropolis.

$H_1$ : There is a significant relationship between promotion and job satisfaction amongst staffs in Bauchi metropolis.

**Table 4.16: Table showing the relationship between promotion and job Satisfaction**

	Promotion				
Job satisfaction		Salary increment	New office	Office job security	Total

		<b>new</b>			
	Increase in output	95	54	40	189
	Punctual at work	10	12	24	46
	<b>Total</b>	<b>105</b>	<b>66</b>	<b>64</b>	<b>235</b>

Expected frequency =  $\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$

$$\text{Cell} = E1 \quad \frac{189 \times 105}{235} = 84$$

$$\text{Cell} = E2 \quad \frac{189 \times 66}{235} = 53$$

$$\text{Cell} = E3 \quad \frac{189 \times 64}{235} = 51$$

$$\text{Cell} = E4 \quad \frac{46 \times 105}{235} = 20$$

$$\text{Cell} = E5 \quad \frac{46 \times 66}{235} = 13$$

$$\text{Cell} = E6 \quad \frac{46 \times 64}{235} = 13$$

Chi-square ( $X^2$ ) calculation

<b>O</b>	<b>E</b>	<b>O-E</b>	<b>O-E<sup>2</sup></b>	<b>O-E<sup>2</sup></b>
----------	----------	------------	------------------------	------------------------

95	84	11	121	1
54	53	1	1	0
40	51	-11	12	2
10	20	-10	100	5
12	13	-1	1	0
2	13	11	121	9
				17

Degree of freedom

$$df = (m - 1) (n - 1)$$

$$df = (3 - 1) (2 - 1)$$

$$df = 2 \times 1 = 2$$

Test at 95% (0.05) significance

Calculated chi-square =  $\chi^2_c = 17$

Tabulated chi-square =  $\chi^2_t = 5.991$

### Decision Rule

We reject the  $H_0$  and accept  $H_1$

### Conclusion

Since  $\chi^2_c$  is 17 and  $\chi^2_t$  is 5.991. It follows that  $\chi^2_c > \chi^2_t$  and therefore we reject the null hypothesis and accept the alternative hypothesis. This proves that there is relationship between promotion and job satisfaction.

### Hypothesis Two

Ho: There is no significant relationship between salary and job satisfaction amongst staffs in Bauchi metropolis.

H<sub>1</sub>: There is a significant relationship between salary and job satisfaction amongst staffs in Bauchi metropolis.

**Table 4.17: Table showing the relationship between salary and job satisfaction**

Job satisfaction	Salary				
		Productive	Satisfied	Committed	Total
Increase in output		95	54	40	189
Punctual at work		10	12	24	46
<b>Total</b>		<b>105</b>	<b>66</b>	<b>64</b>	<b>235</b>

Expected frequency =  $\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$

$$\text{Cell} = E1 \quad \frac{180 \times 105}{235} = 80$$

$$\text{Cell} = E2 \quad \frac{180 \times 66}{235} = 50$$

$$\text{Cell} = E3 \quad \frac{180 \times 64}{235} = 49$$

$$\text{Cell} = E4 \quad \frac{55 \times 105}{235} = 25$$

$$\text{Cell} = E5 \quad \frac{55 \times 66}{235} = 15$$

$$\text{Cell} = E6 \frac{55 \times 64}{235} = 15$$

Chi-square ( $X^2$ ) calculation

O	E	O-E	O-E <sup>2</sup>	$\frac{O-E^2}{E}$
90	80	10	100	1
40	50	10	100	2
50	49	-1	1	0
15	25	10	100	4
26	15	11	121	8
14	15	1	1	0
				15

Degree of freedom

$$df = (m - 1)(n - 1)$$

$$df = (3 - 1)(2 - 1)$$

$$df = 2 \times 1 = 2$$

$$df = 2$$

Test at 95% (0.05) significance

Calculated chi-square =  $x^2c = 17$

Tabulated chi-square =  $x^2t = 5.991$

**Decision Rule**

We reject the  $H_0$  and accept  $H_1$

**Conclusion**

Since  $\chi^2_c$  is 15 and  $\chi^2_t$  is 5.991. It follows that  $\chi^2_c > \chi^2_t$  and therefore we reject the null hypothesis and accept the alternative hypothesis. This proves that there is relationship between salary and job satisfaction.

**Hypothesis There**

$H_0$ : There is no significant relationship between conducive environment and job satisfaction amongst staffs in Bauchi metropolis.

$H_1$ : There is a significant relationship between conducive environment and job satisfaction amongst staffs in Bauchi metropolis.

