

JOB SATISFACTION AND EMPLOYEES' WORK PERFORMANCE IN THE OYO STATE'S CIVIL SERVICE, NIGERIA

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Abstract

The effectiveness and ability of any organization to always meet its set targets through enhanced performance and quality service delivery do not only lie on the competence of its management team, but also on its capacity to adequately satisfy its workforces, in that satisfied employees create a pleasant atmosphere within the organization to perform well. The paper therefore examines the effect of job satisfaction on the employees' work performance in Oyo State's civil service, Nigeria with a focus on Oyo - East Local Government Area (LGA) of the state. Simple random sampling technique was utilized for the study with the adoption of structured questionnaire to elicit the required information from the respondents. The descriptive statistics used included simple percentage and tables, while inferential statistics employed was regression analysis. The findings of the study showed that dimensions of job satisfaction (rewards, managerial support, working environment, and co-workers' support) have positive and significant effect on the work performance of employees in Oyo – East LGA. Reward (R) ($\beta = .420$; $t = 17.229$; $P < .05$), managerial support (MS) ($\beta = .556$; $t = 2.780$; $P < .05$), working environment (WE) ($\beta = 0.105$; $t = 3.344$; $P < .05$), and co-workers' support ($\beta = 0.172$; $t = 4.854$; $P < .05$). The study therefore recommends improvement on managerial support for its staff members and also on the working environment through proper employees-management' relationship coupled with offer of autonomy so as to achieve employees' absolute loyalty to the workplace for enhanced performance.

Keywords: Employees' Performance; Job Satisfaction; Organizational Efficiency; Organizational Goals; and Work Commitment

Introduction

Organizations across the globe, private or public, service or manufacturing depend largely on their workforce for optimum work performance and enhanced productivity for organizational efficiency and effectiveness. This necessitate the urgent need for ensuring job satisfaction at work as human resource is the most essential asset for workplace development. Beside, this is the only resource that estimates or determines the quantity of other organizational resources needed before annexing them for effective utilization so as to get the best return out of them.

Presently in the world of work, organizations together with their management teams are faced with the enormous task or challenge of the appropriate strategies to adopt for guaranteeing their employees' maximum satisfaction. This is as a result of the fact that employees offer their best for the best of the organization in which they work only and if they are made happy to the level of their expectation and when being contended with the moves and actions of their employers. However, the reverse is the case if they are not satisfied as they could do anything humanly possible to ensure that the organizations suffer unmatched loss. Thus makes the management of human resource an art which the workplaces always adopt to gratify their workforces as the greater the employees' level of satisfaction in the establishment, the higher the organization's returns (Alamdar, Muhammad, Muhammad & Wasim 2012).

According to Mohammed (2016), job satisfaction is a phenomenon that functions as a benchmark on how an employee feels either positive or negative about his job. This is a positive or pleasurable emotional state that is consequent to the assessment of an individual's job and job experiences, that is, the attitudes and feelings that employees have about their works. This can be termed "end state of feeling" as this feeling could either be positive or negative since this is very much dependent on whether one's needs are met and satisfied or not. The employees with positive feelings about their job are bound to have a high level of job satisfaction, while those who have negative feelings about their job do hold or have a low level of job satisfaction. Employees in the workplace are highly productive and are the most satisfied when their job proffers them with security from economic worry, recognition of made efforts, spotless policy of grievances, opportunity to come out with one's opinions together with believed way-outs, involvement in decision making and management of the workplace affairs, job description, duties and role specification, opportunities for elevation, fringe benefits, good payment structure, incentive plans together with profit sharing deeds, health and safety methods, social security, reward, communication and communication system, and atmosphere of mutual trust respect (Kuria, 2011).

In the contemporary time, employees' satisfaction is becoming more and more challenging for organizations including the government ministries particularly at the state level as a result of different factors like paucity of fund for prompt salary payment to the staff, undue interference, lack of freedom of operation (these first three challenges are mostly peculiar to the government's ministries), employee – manager's relations, rivalry, dissimilarities in the employer-employee's levels of expectation, increase in the cost of hiring new talents, among others. Therefore, there is high need for employers to direct well planned efforts towards the satisfaction of the current workforces so as to be able to increase retention rates and minimize the costs associated with high labour turnover as voluntary employees' turnover poses a very great danger to organizations' success since the labour market today is growing and changing fast. It is therefore the responsibility or obligation of the leaders at all levels in the organizations to adapt to these changes with a view to make their establishments profitable (Mitchell, Holtom & Lee, 2001). Therefore, in a bid to ensure or achieve this, it is very much essential to satisfy the key employees in these organizations since they are the individuals that drive the vehicles of the organizations forward through effective work performance and prompt quality service delivery.

