

**IMPACT OF JOB SATISFACTION ON EMPLOYEE'S PRODUCTIVITY  
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**Abstract**

This study examines the impact of job satisfaction on employee productivity, focusing on factors influencing job satisfaction and strategies to enhance performance. Data were collected from 100 respondents using questionnaires and interviews, with 80 valid responses analysed. Findings reveal a strong correlation between job satisfaction and productivity, as improved working conditions significantly boost employee efficiency. The study recommends that management create a conducive work environment by formulating policies that enhance motivation and meet employee needs. Incorporating staff in decision-making and goal-setting fosters engagement, while an effective feedback system helps employees understand their contributions. Additionally, organizations should implement fair remuneration, rewards, and training programs to reduce dissatisfaction and turnover. Human Resources should prioritize hiring the right personnel with suitable skills and personality traits. Strengthening team spirit enhances workplace relationships, improving overall organizational performance. Lastly, divisive management tactics should be avoided, as fostering collaboration leads to a more productive workforce. Addressing these factors can help organizations create a competitive and motivated work environment, leading to higher job satisfaction, reduced turnover, and improved profitability. Compelling motivation and job satisfaction strategies are essential for sustainable employee productivity and organizational success.

**Keywords:** Job satisfaction, Employee productivity, Motivation, Working conditions.

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**INTRODUCTION**

Job satisfaction has long been recognized as a crucial determinant of employee productivity, influencing organizational efficiency and workforce stability. Various theoretical perspectives have emerged to explain this relationship, with some scholars arguing that satisfaction enhances performance, while others suggest that performance leads to satisfaction or that rewards mediate both (Latif *et al.*, 2013). Research has consistently highlighted that employees who experience job satisfaction demonstrate higher commitment, effort, and overall job performance (Judge *et al.*, 2020). Studies conducted in diverse organizational settings have provided empirical evidence supporting this connection. Mirvis & Lawler (1980) found that job satisfaction positively correlated with performance metrics, such as reduced errors and lower turnover rates among bank tellers. Similarly, Gupta & Sharma (2016) proposed that increased job satisfaction enhances performance expectations, leading to greater employee engagement and organizational success. Despite these findings, the precise mechanisms linking job satisfaction and productivity remain debated, particularly in different industrial and cultural contexts (Akinyomi, 2016).

**Background to the Study**

Effective people management is integral to organizational success, with employees recognized as a primary driver of productivity. Organizations that foster job satisfaction create environments where employees are motivated, engaged, and committed, leading to higher efficiency and lower turnover rates. While wage increases were traditionally viewed as the primary means of enhancing job satisfaction (Igalens & Roussel, 1999), modern approaches emphasize training, career development, and work-life balance (Rodriguez & Walters, 2017). A more holistic perspective suggests that a positive work environment, fair policies, and inclusive decision-making contribute significantly to employee satisfaction and performance (Champion-Hughes, 2001). However, many organizations, particularly in the manufacturing sector, face significant human resource challenges, including high turnover rates and declining productivity due to employee dissatisfaction. The inability to maintain a stable, motivated workforce can lead to operational inefficiencies, increased costs, and reduced competitiveness. Therefore, this study examines the factors influencing job satisfaction and its impact on employee productivity, focusing on developing strategies to enhance workforce engagement and sustain organizational growth.

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## Objectives of the Study

This study aims to:

1. Identify the key factors affecting job satisfaction and productivity.
2. Determine the drivers of proactive employee engagement.
3. Explore practical strategies for enhancing worker motivation and performance.
4. Recommend improvements in employee motivation and job satisfaction initiatives.

## Research Questions

1. Is there a significant relationship between job satisfaction and productivity?
2. To what extent does job satisfaction influence employee performance?
3. What strategies can be implemented to improve worker satisfaction?
4. How can organizations effectively motivate employees for optimal performance?
5. Does an improved work environment enhance employee efficiency?

## Research Hypotheses

Hypothesis (i)

H0: There is no significant difference between job satisfaction and employee productivity.

H1: There is a significant difference between job satisfaction and employee productivity.

Hypothesis (ii)

There was no increase in employee efficiency when their working condition improved.

H1: There was an increase in the efficiency of an employee when their working condition improved.

Hypothesis (iii)

H0: There are no significant ways an organization can effectively motivate workers for high performance.

H1: There are significant ways by which an organization can effectively motivate workers for high performance.