**Table 4.18: Table showing the Contribution of Conducive Environment on job satisfaction**

Job satisfaction	Conducive Environment				
		Committed	Satisfied	Productive	Total
High		85	40	50	175
Low		20	26	14	60
<b>Total</b>		<b>105</b>	<b>66</b>	<b>64</b>	<b>235</b>

Expected frequency =  $\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$

$$\text{Cell} = E1 \quad \frac{175 \times 105}{235} = 78$$

$$\text{Cell} = E2 \quad \frac{175 \times 66}{235} = 49$$

$$\text{Cell} = E3 \quad \frac{175 \times 64}{235} = 47$$

$$\text{Cell} = E4 \quad \frac{60 \times 105}{235} = 27$$

$$\text{Cell} = E5 \quad \frac{60 \times 66}{235} = 16$$

Chi-square ( $X^2$ ) calculation

O	E	O-E	O-E <sup>2</sup>	$\frac{O-E^2}{E}$
85	78	7	49	1
40	49	9	81	2
50	47	3	9	0
20	27	7	49	1
26	17	9	81	5
14	16	2	4	0
				9

Degree of freedom

$$df = (m - 1) (n - 1)$$

$$df = (3 - 1) (2 - 1)$$

$$df = 2 \times 1 = 2$$

Test at 95% (0.05) significance

Calculated chi-square =  $\chi^2_c = 17$

Tabulated chi-square =  $\chi^2_t = 5.991$

**Decision Rule**

We reject the  $H_0$  and accept  $H_1$

**Conclusion**

Since  $\chi^2_c$  is 17 and  $\chi^2_t$  is 5.991. It follows that  $\chi^2_c > \chi^2_t$  and therefore we reject the null hypothesis and accept the alternative hypothesis. This proves that conducive environment contribute to job satisfaction.

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

This chapter summarized the main findings of the study. The arrangement for the presentation being guided by the hypotheses, conclusion, recommendations contribution to knowledge and the suggestions for further study also pointed out.

#### 5.2 Summary of major Findings

Hypothesis one, which state, that there is no significant relationship between promotion and job satisfaction, was rejected. From the test of hypothesis, it showed that there exists a significant relationship between promotion and job satisfaction. This therefore point to the fact that most business enterprises use promotion to induce job satisfaction among their employees.

Hypothesis two which states, that salary does not have a relationship for job satisfaction was rejected. The calculated chi square ( $\chi^2_c = 15$ ) was greater than the table or critical chi-square ( $\chi^2_t = 5.911$ ). The null hypothesis ( $H_0$ ) was rejected and the alternative hypothesis was accepted which states that salary has relationship with job satisfaction.

Hypothesis three which states that conducive environment does not contribute to job satisfaction was not accepted. The test established that conducive environment contributes to job satisfaction, which applied that managers should made their working environment conducive.

Other findings are:

- i. Employees in three selected business enterprises are poorly motivated, and this affects the level of their output.
- ii. They are faced with the problem of working under uncondusive environment, this cause most employee not to put in their best.
- iii. It was also discovered that staff- Boss relationship boost job satisfaction.
- iv. Business owners don't understand the impact of increase in salaries, based on that, they don't see the need for increase in the salary.
- v. As found in this study, employees are not fully involved in decision making.

### **5.3 Conclusion of the Study**

This study has been an attempt to examine the impact analysis of job satisfaction on business enterprises growth. Having gone through the whole length of data analysis, hypothesis testing and summary, the following conclusions are hereby draw;

- i. That there is a significant relationship between promotion and job satisfaction.
- ii. That there is a significant relationship between salary and job satisfaction.
- iii. That there is a significant relationship between conducive environment and job satisfaction.

#### **5.3.1 Implication of the Study**

The study implies that any business that fails to promote it employee, provide them with good pay and creates a conducive working environment, is bound to fail as this will make the employee to be dissatisfied with the job and give less to goal achievement. Hence, there should be improvement in routines, procedures and processes employed to make employees satisfied with their jobs.

#### **5.4 Recommendations**

If the benefits of job satisfaction are to be achieved and if it is to make its fullest impact in increasing growth in business enterprises like other firms that induce job satisfaction among their employees. It will be necessary to make the following recommendation;

1. Business owners should see increase/prompt payment of salaries as a motivation factor, that can increase Business growth in the organization.
2. Business owners should use employee inputs as criteria for promotion of workers.
3. Business owners should make the working environment conducive, so that the workers, can see their working environment as their second home.
4. Business owners should adopt management by objective in which employee should be part of decision making of the organization so that all hands will be on deck.
5. Working conditions should be improved and sustained to enhance performance.
6. Management should be sensitive to the difference in needs and values among the employee. Every individual is unique and will respond differently to attempts to motive him or her.
7. Management should be sensitive to employees' complaints about low pay and unchallenging work. Too often management delude them into thinking that employees' dissatisfaction can be lessened by painting work area, piping in music, giving out a few more words of praise, or giving people longer work breaks.