However, this research was conducted with a focus on Oyo - East Local Government Area (LGA), Oyo – State, Nigeria. Choice of the study area was attributed to the encountered difficulties in the local government lately. These include decrease in job commitment of staff, frequent employees' lateness to work, and repeated non-appearance at the duty-post by some staff members of the local government with these arising from the insufficient appreciation of employees' efforts by

the authority as it was obvious that workers were dissatisfied and were not performing in commensurate to the set targets. It is thus considered indispensable to measure the effect of job satisfaction on employees' performance in the Local Government Area as it is required of its authority to boost job satisfaction of its workforce within the frame of its operations so as to heighten the performance level of the organization in a sustainable manner. This is with the broad objective of examining the effect of job satisfaction on the employees' work performance in Oyo State's civil service.

While job satisfaction has recently drawn attention in the current world of work, and in Nigeria in particular, past researches in the country were different in the time frame in which they were carried out and also in their areas of focus. For instance, in Okeke (2010)'s research was contred on. Government's owned enterprises in the eastern Nigeria, while Mohammed (2016) focused his study on tertiary institution in the northern part of the country, that is, Bauchi State University Gadau. Similarly, Ajayi, (2019) concentrated his study on selected Universities in Nigeria. However, it is unsure whether there has been any past empirical study that focused on local governments in Nigeria in general or on Oyo - East LGA, Oyo – State in particular. It is however this gap that this study sets to fill.

Literature Review

Concept of Job Satisfaction

Despite the usage of job satisfaction in the scientific research and in daily life, there is still no universal agreement over what job satisfaction is. In fact, there is no general definition on what job is. As a result, various authors or scholars have come up with dissimilar approaches towards defining the concept (Aziri, 2011). For examples, Davis and Nestrom (1985) refer job satisfaction as a combination of positive or negative feelings that employees possess towards their work. It is therefore maintained that the concept represents the extent to which expectations are met and matched with the actual reward since an employee comes with his needs, desires and experiences when being newly absorbed into the workplace which these go a very long way to determine expectations which he has discharged or given up as the term is strongly associated with that person's behaviour in the organization.

More also, Statt (2004) defines job satisfaction as the extent to which an organization's member of staff is contented with the rewards that he or she gets out of his or her job, principally in terms of intrinsic motivation. Similarly, Kaliski (2007) opines that job satisfaction means an employee's sense of accomplishment and success on the job. The term is therefore professed to be directly related to productivity as well as to an individual's welfare which invariably denotes engaging in a job that an individual delights in, doing this very well and being compensated for one's efforts. The concept is further meant to infer enthusiasm and happiness with one's duties at work. To Armstrong and Taylor (2014), job satisfaction is the attitudes and feelings persons have over and about their work as the indication of whether an individual is satisfied or dissatisfied hinges on his attitude toward his job. However, an employee can be said to be satisfied when he feels and thinks positively toward his job, and the reverse is the case when such worker feels and thinks negatively. It is therefore argued that it is imperative for the management of organizations to understand and recognize the human element in their workplaces since successful organizations generally see average members of staff as the essence of quality and productivity gains and such places of work do not necessarily expend much on capital investment, but on their workforce development and gratification as the ultimate source of enhancement.

Measurement of Job Satisfaction

Considering the fact that there is yet to be global acknowledged definition of job satisfaction, so also no singularly established theory to give details about the concept. It is therefore not an understatement to say that there subsists no single best way to measure job satisfaction (Coverdale, 1979). However, the mostly cited survey instrument well-known in the literature includes the Job Descriptive Index (JDI), Job Satisfaction Survey (JSS) and Minnesota Satisfaction Questionnaire (MSQ).