## Significance of the study

The findings of this research will provide valuable insights for management professionals, particularly in the manufacturing sector, regarding the relationship between job satisfaction and productivity. By identifying key drivers of employee motivation, this study offers practical recommendations for improving workforce engagement, reducing turnover, and enhancing organizational performance. Additionally, the study contributes to existing literature on human resource management, providing a basis for further academic exploration of the role of job satisfaction in employee productivity.

## LITERATURE REVIEW

### Concept of Job Satisfaction

Job satisfaction is a multidimensional construct that reflects employees' attitudes and emotional responses toward their

work. It has been widely studied in organizational behaviour, with researchers defining it as the extent to which employees derive fulfilment from their jobs (Dawis & Nestron, 2007). Some scholars view job satisfaction as an overall attitude toward work (Montuori *et al.*, 2022; Ilies *et al.*, 2009), while others conceptualize it as a combination of intrinsic and extrinsic factors that shape employees' experiences in the workplace (Smith *et al.*, 2009). Several theories attempt to explain job satisfaction. The Affect Theory (Locke, 1969) posits that satisfaction is determined by the discrepancy between employees' expectations and the actual job experience. The Dispositional Theory suggests that personality traits partially influence job satisfaction, with individuals exhibiting different satisfaction levels regardless of job conditions (Judge *et al.*, 2001). Additionally, the Job Characteristics Theory (Hackman & Oldham, 1976) emphasizes the role of skill variety, task identity, task significance, autonomy, and feedback in shaping employees' job satisfaction.

### The relationship between job satisfaction and productivity

The link between job satisfaction and productivity has been extensively studied, though findings remain mixed. Early research by Kornhauser & Sharp (1976) demonstrated a positive correlation between job satisfaction and performance in the industrial sector. Similarly, Mirvis & Lawler (1980) found that satisfied employees were less likely to make errors and more likely to remain committed to their roles. The Western Electric Studies (1966) further revealed that increased job satisfaction was associated with higher productivity. However, some scholars argue that the causal relationship is complex. Akinyomi (2016) suggested that job satisfaction alone does not always lead to increased productivity but may reduce absenteeism and turnover rates. Porter & Lawler (1968) proposed a model where satisfaction influences effort and motivation, which, in turn, affect performance. More recent studies highlight the role of organizational rewards in shaping the satisfaction-performance relationship, suggesting that financial incentives, career development, and recognition programs significantly impact job satisfaction and productivity (Judge *et al.*, 2020).

## Factors Influencing Job Satisfaction

### 1. Work Environment and Organizational Culture

The work environment plays a crucial role in employee well-being and job satisfaction. Poor working conditions, such as excessive workload, lack of autonomy, and unsafe environments, contribute to dissatisfaction (Spector, 2021). On the other hand, organizations that foster collaborative cultures, flexible work arrangements, and employee recognition programs tend to report higher satisfaction levels (Ellickson & Logsdon, 2001).

### 2. Compensation and Benefits

Pay is critical to job satisfaction, influencing employees' perceptions of fairness and organizational commitment. Studies by Luthans (2002) and Frye (2004) found that competitive salaries and performance-based bonuses positively impact employee motivation and productivity. However, compensation alone is insufficient; other benefits, such as

health insurance, retirement plans, and paid leave, contribute significantly to satisfaction (Ojokuku & Sajuyigbe, 2009).

### 3. Career Growth and Training Opportunities

Employees seek career advancement and skills development, directly influencing their engagement and job satisfaction. Rodriguez & Walters (2017) emphasized that companies investing in training programs, mentorship, and leadership development experience lower turnover rates and higher employee retention. Without clear career progression pathways, workers often experience frustration and decreased motivation.

### 4. Leadership and Supervision

The role of supervisors and managers is pivotal in shaping employee satisfaction. Supportive leadership styles that encourage open communication provide constructive feedback and involve employees in decision-making to enhance job satisfaction (Brunetto & Farr-Wharton, 2002). Conversely, autocratic leadership and poor supervisor-employee relationships are linked to increased workplace stress and dissatisfaction (Okpara, 2004).

### Impact of job satisfaction on employee retention and organizational success

High job satisfaction reduces employee turnover and enhances organizational stability. Research by Westover et al. (2010) found that satisfied employees are likelier to stay in their jobs, reducing recruitment costs and knowledge loss. Organizations that focus on work-life balance, employee engagement, and performance recognition create a positive work culture, ultimately leading to higher efficiency and profitability.

## RESEARCH METHODOLOGY

### Research method and design

The research design used for the study is a sample survey method, which involves administering a questionnaire to solicit the respondents' responses about the research topic, which constitutes the study population.