#### **5.5 Contribution to Knowledge**

The study contributes to knowledge by vividly showing the relationships that exist between the employees' job satisfaction and business enterprises growth

## **5.6 Suggestion for Further Studies**

Future research in this area need to incorporate establishment of national and regional government policies that promote employees' job satisfaction among the selected businesses, besides widening the scope and sample size of the study and other aspects relating to promotion, salary, and conducive environment. The present study has relied largely on primary data and is therefore not enriched by the secondary which would have enabled the study to provide a more in depth view of the subject matter. Therefore, secondary data need to be also included in future to complement primary data and to provide wider perspective to the present study. The study has not exhaustively or comprehensive examined the impact of employee's job satisfaction on the growth of selected businesses as it only examined promotion, salary and conducive environment hence there is need for future research to widen the study by including more study variables.

## References

- Aanstoos, C.S., Serlin, N. and Greening, T. (2000).** A History of Division 32, *Humanistic Psychology of the American Psychological Association* (<http://www.apa.org/divisions/Div32/pdfs/history.pdf>).
- Baah, K., & Amoako, G. K. (2011).** Application of Frederick Herzberg's Two-Factor Theory in Assessing and Understanding Employee Motivation at Work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.
- Baker, George, P., Michael, G., & Bengt, H. (1994).** The wage policy of a firm. *Quarterly Journal of Economics*, 109, 921-955.
- Bakotiae, D. and Babiae, T. (2013).** Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science*, Vol. 4 (2), 4.
- Beutell, Nicholas J, & Wittig-Berman, Ursula. (1999).** Predictors of work-family conflict and satisfaction with family, job, career, and life. *Psychological Reports*, 85(3Pt1), 893-903.
- Burton, R.M., Lauridsen, J. and Obel, B. (2004).** The Impact of Organizational Climate

and Strategic Fit on Firm Performance'. *Human Resource Management*. Vol.43(1):67-82.

**Castillo, J. X., & Cano, J. (2004).** Factors Explaining Job Satisfaction Among Faculty. *Journal of Agricultural Education*, 45(3), 65-74. Chandrasekar, K.

**Choi, S. P., Cheung, K., and Pang, S. M. (2012).** Attributes of nursing work environment as predictors of registered nurses' job satisfaction and intention to leave. *Journal of Nursing Management*. Vol. 21 (3). Conference of the Institute of Personnel Management 28th March, 2003.

**Clark, A. E., & Oswald, A. J. (1996).** Satisfaction and comparison income. *Journal of Public Economics*, 61, 359-381.

**Crocitto, M., et al. (2005).** Global Mentoring as a means of Career Development and Knowledge Creation: A learning based framework and agenda for future research. *Career Development International*, 10(6/7), 522-535.

**Cummings, T., A., (2004).** *Organizational Development and Change*. Ohio: South-Western College Publishing.

**Dawes, R.V. (2004).** Job satisfaction. In M. Hersen & J.C. Thomas (Eds.) *Comprehensive handbook of Psychological assessment: Vol.4*, 470-481. Hoboken, N.J.: John Wiley & Sons.

**De Souza, R. (2002).** *Walking upright here: Countering prevailing discourses through reflexivity and methodological pluralism*. (Unpublished MA (Nursing) Thesis). Massey University, Albany, NZ.

**Dhammika, K.A.S., Ahmad, F.B., and Sam, T.L. (2001).** "Job Satisfaction, Commitment and Performance: Testing the Goodness of Measures of Three Employee Outcomes," *South Asian Journal of Management*. Vol.19(2).

**Dilani, A. (2004).** Design and health III: Health promotion through environmental design. Stockholm, Sweden: *International Academy for Design and Health*.

**Dixit, V., and Bhati, M. (2012).** A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry. *European Journal of Business and Social Sciences*, Vol.1(6), pp34-51.

**Dordevic, B. (2004).** Employee Commitment in Times of Radical Organizational Changes. *Economics and Organisation*, Vol.2(2).

**Freund, A. (2005).** Commitment and job satisfaction as predictors' turnover intentions among welfare workers. *Administration in Social Work*, 29(2).

