

## Job Satisfaction and Organizational Productivity in the Nigerian Civil Service

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### **Abstract**

*The main aim of the research topic; Job satisfaction and Organizational productivity in the Nigerian civil service is to determine the relationship between employee satisfaction, organizational performance and the effect of reward. The research work made use of research questionnaire to elicit vital information on job satisfaction and organizational productivity; the method of Chi-square and Pearson correlation method were used for the purpose of the analysis; Notably, the growth of an organization is dependent on the level of employee's satisfaction. The researcher concluded that there is a significantly strong relationship between employee satisfaction and organizational performance. It is pertinent to emphasize that a worker's reaction at work helps to determine the output level of the organization. This is why the researcher spent time to study the extent of organizational productivity vis-à-vis the satisfaction derived by workers on the Job. When a worker gets satisfied, his effort/input will increase which ordinarily and most likely lead to the increase in the organizational output. Hence the need to concentrate on the motivational factors, which enhances the output of organization. The study revealed those motivational factors analyzed them and made some recommendation which if implemented rightly, will improve the condition of worker and enhance increase in organizational productivity in Nigeria.*

**Keywords:** *Employee satisfaction, Organizational performance, employee productivity, reward.*

### **Introduction**

The Nigerian Civil Service is an organ of administrative bureaucracy which plays an important role in the execution of government policy. Worldwide, the contributions of Civil Service in promoting sustainable and equitable economic growth cannot be over emphasized. Efficient and effective organizational productivity of the Civil Service are critical to sustainable socio-economic development of any nation.

Civil Service is defined as *neither political nor judicial* by The New Encyclopedia Britannica, (2004).

(Bezzina, 1994) opined that: *Civil Service refers to employees selected and promoted on the basis of a merit and seniority system, which may include examination.* The World Book Encyclopedia, (2004), noted that: *The Civil Service consists of people employed by the state to run the public service of a country.* (Abba and Anazodo, 2006) noted that: *Civil service in Nigeria comprises workers in the various ministries or departments apart from those who hold political appointments.*

The Nigerian Civil Service consists of employees in Nigerian government agencies (other) than the military and police. Most employees are career civil servants in the Nigerian ministries, progressing based on qualifications and seniority. The Nigerian Civil Service has its origins in organizations established by the British in colonial times. Since Nigeria gained full independence in October 1960 under a constitution that provided for a parliamentary government and a substantial measure of self-government for the country's three regions, various panels have studied and made recommendations for reforming of the Civil Service, including the Margan Commission of 1963, the Adebó Commission of 1971 and the Udoji Commission of 1972-74. A major change occurred with the adoption in 1979 of a constitution modeled on that of the United States.

The organization of the Nigerian Civil Service is such that, mainly revolves around the federal ministries- usually headed by (both) a Federal Minister, who's an appointee of the President and a Permanent Secretary, who is the highest-ranking career officer in the ministry. The Federal

Government, through the Civil Service provides basic services which covers such are as like Education, Health, Technology, Infrastructure, Agriculture, among others.

It is generally asserted that the Nigerian Civil Service is not efficient and effective, in terms of service delivery. This is majorly due to poor organizational productivity, which is a result of defective motivational tools employed by the Nigerian Government. Hence, it is a worrisome development that the welfare and well-being of the Nigerian Civil Servants are not adequately catered for, which sums up the low job satisfaction evidently present among employees.

This research work explored the relationship between Job satisfaction and organizational productivity, providing subtle *but* salient comparison between both the public and private sector in Nigeria. This researcher also critically examined motivational factors that can help increase organizational productivity in the Nigerian Civil Service Nigeria.

Therefore, the researcher centered on the identified research problems and other issue, which came up during research work with a view to suggesting prospective and long-lasting solutions to the problems.

The research examined the relationship between Job satisfaction and organizational productivity on the one hand and motivational factor that trigger Job satisfaction on the other hand.