### Restatement of research questions and hypothesis

#### Research Questions

- (i) Is there any significant difference between job satisfaction and productivity?
- (ii) To what extent does job satisfaction affect workers' performance?
- (iii) What strategies are used to improve workers' job satisfaction?
- (iv) Are there significant ways in which an organisation can effectively motivate workers to perform well?
- (v) Does employee efficiency increase when their working condition is improved?

#### Research Hypotheses

##### Hypothesis (I)

H0: There is no significant difference between job satisfaction and employee productivity.

H1: There is a significant difference between job satisfaction and employee productivity.

##### Hypothesis (II)

H0: There was no increase in the efficiency of an employee when their working condition improved.

H1: There was an increase in the efficiency of an employee when their working condition improved.

##### Hypothesis (III)

H0: There are no significant ways by which an organisation can effectively motivate workers for high performance.

H1: There are significant ways by which an organisation can effectively motivate workers for high performance.

### Population of Study

The study population will consist of the staff of Nigerian Bottling Company Plc, both male and female.

### Sample size and sampling techniques

A sample size of one hundred (100) respondents was chosen for the study, and one hundred questionnaires were administered to the sample drawn. The sampling techniques used for the study were random probability to avoid bias and give every staff a known and equal chance of being included in the sample.

### Administration of research instrument

The researcher shall repeat visits to the organisation to distribute and retrieve the research questionnaire, with the assistance of the organisation's chief security officer, to avoid disrupting the flow of activities in the organisation.

### Description of research instrument

The researcher shall repeat visits to the significant research instrument, the questionnaire, which consists of two sections, 'A' and 'B.' Section 'A' consists of respondents' biographical information, such as sex, age, marital status, etc. Section 'B' consists of a series of questions on the research topic's independent and dependent variables. A Likert 5-type statement of strongly agree, agree, undecided, disagree, and strongly disagree will be used in constructing the research questionnaire. Organisation to distribute and retrieve the research questionnaire, with the assistance of the organisation's chief security officer, to avoid disrupting the flow of activities in the organisation.

### Data collections method

The survey methods used to gather relevant data for the research work were both primary and secondary sources. The use of research questionnaires forms the basis of the primary source. In contrast, relevant and related articles and management textbooks on the research topic form the basis of the secondary source.

### Validity and reliability of instrument

The research was based on previous research facts, using current articles grounded by many authors and scholars on the

research topic. It also used research questionnaires that solicited relevant and current information from the respondents (staff) of the organisation under study. The project work was even under the strict supervision of one of the institution's lecturers.

**Method of data analysis**

A simple percentage method was adopted to analyse both the respondents' bio-data information and research statement, which was later subjected to formulae to test all the research hypotheses.

**Formula:**

$$\chi^2 = \sum(O_i - E_i)^2/E_i$$

Where

X<sup>2</sup> Cal : chi square calculated

O<sub>i</sub> : Observed frequency

E<sub>i</sub> : Expected frequency

X<sup>2</sup> : Tab chi square in the table

**Decision Criteria**

If X<sup>2</sup> Cal is greater than (>) X<sup>2</sup> Tab, reject the Null hypotheses (H<sub>0</sub>) and accept the

Alternative hypotheses (H<sub>1</sub>).

If X<sup>2</sup> cal is less than (<) X<sup>2</sup> Tab, accept

**Limitation of Methodology**

Some of the respondents in the organization may not like disclosing their true identity for security reasons. Inadequate time and finance constraints on the researcher's part, the use of a small sample size, etc. However, irrespective of all these limitations to the methodology, the study is still valid and reliable because it was supervised under the strict compliance of one of the institution's lecturers.

**Data Presentation Analysis and Interpretation**

**Data Analysis**

As stated above, questions 1 - 6 of the questionnaire dealt directly with personal data and information, sex, marital status, educational background, year of experience, and level in the organization. Therefore, the table below represents the personal data or information distribution of the respondents used in the study.

**Table I. Analysis of the response**

Group	No of Respondent	Percentage
Returned	80	80%
Not Returned	20	20%
Total	100	100%

The table above indicates that eighty (80) respondents, which constitutes 80% of the respondents, responded to the questionnaire and returned it accordingly, while twenty (20) respondents, representing 20%, failed to return the questionnaire. In conclusion, the data analysis will be based on eighty (80) respondents.