**Ferris, Gerald & Fried, Yitzhak (1987).** The Validity of the Job Characteristics Model: A Review and Meta-Analysis. *Personnel Psychology*, 40, 287-322.

**Hackman, J.R., and Lawler, E.E. (1971).** Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60: 159-170.

**Hackman, J. R. and Oldham, O. (1975):** Development of the Job Diagnostic Survey, *Journal of Applied Psychology* Vol.60 (2), pp. 159-170

**Herzberg, F. Mausner, B., Peterson, R., & Capwell, D. (1957).** *Job attitudes: Review of research and opinion*. Psychological Service of Pittsburgh.

**Hooper, D., Coughlan, J., and Mullen, M. R. (2008).** Structural Equation Modelling: Guidelines for Determining Model Fit. *The Electronic Journal of Business Research Methods*. Vol. 6 (1).

**Huang, C., and Tsai, M. (2008).** The Relationship among Ethical Climate Types, Facets of Job Satisfaction, and the Three Components of Organizational Commitment:A Study

of Nurses in Taiwan. *Journal of Business Ethics*.

**Huitt, W. (2006).** Social cognition. *Educational Psychology Interactive* Valdosta, GA: Valdosta State University. Retrieved April 10,2010, -  
[Http://www.edpsycinterative.org/topics/soccog/socclrn.html](http://www.edpsycinterative.org/topics/soccog/socclrn.html)

**Hulin, C.L. & Smith, P. (1965).** A Linear Model of Job Satisfaction. *Journal of Applied Psychology*, 49, 209-216.

**Humphries, M. (2005).** Quantifying occupant comfort: Are combined indices of the indoor environment practicable? *Building Research and Information*.  
*Vol.33(4),317-325.*

**Huselid, M.A. (1995),** "The impact of human resource management practices on turnover, productivity and corporate financial performance", *Academy of Management Journal*,  
*Vol. 38 No. 3, pp. 635-72.*

**Igalens, Jacques & Rousset, Patrice. (1998).** A Study of the Relationships between Compensation Package, Work Motivation and Job Satisfaction. *Journal of Organizational Behavior*, 20, 1003-1025.

**Jandaghi, G., Mokhles, A., and Bahrami, H. (2011).** The impact of job security on employees' commitment and job satisfaction in Qom municipalities. *African Journal of Business Management Vol.5 (16), pp. 6853-6858.*

**Kaplan, D. (2000).** *Structural equation modeling: Foundations and extensions.* Thousand Oaks: Sage Publications.

**Lawler, E.E., (2003).** *Pay and organizational effectiveness. A psychological review.* New York: McGraw hill. New York: McGraw Hill.

**Luthans, F. (1998).** *Organisational Behaviour* (8th ed.). Boston: Irwin, McGraw-Hill.

**Malik, N. (2011).** Study on job satisfaction factors of faculty members at university of Balochistan. *International Journal of Academic Research*, 3(1), 2011.

- Mike, A. (2010).** Visual workplace: How you see performance in the planet and in the office. *International Journal of Financial Trade*. Vol.11(3), 250-260.
- Mitchell, T.R.,& Lason, J.R. (1987).** *People in organizations: An introduction to organizational behavior*(3rd ed.). New York: McGraw-Hill.
- Mitchell, T. R., and Lee, T. W. (2001).** The unfolding model of voluntary turnover and job embeddedness: Foundations for a comprehensive theory of attachment. *Research in Organizational Behavior*, 23, 189-246.
- Milton, D.K., Glencross, P.M. & Walters, M.D. (2000).** Risk of sick leave associated with outdoor air supply rate, humidification and occupant complaints. *Indoor Air*. Vol.10(4), 212-221.
- Mohanty, Madhu S. (2009).** Effects of positive attitude on earnings: evidence from the US longitudinal data. *The Journal of Socio-Economics*, 38(2), 357-371.
- Muhammad, E.M., Samina, N., Basharat, N., and Rizwan, Q. D. (2010).** Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan. *International Journal of Business and Management*, Vol.5(6).
- Mullins, L. J. (2000).** *Management and organizational behaviour*, Pitman Publishers.
- Murphy, K. (1985).** Corporate performance and managerial remuneration: An empirical analysis, *Journal of Accounting and Economics* 7, 11-42.
- Nagar, K. (2012).** Organizational Commitment and Job Satisfaction among Teachers during Times of Burnout. *VIKALPA*, Vol.37(2).
- Nasir El Rufai. (2003).** "Statistics of Nigeria Airways" *Interview in the Sun Newspaper April 20,2003*.