The Researcher was able to achieve the following objectives:

- i. To determine the extent to which, Organizational productivity is hinged on Job satisfaction
- ii. To analyze whether or not, motivation is a key factor towards achieving Job satisfaction
- iii. To find out the significance of Salary, Promotion, rewards and other incentives as motivational tools in achieving organizational productivity in the Nigerian Civil Service.
- iv. To provide probable solution towards having an efficient and effective civil service in Nigeria.

### **The relationship between job satisfaction and organizational productivity**

Several studies, in recent times have relentlessly proven- beyond reasonable doubts, the strong relationship that exists between Job satisfaction and Organizational Productivity; both in the public and private sector. (Frederick Taylor: Theories, Principles & Contributions to Management.) in his scientific management theory reiterates this strong bond. He asserts that:

*"The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee,"*

The words 'maximum prosperity' is used, in this context to mean *not* only large dividends for the company or owner, but the development of every branch of the business to its highest state of excellence, so that the productivity and success may be permanent. The extent of the success and productivity to be achieved is better imagined.

To achieve maximum prosperity, there are principles that should be put in proper perspectives;

1. Employer should give each worker a *definite* task to perform specifically in *definite time and manner*.
2. Employer should select the right employees for the task ahead.
3. Employer should motivate employees in order for them to perform at a high level.

Daniel Forman (1983) also strongly believes that there exists relationship between job satisfaction, self-esteem, and mental health. These three components make up for organizational productivity. He found in the study that better self-esteem and improved mental health was important recipe for a successful organization. Empirical evidence, suggests a visible attribute of the organization that always influences job satisfaction – the cognitive challenge of the work i.e the mental aspect of the job. Thus, the most effective way an organization can enhance its success, while also promoting the job satisfaction of its employees, is to enhance the mental challenge in their jobs, and the most consequential way most individuals can improve their own job satisfaction is to seek out mentally challenging job- although this is not always the case!!! Overall, although job satisfaction- quite unlike organizational productivity are deemed immeasurable and therefore not quantifiable (as in monetary terms), scores on a valid measure of job satisfaction are the most important pieces of information organizations can collect, as a good measure of its effectiveness and success. The relationships are summed up as follows:

- Job performance: The relationship between job satisfaction and performance has an interesting history. In 1985, a quantitative review of the literature suggested that the true correlation between job satisfaction and performance was quite small (Iaffaldano and Muchinsky, 1985). However, more recent evidence reveals that the relationship is larger than was previously thought. A comprehensive review of 300 studies determined that when the correlation are corrected for the effects of sampling error and measurement error, the average true score correlation between overall job satisfaction and job performance is .30. Thus, it does appear that a happy worker is more likely to be a productive one. A productive worker, in turn makes organizational productivity possible. Evidence also exists for a relationship at the work unit level – units whose average employees are satisfied with their jobs are more likely to perform at a higher level than business units whose employees are less satisfied, and to be more profitable as a result (Harter, Schmidt, & Hayes, 2002). Of course, the relationship between satisfaction and performance may be reciprocal. Not only may employees who are happy with their jobs be more productive, but performing a job well may lead to satisfaction with the job, especially if good performance is rewarded.
- Withdrawal behaviors: Job satisfaction displays relatively consistent, negative correlation with absenteeism and turnover. Job dissatisfaction also appears to display negative correlation with other specific withdrawal behaviors, including unionization, lateness, drug abuse, and retirement. These all affect organizational productivity negatively. Furthermore, (Harrison, Newman, & Roth 2006) and (Fisher, & Locke, 1992) have shown that when these specific behaviors are aggregated as indicators of a general withdrawal syndrome, job satisfaction is thus predictively negative.
- Life satisfaction. Evidence indicates that job satisfaction is also *moderately* or *strongly* related to one outcome that individuals find particularly important is life satisfaction (Tait, Padgett, & Baldwin, 1989). Since the job is a significant part of life, the correlation between job and life satisfaction makes sense – one's job experiences spill over onto life. Thus, people who have jobs that they like are more likely to lead happy lives. A happy life encourages productivity in the work place.