- i. **Job Descriptive Index (JDI):** Job Descriptive Index (JDI) is a research instrument and diagnostic gauge that is meant for measuring employees' satisfaction together with their job in five different dimensions such as present job, present pay, supervision, opportunities for promotion and co-employees in which it is widely adopted in business and government as its validity is as well very reliable. Job descriptive index happens to be the most widely used tool in measuring job satisfaction in this modern days as over 50% of the available academic papers in management journals utilize this to ensure the measurement of employees' level of job satisfaction (Smith, Kendall & Hulin, 1969).
- ii. **Job Satisfaction Survey (JSS):** Job Satisfaction Survey (JSS) is an instrument that organizations do make to train and maintain their valuable and highly treasured workforces as it focuses on nine dissimilar aspects of job satisfaction such as pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication designed for the assessment of workers' attitudes over specific aspect of their work (Liu, Borg & Spector, 2004).
- iii. **Minnesota Satisfaction Questionnaire (MSQ):** Minnesota Satisfaction Questionnaire was the handy work of Weiss, Dawis, England and Lofquist in 1967. It is appropriate in measuring specific facets of an individual's satisfaction with his work, and it is as well capable of detailing the rewarding aspect of a job than comprehensive measures of job satisfaction. This instrument has broadly been utilized to investigate vocational needs of clients in counseling, follow-up studies and creating information regarding reinforcers in jobs.

Concept of Work Performance

Job performance is a role of the individual's deed on particular objectives that is made up of distinct standard job descriptions (Murphy & Kroeker, 1988). It encompasses obvious behaviours that people observe in their jobs which are important in achieving organizational goals, and these behaviours are expected to be organizational goals related (Campbell, McCloy, Oppler & Sager, 1993). In accordance to Griffin (2005), performance behaviors are the entire set of work related behaviors that a place of work expects an individual to exhibit. This is the behavior that makes the accomplishment of results possible in the organization (Armstrong & Taylor, 2014). It represents management of actions and behaviours of employees which actually result in the organization's goals (Rotundo & Sackett, 2002). To Campbell and Wiernik (2015), job performance can be described as things that employees actually do, actions that they take which contribute to the achievement of the organization's goals. This is an apt job activity that is expected from a worker in his organization, and how well the activity is undertaken (Dunmade & Aliyu, 2020)

However, Armstrong and Taylor (2014) therefore submit that performance is a multi-dimensional concept that involves two aspects: the behavioral (process) aspect and the outcome (result)

aspects. The behavioral aspect denotes what employees do at work, while the outcome aspect is referred to the results of the workers' behavior. It is therefore concluded that the attitude of employees working hard is required for the achievement of the organizational set goals and stated objectives particularly within the ever evolving and changing business environment.

Factors Influencing Employee's Performance

The core reason for all motivational efforts in the workplace is for the organization to enjoy a rise in employees' performance capable of resulting in the overall increase in the corporate performance since well-motivated workforces tend to out-perform the unmotivated ones (Okeke, 2010). Thus makes it a necessity for management's in-depth understanding of key factors influencing the performance of its workers which are:

- i. **Ability:** It is a known fact that human beings are differently gifted with dissimilar abilities for diverse purposes (Okeke, 2010). Individuals who are well built and strong are believed to be able to perform well and better when it comes to activities requiring energy than those who appear smallish and fragile. Also, an intelligent person is expected to excel more in mental works than those who are somehow dull or less brainy.
- ii. **Skill:** Another factor influencing work performance is an acquired skill. A well trained person tends to have an expertise in effectively carrying out his assigned task due to the gotten skills and obtained knowledge over time. It is therefore the responsibility of the organizations craving for better employees' work performance to invest heavily in training and re-training of their workforces.
- iii. **Lack of Physiological Drive:** As explained by (Okeke, 2010), absence of strong passion or fighting spirit for achievement or success is one of the factors that militate against superlative work performance by an individual in the workplace. People who naturally have internal urge (drive) for success are believed not to easily give up on the pursuance of their dreams. They do set attainable goals for themselves and do ensure that they do everything humanly possible to realize these as they are incomparable with weak minded fellows who are often contented with their present states or unnoticeable achievements in life.
- iv. **Ability of the Organization's Management Team:** Okeke (2010) argues that for any organization to realize its set goals and achieve the predetermined objectives, management team of such establishment must be able not only to create a favourable environment in which its employees must work, it must as well be competent enough to motivate and mobilize these workforces towards the attainment of those targets. The inability to do these will in no doubt spell doom for the organization in the long run.
- v. **Technology:** Okeke (2010) is of the opinion that the type of adopted technology for use in a workplace goes a long way in influencing the work performance and employees' achievement in such an organization as obsolete equipment do retard performance and slow down works, while non-functional machineries are also capable of adversely affecting the rate and quantities of turned out outputs. Organizational progress or expansion is bound to be recorded or witnessed where the management of the organization beliefs in the use of sophisticated machineries and adoption of innovative approaches in carrying out the daily operations of its establishment.
- vi. **Attitude:** Attitude is observed to be infectious among people who work together over time (Okeke, 2010). Employees who have a bad attitude to work tend to fit into McGregor's theory X which sees people to be naturally lazy and would not ordinarily wish to do anything

meaningful at work, except they are strictly monitored and handled with iron. Works will be promptly and effectively undertaken in a situation where positive attitudes are shown by the workers toward the organization and the activities being carried out there. Therefore, employees must be well encouraged through adequate motivation and proper work design by those at the helm of the organization's affairs.