**Analysis of the respondent by classification**

**Section A:**

Variables of respondents such as sex, marital status, educational background, and year of experience were adequately measured by demanding the respondents to fill out optional responses provided in the personal data information.

**Table II. Sex classification**

Sex	No of Respondent	Percentage
Male	30	37.5%
Female	50	62.5%
Total	80	100%

Table 2 above indicates that thirty (30) respondents, representing 37.5%, were male employees, while fifty (50) respondents, representing 62.5%, were female.

**Table III. Marital Status**

Classification	No of Respondent	Percentage
Single	45	56.25%
Married	25	31.25%
Total	80	100%

The table above shows that 45 (45) respondents, representing 56.25% of the population, were single, 25 (25) respondents, representing 31.25%, were married, and 10 (10) respondents, representing 12.5%, were divorced. Thus, most employees were single after considering all the facts or information.

**Table IV. Length of service**

Group	No of Respondent	Percentage
Less than 1 year	10	12.5%
1-5 years	20	25%
6-10 years	40	50%
11 years and above	10	12.5%
Total	80	100%

The result of the above table analysis stipulates that ten (10) respondents, representing 12.5% of the population, have been in the organization for less than one year, twenty (20) respondents representing 25%, have been in the organization between 1-5 years, forty (40) respondents representing 50% have been in the organization between 6-10years. Finally, ten (10) respondents, representing 12.5%, have been in the organization between 11 years and above.

**Table V. Educational Background**

Level	No of Respondent	Percentage
SSCE/GCE/WAEC	12	15%
ND/NCE	48	60%
HND/BSC	15	18.75%
MSC/MBA	5	6.25%
Other qualification	-	-
Total	80	100%

The table above indicates that twelve (12) respondents, representing 15%, had SSCE /GCE /WAEC; forty-eight (48) respondents, representing 60%, had ND/ NCE; fifteen (15) respondents, representing 18.75%, had HND/ BSc, and five (5) respondents, representing 6.25%, had MSc/ MBA. Nobody possessed any other professional certificate qualification.

**Table VI. Category of Staff**

Classification	No of Respondent	Percentage
Management	10	12.5%
Senior Staff	25	31.25%
Middle Staff	15	18.75%
Junior Staff	30	37.5%
Total	80	100%

The table above shows that ten (10) respondents, representing 12.5%, were members of the management team, twenty-five (25) respondents, representing 31.25%, were senior staff, fifteen (15) respondents, representing 18.75%, were members of middle staff, and thirty (30) respondents, representing 37.5%, were members of junior staff.

**Data analysis according to research questions**

**SECTION B**

**Question 7:** How will you describe your commitment to ensuring that customer leave your establishment satisfied?

Options	No of Respondent	Percentage
Very Committed	50	62.5%
Not very committed	20	25%
Not committed at all	8	10%
I don't think about it	2	2.5%
Total	80	100%

The table above also shows that 62.5% of respondents answered very committed. When asked how they would describe their commitment to ensuring that customers leave their establishment satisfied, 25% said they were not committed, 10% were not committed at all, and 2.5% said that they don't think about it consciously when serving guests.

**Question 8:** Do you pay keen interest to customer complaints?

Options	No of Respondent	Percentage
Yes	50	62.5%
No	5	6.25%
Sometimes	25	31.25%
Total	80	100%

The data on table indicates that 62.5% of the respondents answered Yes when asked if they pay keen interest to customers complaints, 6.25% answered No, and 31.25% indicated that they do so sometimes. A majority pays keen interest to customer complaints; I believe this is as a result of the orientation and training given by the human resource department of these establishments.

**Question 9:** How will you describe your relationship with your supervisors?

Options	No of Respondent	Percentage
Cordial	20	25%
Formal	50	62.5%
Informal	4	5%
Unpleasant	6	7.5%
Total	80	100%

The table shows that 25% of the respondents have a cordial relationship with their superiors, 62.5% have a formal relationship, 5% have an informal relationship, and 7.5% classified their relationship with superiors as unpleasant.

**Question 10:** How will you describe your relationship with your colleagues?

Options	No of Respondent	Percentage
Cordial	50	62.5%
Formal	20	25%
Informal	10	12.5%
Unpleasant	0	-
Total	80	100%

The table also shows that 62.5% of respondents said they have a cordial relationship with their colleagues, 25% said that their relationship with their colleagues was formal, and 12.5% indicated that they have an informal relationship with their colleagues. None of the respondents indicated that their relationship with their colleagues was unpleasant.