However, the impact of job satisfaction on organizational productivity cannot be a fully analyzed concept. This is because both concepts are relative, as they differ from place to place. (Abraham Karman, 1977) asserted that the greater the variation in job, the greater the level of satisfaction of the individual involved in the performance of the job. This is especially true of white-collar jobs. The conclusion came up with after survey of workers in both the Public and private sector in Nigeria.

### **Contextual framework**

The empirical model of job satisfaction and organizational productivity is such, that moves along an almost equilibrium line. This is so, because just like Organizational productivity can be viewed as a simple sum of individual performances and commitment to work; Job satisfaction also can be assessed in the light of how productive the organization is, coupled with the motivational triggers available to the employees. This assertion therefore suggests that these two concepts involve both intrinsic and extrinsic factors which impacts the organization, over a period of time. Job satisfaction and organizational productivity - simply put is the totality of an organization *which includes* weighing up the worker's influence on the job, the nature of the job, the emolument, the promotion/ reward prospects, the nature of supervision, the set goals and achieved goals/objectives. Napoléon Bonaparte, a French statesman and military leader alluded to this fact, when he noted that:

*"The effectiveness of the army depends on its size, training, experience and morale, and morale is worth more than all the other factors together"*

(Harter et al., 2002) found positive correlation between employee's job satisfaction and the organizational performance measured by productivity, profit, employee turnover, employee accidents, and customer satisfaction. Gould-Williams (2003) suggest that when employees act diligently and have outstanding performance, the organizational performance, effectiveness and productivity will be superior. Employee behavior, in an organization is basically goal oriented. It is motivated by a desire to attain certain goal. In analyzing the relationship that exists between job satisfaction and organizational productivity, the existence of the impact of organizational success on workers' job

satisfaction should be examined. Therefore, the question is: Does organizational success have the power to influence or enhance job satisfaction? Cole and (Cole, 2005) provide an answer when he suggested that organizational success causes employee satisfaction. Although it has been contested by various scholars and authors, there still remain to be seen- a better argument, as to prove otherwise. In this context however, (Gross and Etzioni, 1985., p. 4) pointed out that: *organizational reality and human happiness go hand and hand*"

## Research methodology

### Study area

This study covered the Federal Civil Service in Nigeria. The Federal Civil Service, having undergone several reforms was positioned to provide efficient and effective services to the citizenry.

### Research design

To attain the standard required aims and objectives of this study; a descriptive survey (quantitative) was used. Descriptive survey is one of the empirical research techniques which is geared at describing systematically the facts, qualities and characteristics of a given population, event or area of interest as factually and accurately as possible- in order to provide answers to the questions, raised by the statement problem of the research.

### Population and sampling plan

The entirety of the population of this research study is made up of Federal Civil Servant in the FCT. A slight extension was made to a private clinic (for the purpose of comparison only). The workers were drawn from various ministries and agencies of government within and around The Federal Secretariat Complex in Abuja. In all 100 respondents were picked as given below.

In the above table, forty male workers were drawn from the various ministries and agencies of government, while fifty female workers were picked from the various ministries and agencies of government. The remaining ten respondents (5 males, 5 females) were picked from a private clinic (as earlier mentioned). The sum of these employees form the population of this research work.

### Source of data/ instrumentation

Primary and Secondary sources of data collection methods were used throughout the research.

*Primary Source of Data:* Primary data are data used by a researcher. The primary sources of data in this research work were the questionnaires administered directly to the respondents.

*Secondary Source of Data:* Secondary sources of data were extracts from publications, textbooks, journals and other research papers.

The combination of both Primary and Secondary source of data is aimed at providing a very reliable data for the research work, which will lead to drawing of objective and meaningful conclusion.

### Method of data analysis

The method used in this research work, comprises tabulation of raw data collected from the questionnaire and proper evaluation of secondary data, in order to make sense and meaning out of it.

### Results and discussion

The presentation and analysis of the data collected from the field is reviewed. It covers the personal variables of the respondents, as well as their confidential *but* sincere thoughts on the subject matter.