Theoretical Framework

In an effort to ensure the description of the nexus between job satisfaction and employees' work performance in the Oyo - East LGA, Oyo – State, Herzberg two factors theory on which this research was anchored was reviewed and embraced.

Herzberg's Two Factor Theory

Herzberg's two-factor theory is an essential frame of reference for managers who aspire to have clear understanding about job satisfaction and issues related to job performance. The theory is a beneficial reminder that two key two different job aspects exist: what individuals at work do in terms of job tasks (job content), and the work situation in which they do it (job context). Herzberg undertook a study which established what employees essentially desire and hope to get from their jobs. The respondents had to give full description of situations in the organization in which they are contented (satisfied) or felt bad (dissatisfied). The gotten feedback was therefore classified into both satisfaction and dissatisfaction. Features such as advancement, recognition, achievement, work itself, growth and responsibilities were grouped under job satisfaction and being referred to by Herzberg as motivators, he as well brought together features such as conditions of work, work supervision, interpersonal relationships among workforces, organization's policy and administration and then considered them as hygiene factors.

It is therefore suggested that managers should always make efforts in eliminating poor hygiene sources of job dissatisfaction in the place of work and as well try to build satisfier factors into the employees' job content so as to amplify opportunities for job satisfaction. Hence, it can be said that Herzberg two factor theory is significant and applicable to this study given that it makes it known that workforces do have two classes of needs which have to be addressed and met. This theory as a result is helpful to guide in ascertaining determinants of workers' satisfaction in the workplace such as Oyo - East Local Government Area (LGA), Oyo – State.

Empirical Review

Abdul Wahid (2015) evaluated the impact of job satisfaction on employee's performance in the faculty of science and humanity studies, University of Salman Bin Abdul-Azi, Aflaj Campus with the sample size of 86 members of teaching staff of the faculty. Both chi- squared and regression analysis were used as the study's analytical tools. The findings of the study established a positive and statistically significant relationship between job satisfaction and employee's performance.

Mohammed (2016) examined job satisfaction and employees' performance with a focus on the non-academic staff of Bauchi State University, Gadau, Nigeria (BASUG). The study adopted systematic random sampling technique with two hundred and seventy (270) as the sample size. The collected data was analyzed using Statistical Package for Social Sciences (SPSS). The findings of the study depicted that there is positive and significant effect of job satisfactions on the performance of non- academic staff of the studied University.

Muna, Zain and Shaju (2017) investigate the influence of job satisfaction on employee performance. The result of the study established dual direction of the relationship that constitutes a cycle cause and effect relationship given that satisfaction brings about performance and performance as well results in satisfaction of workers through some mediating factors. However, this study therefore concludes that successful establishments are those that do utilize periodic satisfaction and performance measurement tests so as to set corrective actions.

Methodology

This study adopted survey as research technique and developed a set of structured questionnaire as instrument utilized in the collection of primary data. The questionnaire was administered directly on respondents while the responses were immediately collected with the exception of where the respondents requested for more time. The questionnaire contains two segments. The first segment addresses demographic information and educational background of the respondents, while the second segment was designed so as to elicit information over the effect of job satisfaction on the employees' work performance and to know respondents' perception on the extent to which job satisfaction influences their work performance.

Reliability and Validity of the Used Instrument

The used questionnaire was modified from the reviewed literature and therefore validated by an expert with the proficiency in designing questionnaire in the field of study. The questionnaire was adapted from the reviewed literature and validated by a professional in the field of study given that he is proficient in designing questionnaire. The nature of the questionnaire was in a close-ended form, as it was designed in such a way that the respondents could easily understand it. The study utilized Five Point Likert Scale as its measurement technique with 1 = strongly disagree, 2 = disagree, 3 = Neutral, 4 = agree, and 5 = strongly agree. The Cronbach's alpha, which refers to a measure of reliability of an instrument of the whole sub-scales, is enormous with the coefficients that are between 0.79 and 0.83. The study then adopted random sampling technique with the aim of ensuring that every participant in the study area has a selection chance.