**Question 11:** Are there programs for employee recognition and appreciation in your organization?

Options	No of Respondent	Percentage
Yes	70	87.5%
No	10	12.5%
Total	80	100%

The data in the table shows that 87.5% of the respondents said their organization had programs for employee recognition, and 12.5% said there were no programs for employee recognition in their establishment.

**Question 12:** Is there any significant difference between workers' job satisfaction and productivity?

Options	No of Respondent	Percentage
Strongly Agree	60	75%
Agree	10	12.5%
Undecided	8	10%
Disagree	2	2.5%
Strongly Disagree	-	-
Total	80	100%

The table above also shows that seventy (70) respondents, representing 87.5%, agreed that there is no significant difference between workers' job satisfaction and productivity. Eight (8) respondents, representing 10%, were undecided. In comparison, two (2) respondents, representing 2.5%, disagreed with the statement.

**Question 13:** Is there significant ways by which an organization can effectively motivate workers for high performance?

Options	No of Respondent	Percentage
Strongly Agree	40	50%
Agree	20	25%
Undecided	-	-
Disagree	12	15%
Strongly Disagree	8	10%
Total	80	100%

The table above shows that sixty (60) respondents, representing 75%, agreed that there are significant ways by which an organization can effectively motivate workers for high performance, while twenty (20) respondents, representing 25%, disagreed with this statement.

**Question 14:** Is there any increase in the efficiency of employee when their working condition is improved?

Options	No of Respondent	Percentage
Strongly Agree	60	75%
Agree	20	25%
Undecided	-	-
Disagree	-	-
Strongly Disagree	-	-
Total	80	100%

The table above shows that eighty (80) respondents representing 100% agreed that there is any increase in the efficiency of employee when their working condition is improved.

**Question15:** Do you think that given the workers the following benefits such as overtime pay, medical treatment, bonus scheme, sick pay scheme, transport allowance and housing allowance would motivate them to perform better?

Options	No of Respondent	Percentage
Yes	80	100%
No	-	-
Total	80	100%

The table above shows that eighty (80) respondents representing 100% agreed to the statement.

Presentation of data analysis according to research hypotheses

The statistical analysis used for the purpose of this research is the chi-square( $X^2$ ) distribution.

$$X^2 = \sum \frac{(O - E)^2}{E}$$

**Research Hypothesis One**

$H_0$ : There is no significant difference between job satisfaction and employee productivity.

$H_1$ : There is significant difference between job satisfaction and employee productivity.

To test the above hypothesis, we shall employ chi-square test of goodness of fit.

$$X^2 = \sum (O_i - E_i)^2$$

$$X^2 = \text{Chi-square}$$

$O_i$  A set of observed frequency

$E_i$  A set of expected frequency

Options	$O_i$	$E_i$	$O_i - E_i$	$(O_i - E_i)^2$	$\frac{(O_i - E_i)^2}{E_i}$
Strongly Agree	60	16	44	1936	121
Agree	10	16	-6	36	2.25
Undecided	8	16	-8	64	4.00
Disagree	2	16	-14	196	12.25
Strongly Disagree	0	16	-16	256	16.00
Total	80				155.50

$E = 16$   
155.50

The degree of freedom for chi-square test of goodness of fit is given as:

$d/f = (r-1)(c-1)$ , where  $r$ =Number of rows and  $c$ =Number of column.

$d/f = (5-1)(2-1) = (4)(1) = 4d/f$ .

at 4 d/f and assumed 5% or 0.05% level of significance. Chi-square tabulated  $X^2 t = 9.49$ .

**Decision Rule**

The null hypothesis of independence will be rejected at 5%, if the computed value of the test statistics  $X^2 C$  exceeds the critical or tabulated value. Since 155.50 is greater than  $X^2 t$  tabulated value at 9.49, the null hypothesis will be rejected ( $H_0$ ) at 0.05 level of significance while the alternative hypothesis ( $H_1$ ) is accepted. Finally, there is significant difference between job satisfaction and employee productivity.

**Research Hypothesis Two**

$H_0$ : There is no increase in the efficiency of employee when their working condition improved.

$H_1$ : There is increase in the efficiency of employee when their working condition improved.

To test the above hypothesis, we shall employ chi-square test of goodness of fit.

The formula for calculating chi-square is given as"

$$X^2 = \sum (O_i - E_i)^2$$

Where

$X^2$  -Chi-square

$O_i$  -A set of observed frequency.

$E_i$  A set of expected frequency.