**Table 1.** Distribution on sex of respondents

Sex	Percentage	Total
Male	50%	50
Female	50%	50
Total	100%	100

**Table 2.** Distribution on age distribution

Age	Frequency	Percentage
21-30	45	45%
31-40	22	22%
41-50	23	23%
Over 50	10	10%
Total	100	100%

Table 2 shows that 45 out of 100 respondent or 45% of respondent were within the age bracket of 21 to 30. 22 out of 100 respondents or 22% of the population are within the age bracket of 31 to 40. 23% are within the age bracket of 41 to 50 while just 10% are close to retirement age. This means invariably, that young people are in the Nigerian civil service lately.

**Table 3.** Marital status

Marital Status	Frequency	%
Married	45	45%
Single	52	52%

Table 3 shows that 45% of the respondents are married, while 52% are still single. A meager 3% however admitted to have been divorced or separated.

**Table 4.** Position held

Position Held	Frequency	%
Director level	11	11%
Higher Executive Officer	53	53%
Executive Officer	22	22%
Chief Clerical Officer	12	12%
Clerical Officer	2	2%
Total	100	100%

This information can also be represented as follows

Director level = 11%  
Higher Executive officer =53%  
Executive officer = 22%  
Chief Clerical officers = 12%  
Clerical Officer = 2%

**Table 5.** Distribution based on working experience

Working experience	Frequency	%
1-5 yrs	57	57%
5-10 yrs	22	22%
11-15 yrs	11	11%
16yrs and above	10	10%
Total	100	100%

The Table above shows that the majority of the respondents are people with 5 years working experience.

**Table 6.** Distribution of educational qualification

Educational qualification	Frequency	%
School leaving certificate	14	14%
Diploma	22	22%

Professional	64	64%
Total	100	100%

Table 6 illustrates that the following:

School Cert Holders = 14%

Professional certificate Holders = 64%

Diploma certificate Holders = 22%

## Section B

**Table 7.** I have clearly defined (quality) goals

Response	Frequency	%
Strongly disagree	57	57%
Disagree	24	24%
Neither disagree nor agree	14	14%
Strongly agree	0%	0%
Agree	5	5%
Total	100	100%

57% of the population strongly disagreed that the civil service, through the relevant ministries and agencies has given them clearly defined goals and objectives to be met, during the course of their jobs. 24% disagreed, while 14% of the population felt indifferent about it- although 5% of the population (all from the private sector) agreed that, they have clearly defined goals.

**Table 8.** My job gives me a feeling of personal accomplishment

Response	Frequency	%
Strongly disagree	50	50%
Disagree	0	0%
Neither disagree nor agree	0	0%
Strongly agree	50%	50%

The response in Table 8 elicits a mixed feeling of despondent and happiness from the population. This, I believe is due to the fact that happiness and personal accomplishment is relative and therefore can be different with several people.

**Table 9.** I learn personal growth and development on my job

Response	Frequency	%
Strongly disagree	13	13%
Disagree	50	50%
Neither disagree nor agree	4	4%
Strongly agree	23	23%
Agree	10	10%
Total	100	100%

About 67% of Respondents across board admits, not to have learnt much on the job- while 33% believes they have learnt a thing or two over time.

**Table 10.** I am adequately rewarded for my efforts

Response	Frequency	%
Strongly disagree	57	57%
Disagree	24	24%
Neither disagree nor agree	4	4%
Strongly agree	10	10%
Agree	5	5%
Total	100	100%

A total number of 57 workers strongly disagreed, to being adequately compensated for their efforts put in the workplace. 24 workers disagreed, while 4 % felt indifferent about it. Another 15% agreed to varying degrees.

**Table 11.** Do you think you are well paid?

Response	Frequency	%
Strongly disagree	80	80%
Disagree	4	4%
Neither disagree nor agree	0	0%
Strongly agree	0	0%
Agree	16	16%
Total	100	100%

A whopping 84% of the population feels they are underpaid, while 16% of the respondent thinks otherwise. This is due to the fact, that the standard and cost of living is high.

**Table 12.** Welfare facilities provided by my organisation are satisfactory

Response	Frequency	%
Strongly disagree	47	47%
Disagree	4	4%
Neither disagree nor agree	35	35%
Strongly agree	0	0%
Agree	14	14%
Total	100	100%

54% of the population, although to varying extents- feels that their welfare is not being adequately catered for. 35% felt indifferent about it, while 14% agrees that the welfare packages are top notch.