Sample Size and Sampling Technique

The used population for the study involves all employees of Abeokuta - North Local Government Area located at Akomoje near Abeokuta, Ogun - State. The total population of the study is unknown. Therefore, a sample of One Hundred and Thirty-Five (135) was drawn to represent the population. This was in line with the opinion of Hill, Brierley and McDougall (2003) that a sample size of One Hundred (100) and above is sufficient enough for research findings. So, a total of One Hundred and Thirty-Five (135) copies of a set of questionnaire were administered to the staff members of Oyo - East LGA, Oyo - State. However, out of 135 sets of questionnaires administered, 120 were returned, being 89 % response rate.

Method of Data Analysis

Descriptive techniques such as frequency, percentage and tables were used for characterizing the responses, while the study employed regression as the adopted inferential statistics.

Hypothesis of the Study

H₀₁: job satisfaction does not have any effect on the work performance of employees of
Oyo - East LGA, Oyo - State.

Results and Analysis

The data analysis of the study was based on One Hundred and Twenty (120).

Table 1: Demographic Characteristics of the Respondents

S/N	Characteristics	Frequency	Percentage
1.	Gender	Male	90
		Female	30
	Total	120	100.0
2.	Age	21-30 years	11
		31-40 years	37
		41-50 years	66
		51 years and above	6
	Total	120	100.0
3.	Marital Status	Single	25
		Married	67
		Divorced	9
		Separated	19
	Total	120	100.0
4.	Educational Qualifications	NCE/ND	24
		HND/B.Sc	54
		MSC/PHD	30
		Professional certificates	12
	Total	120	100.0
5.	Working Experience	Below 1 year	6
		1-5 years	30
		6-10 years	60
		10 years and above	24
	Total	120	100.0

Source: Field survey, 2021

The Table 1 above reveals the gender of the employees at Oyo - East LGA, Oyo – State. in which 75.0% were males, while 25.0% were females. This shows that males were more interested in being participants of this study or the LGA has more male workers than their female counterparts. The age of the respondents indicated that 9.2% of the employees' age in LGA was between 21-30 years, 30.8% were between 31-40 years, 55.0% were between 41-50 years, and 5.0% were between 51 and above years. This age bracket made known the energetic working age economically mentioned in industrial workplace in the selected area.

The table also describes the marital status of the respondents. 20.8% of the respondents were single, 55.8% were married, 7.5% were divorced, and 15.9% of were separated. More also, the table indicates the staff's levels of education. 20.0% of the employees in Oyo - East LGA, Oyo – State were ND/ NCE holders, 45.0% of them had B.Sc./HND, 25.0% were holders of Ph.D., then 10.0% of the members of staff have professional certificates, meaning that these respondents were in the best position to offer an impartial evaluation of the effect that job satisfaction has on their work performance centered on their literacy level.

Likewise, the table showed the years of the staff's working experience in the LG with 5.0% of the workers having spent less than 1year, when 25.0% of them spending between 1-5years, then

50.0% had being the LG for 6-10 years, and 20.0% have being working there for 10 years or more. This signifies that majority of the staff of the local government have garnered enough experience that could make them to actually understand the concept of job satisfaction and how this could impact on the magnitude and quality of their contribution to the local government.

Test of Hypothesis

H₀₁: job satisfaction (offer of rewards, managerial support, working environment, and co-workers' support) does not have any effect on the work performance of employees in Oyo - East LGA, Oyo – State.

Table 2: Regression Result

Model 1	R = 0.801	R ² = 0.642	Adj.R ² = 0.637		
	Sum of square	Df	Mean square	F	Sig.
Regression	122.982	3	61.491	723.42	0.000 ^b
Residual	68.522	117	0.085		
Total	191.503	120			
Variable	Unstandardized coefficient (β)	Std. error	Standardized coefficient (β)	T	Sig.
Constant	6.618	1.151		5.750	<.05
R	381	.022	.420	17.229	<.05
MS	.490	.021	.556	2.780	<.05
WE	.064	.019	.105	3.344	<.05
CS	.133	.027	.172	4.854	<.05

Source: Authors' Computation, 2020

Note: Reward (R), Managerial Support (MS), Working Environment (WE) and Co-workers' Support (CS).