Summation

See Question 19

Options	$O_i$	$E_i$	$O_i - E_i$	$(O_i - E_i)^2$	$\frac{(O_i - E_i)^2}{E_i}$
Stimulation	20	20	0	0	0
Hectic	40	20	20	400	20
Tiresome	15	20	-5	25	1.25
Others	5	20	-15	225	11.25
Total	80				32.50

$E_i = 80/4$   
32.50

The degree of freedom for chi-square test of goodness of fit is given as:

$d/f = (r-1)(c-1)$ ,

where  $r$ =Number of rows and  $c$ =Number of column.

$d/f=(4-1)(2-1)=(3)(1)=3$  d/f. at 3 d/f and assumed 5% or 0.05% level of significance. Chi-square tabulated  $X^2_t=7.81$

#### Decision Rule:

If the computed value of the test statistics exceeds the critical or tabulated value, the null hypothesis of independence will be rejected at 5%. Since 32.50 is greater than the  $X^2_t$  tabulated value at 9.49, the null hypothesis will be rejected ( $H_0$ ) at the 5% or 0.05 level of significance while the alternative hypothesis is accepted. Therefore, employees' efficiency increases when their working conditions improve.

#### DISCUSSION OF FINDINGS

After the analysis above, the chi-square calculated ( $X^2_c$ ) is greater than the chi-square tabulated  $X^2_t$ . Therefore, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). We can now conclude that job satisfaction significantly affects employee productivity in an organization. The first hypothesis stated that there is a significant difference between worker job satisfaction and productivity. When the goodness of fit is considered, the calculated chi-square ( $X^2_c$ ) is 155.50, while the tabulated chi-square ( $X^2_t$ ) = 9.49. Therefore,  $H_0$ , the null hypothesis, will be rejected ( $H_0$ ), while the alternative hypothesis will be accepted ( $H_1$ ). There is a significant difference between job satisfaction and employee productivity. The second hypothesis stipulated that employees' efficiency increases when their working conditions improve. When the data collected were subject to statistical analysis using the chi-square test of goodness of fit, the calculated chi-square ( $X^2_c$ ) was 32.50, while the tabulated chi-square ( $X^2_t$ ) was 7.81. Therefore, employees' efficiency increases when their working conditions improve.

#### Conclusion

Job satisfaction is dynamic and engaging because it deals with the human being, his emotions, and his psychological, amongst other things. Different authors have given different research findings and views on the topics; this study has been interesting, demanding, enlightening, and revealing. The study revealed that job satisfaction has a significant place in terms of workers' productivity in the manufacturing sector. The result deduced that a worker's productivity is dependent on job satisfaction. The study identified factors that affect job satisfaction and strategies that management can use to increase the level of job satisfaction. These include the number of working hours in a day, fringe benefits, employee recognition, and relationships with colleagues and supervisors.

#### Recommendations

Given the findings of this study, it is therefore recommended that:

- (i) The management should try as much as possible to create a good and conducive work environment by ensuring that the firm's policies and administrative practices help motivate and meet their employees' needs and enhance job satisfaction.

- (ii) Efforts should be made to incorporate staff members in decision-making and goal-setting processes. Management should create an effective feedback system so that employees can clearly see the results of their contributions.
- (iii) Management should have a workforce plan or strategies for remuneration, fringe benefits, reward/recognition schemes for staff members, and training and development programs. This will assist them in reducing staff dissatisfaction, reducing employee turnover, and maximizing profit.
- (iv) The Human Resources department should endeavour to employ the right people (people with the proper physical and personality traits and skills) to do this job.
- (v) Management should incorporate policies that increase the level of team spirit among staff members. Dividing staff members will help improve the relationship between staff members. Divide-and-rule tactics should not be used.

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## Appendix

### Definition of terms

**EMPLOYEE:** This person is paid to work under a manager's or employer's supervision.

**MANAGEMENT:** Management is also the act of coordinating an organization's resources through the process of planning, directing, controlling, and organizing to achieve its goals and objectives.

**MOTIVATION:** This involves all the activities that give rise to behaviour aimed at satisfying one or another kind of want.

**PRODUCTIVITY:** It is also a measure of how resources are combined and utilized to accomplish a set of results.

**SUPERVISION:** This is the act of ensuring all an organization's resources are properly utilized through the help of a supervisor who oversees things done in an organized manner by a manager or supervisor so as to achieve the desired goals.

**SUPERVISOR:** He/she ensures that the tasks performed by others are efficiently carried out.

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