**Table 13.** Is training a motivating factor

Response	Frequency	%
Strongly disagree	0	0%
Disagree	44	44%
Neither disagree nor agree	14	14%
Strongly agree	37	37%
Agree	5	5%
Total	100	100%

42% of the respondents see training as a motivating factor. 44% totally disagreed, while 14% admits to feel indifferent about it.

**Table 14.** Which motivates you most

Response	Frequency	%
Salary/increased minimum wage	77	77%
Promotion	14	14%
Leave	0	0%
Training	7	7%
Recognition/award	2	2%
Total	100	100%

77% sees Salary increment as the best motivation to them. 14% feels Promotion motivates those best, while 7% and 2% sees training and award as the best motivation, respectively.

**Table 15.** How is the working environment

Response	Frequency	%
Not very conducive	50	50%
Not conducive	24	24%
Indifferent	12	12%
Very conducive	0	0%
Conductive	14	14%
Total	100	100%

74% of the population, to varying extent feels the office environment isn't conducive to them. 12% feels indifferent, while 14% admits that office environment is conducive. This makes up for the huge infrastructural deficit in government offices.

**Table 16.** Considering everything, how satisfied are you, with your job

Response	Frequency	%
Very dissatisfied	20	20%
Dissatisfied	50	50%
Indifferent	10	10%
Very satisfied	0	0%
Satisfied	20	20%
Total	100	100%

Finally, 70% of the population is *to varying degrees* dissatisfied with their job. 20% feels satisfied, while 10% feels indifferent about it.

### Analysis and interpretation of findings

Based on the information gathered from these primary sources, the following observations were made:

An overwhelming number of respondents (70%) agree to be dissatisfied with their job although it does not foreclose the prospect of improving their feelings in the future. This is due to lack of efficient reward system, coupled with high standard of living in the country.

Buttressing the point perhaps is the reason why the Federal Government, thought it wise to increase the National Minimum wage of workers in the country.

Finally, based on the analysis of the results, we can prove beyond all doubts that Organizational productivity is hinged on Job Satisfaction, among other factors.

The research also found the following:

- Majority of those in the Civil service are not satisfied with their Jobs.
- Majority of those in the Civil service thinks they are not adequately rewarded for their efforts.
- Majority of those in the civil service thinks salary increment is the best motivation ever.
- An average Nigerian worker feels the working environment in the civil service is not conducive.
- An average Nigerian worker feels training and personal development can motivate them.
- Most civil servants don't have clearly defined objectives and target to meet.

### Conclusion

In conclusion it could be rightly said that general result of this present study does not differ from the acceptable degree of general compliance of similar studies in the past to their purpose upon several generalization.

One can easily conclude that exactly the same result could be expected if similar study is conducted in some selected private 'enterprises in any part of the counties at large.

The useful of questionnaire, direct interview and direct observation as instrument for collection of data for the study was effective and suitable. The questionnaire was directed to one respondent and collected in the same manner to enable me, analyze the data



Finally, one can readily say from findings that there was advance effect of job satisfaction in organizational productivity.

## Recommendation

The study is concluded to investigate how government can help improve reform and reposition the Civil service in Nigeria, towards delivering efficient and effective service, by enhancing and boosting the job satisfaction level of its employees.

In view of finding, I made the following recommendation to improve a lot of workers in the economy.

- The Office of the Head of Civil Service of the Federation should lay more emphasis on workers welfare such as designing training programmes, provision of social amenities like staff quarters, and other fringe benefits in the company,
- The Office of the Head of Civil Service of the Federation should see promotion and salary policy as very vital organizational tools, because they are triggers that can stimulate employees to work hard.
- The Office of the Head of Civil Service of the Federation should work out appropriate modalities for recognizing and rewarding deserving employees.
- Finally, The Office of the Head of Civil Service of the Federation should imbibe best world practices to further improve the condition of service and other work place conditions.

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