**Ordiorne, G.(1974).**"Politics of Implementing MBO", *Business Horizon June 1974*.

**Orpen, C., & Bonnici, J. (1990).** The causes and consequences of pay satisfaction: A test of Lawler's model. *Psychology: A Journal of Human Behavior*, 27(1), 27-29.

**Parker, S. K. and Ohly, A. E. (2008).** A cross-cultural review. In N. Anderson & D. S. Ones (Eds.), *Handbook of industrial, work and organizational psychology*, Vol. 2 (pp. 25-52). Thousand Oaks, CA: Sage.

**Pergamit, M. R., & Veum, J. R. (1999).** What is a promotion? *Industrial and Labor Relations Review*, 52(4), 581-601

**Rosen, J. M. (1982).***Guessing: Reading as prediction*. San Francisco, CA: Innovative Learning Strategies. (Review by Shell 1989)

**Rousseau, D. M., and Shperling, Z. (2003).** Ownership and the changing employment relationship: Why stylized notions of labor no longer generally apply—A reply to Zardkoohi and Paetzold. *Academy of Management Review*, 29(4), 562-569

**Ryan, R.M., and Deci, E.L. (2005).** Self-determination theory and the explanatory role of psychological needs in humanwell-being.

**Schroffel, A. (1999).** How Does Clinical Supervision Affect Job Satisfaction? *The Clinical Supervisor*, 18(2).

**Shields, M.A., & Ward, M. (2001).**Improving nurse retention in the National Health Service in England: The impact of job satisfaction on intention to quit. *Journal of Health Economics*, 20, 677-701.

**Tariq, M., Ramzan, M., & Riaz, A. (2013).** The Impact of Employee Turnover on The Efficiency of The Organization. *Interdisciplinary Journal of Contemporary Research in Business* , 4(9), 700-711.

**Walter, F., Humphrey, R. H., & Cole, M. S. (2012).** Unleashing leadership potential: Toward an evidence-based management of emotional intelligence. *Organizational Dynamics*, 41(3), 212-219.

## **APPENDIX I**

School of Postgraduate Studies,

Salem University Lokoja,

Kogi State.

June 2018.

Dear Sir/Ma,

**QUESTIONNAIRE ON IMPACT OF EMPLOYEE JOB SATISFACTION ON THE GROWTH OF SOME SELECTED BUSINESSES IN BAUCHI METROPOLIS**

I am a student of Salem University, Lokoja undertaking a study on the “Impact of Employee Job Satisfaction on the Growth of Some Selected Businesses in Bauchi Metropolis”. I seek your assistance in filling/ answering the attached questionnaire.

The questionnaire is purely for academic purpose as it is one of the requirements for the award of Master’s degree. Kindly note that any information given shall be treated with utmost confidentiality.

Thank you.

Yours faithfully,

**Margaret Olayinka Olagoke**

**QUESTIONNAIRE**

1. Name:.....
2. Does job satisfaction contributes to your organizational output? (a) Yes ( ) (b) No ( )
3. How do you feel about your working environment?

(a) Satisfactory ( ) (b) unsatisfactory ( ) (c) Just good ( ) (d) bad

4. What are the effect of an increase in salary of your organisation?

(a) More productive ( ) (b) just satisfied ( ) (c) Unchanged

5. There is gain derived by the employer if job satisfaction exist?

(a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree( )

6. What are these gains the employer has?

(a) Dedicated staff ( ) (b) loyalty or obedient to employer ( )

(c) Achievement of established goal ( )

7. What is the nature of relationship that exist between the managers and subordinate in your organization? (a) Cordial ( ) (b) Bossy ( )

8. What do you have to say about the content of your job?

(a) It is boring and monotonous ( ) (b) It is exciting ( ) (c) It is frustrating ( ) (d) It is depressing( )

9. Does positive communication contribute to job satisfaction? (a) Yes ( ) (b) No ( )

10. Do promotion contribute to job satisfaction? (a) Yes ( ) (b) No ( )

11. What are the causes of dissatisfaction in your organisation?

(a) Poor pay package ( ) (b) Lack of social recognition ( ) (c) Unconducive environment ( )

12. Do employees involve in decision making in your organisation? (a) Yes ( ) (b) No ( )

13. What is your position in your organisation?

(a) Junior worker ( ) (b) middle supervisor ( ) (c) senior level ( )

14. Your Age bracket?

(a)20-30( ) (b)31-40( ) (c)41-50( ) (d)51-60( )

15. Academic qualification

(a) SSCE/GCE ( ) (b) OND ( ) (c) B.Sc/HND ( ) (d) M.Sc/MBA ( )