The Table 2 revealed the joint effect of dimensions or variables of job satisfaction (reward, managerial support, working environment and co-work support) on job performance of the staff members of Oyo - East LGA, Oyo – State to be significant ($F_{(3, 117)} = 2723.42$; $R^2 = 0.801$, $P = <.05$). This is given that the predictors or variables jointly contribute 63.7% of the variance in the employees' job performance, while the remaining 36.3% could be due to the effect of extraneous variables. This implies that variables such as self-concept, family - work conflict, and job stress are capable of jointly having impact / effect on the perceived job performance. Therefore, it can be maintained that employees' job performance to a significant extent is determined by the combination of job dimensions (reward, managerial support, working environment and co-workers' support).

Furthermore, the relative contribution of each of the independent variables was showed. Reward (R) ($\beta = .420$; $t = 17.229$; $P <.05$), managerial support (MS) ($\beta = .556$; $t = 2.780$; $P <.05$), working environment (WE) ($\beta = 0.105$; $t = 3.344$; $P <.05$), and co-workers' support ($\beta = 0.172$; $t = 4.854$;

P<.05) were independently predictive of employees' job performance at 5% level respectively. This was with the implication that dimensions of job satisfaction (reward, managerial support, working environment and co-workers' support) do have positive and significant effect on the employees' job performance in the Oyo - East LGA, Oyo – State.

Findings of the Study

The respondents for the study were staff members of Oyo - East LGA, Oyo – State. The study explored both positive and negative factors impacting on the job performance of the employees in the local government through the examination of four (4) different dimensions of job satisfaction: reward, managerial support, working experience, and co – workers' support. The findings of the study therefore established that out of all the four dimensions, offer of reward to employees, and co – workers' support were considered by the workforce as the main determinants of job satisfaction. That is, reward and co – workers' supports have more positive effect on their work performance given that most of the high satisfiers in the workplace are those whose work experience is above 10 years, while the bulk of medium satisfiers are those with 6 to 10 years of work experience. The low satisfiers happened to be workers whose years of work experience is between 1 and 5 years, meaning that employees who have high work experience are high satisfiers than their less experienced counterparts as the key reason for this might not be unconnected to the fact that employees with high work experience are satisfied with their physiological needs.

Also, co-workers' supports, that is, interaction among employees in the Oyo - East LGA increases through socialization and collaboration. It was confirmed that most staff members of the local government are satisfied with their relationship at work. However, the result of the hypothesis indicates that job satisfaction in the local government has a positive and significant relationship on the employees' work performance. This means that improvement in the level of job satisfaction of the workers used to result in higher performance of those workforces. The result of this hypothesis is in agreement with the findings of previous studies carried out by Abdul Wahid (2015); Mohammed (2016); and Muna, Zain and Shaju (2017). These researchers all observed in their respective studies that job satisfaction had positive and significant effect on the job or work performance of workers in their studied establishments.

Conclusion and Recommendations

Conclusion

Consequent to the findings of this study, it can be argued that employees' job performance has continually been a critical issue in the organizational management as adoption of effective strategies for motivating workforce into achieving and delivering enhanced and quality work performance as well as improving the organizational competitiveness is a great task requiring the full attention of management of the organization at all levels. This is due to the fact that organizational effectiveness and efficiency are dependent so much on how committed, industrious and proficient employees in the organization are. Therefore, it could be concluded that job satisfaction has positive and significant effect on the work performance of employees in the Oyo - East LGA, Oyo – State.

Recommendations

Resulting from the findings of this study, it is therefore recommended that since employees with high job satisfaction do show high engagement at work and consequently perform better and higher, the authority of the local government should therefore:

- i. Endeavor to improve on managerial support for its staff members and also on the working environment, in that these factors were reported or established to have impacted less on the work performances of these employees compared to the dimensions such as reward and co-workers' support. This could be done through proper employees- managers' relationship coupled with offer of autonomy. These, if well effected can prompt the workers into developing more interest in being totally loyal to the workplace, thus leading to a positive intervention which is proven to be the social information upon which the employees' attitude formation towards jobs is based. This could as well increase the employees' job satisfaction level when being offered autonomy in business decisions, favorable and clean environment.
- ii. Focus on all other components of job satisfaction, and not just limiting itself only to any one of these as other key factors include training and development, promotion and equity, while also applying periodic job satisfaction and performance measurements test so as to track the level of these essential variables with a view to ensure corrective actions as at when necessary.

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