

IMPACT OF JOB SATISFACTION ON EMPLOYEES PERFORMANCE: A CASE STUDY OF A REPUTABLE MANUFACTURING COMPANY IN AWE, OYO STATE, NIGERIA

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Abstract

This study examines the impact of job satisfaction on employee's performance, using a reputable manufacturing company in Awe, Oyo state. The study examines the impact of pay on employee's performance; evaluates the impact of a safe working condition on employee's performance and determines the joint effect of pay, safe working condition and promotion on employee's performance. Primary source of data was use. The use of questionnaire was employed to gather necessary and relevant data from the respondents. Questionnaire was used in order to minimize the problems associated with data collection and to ensure that the results are visible and bias free as expected. The data was analyzed using inferential and descriptive statistics. The descriptive statistics involves frequency table, while the hypotheses were tested using regression, multiple regression analysis and Analysis of Variance (ANOVA). The results of the findings show the value of R^2 (0.741) which indicates that pay independently account for 74.1% of the variation in employee performance. The f -statistics of 45.584 shows that the model is statistically significant. It also shows that there is a significant relationship between pay and employee performance. The value of R^2 (0.593) indicates that safe working conditions independently explain 59.3% of the variation in employee performance. The f -statistics of 9.398 shows that the model is statistically significant. It also shows that there is a significant relationship between safe working conditions and employee performance. The value of R^2 (0.866) indicates that pay, safe working conditions and promotion jointly explain 86.6% of the variation in employee performance. The f -statistically of 41.237 shows that the model is statistically significant. This implies that pay, safe working conditions and promotion jointly account for employee performance. From the results of the findings, it can be concluded that there is a significant relationship between pay and employee performance, there is a significant relationship between safe working conditions and employee performance and lastly, pay, safe working conditions and promotion jointly account for employee performance. In other words, there is a significant relationship between job satisfaction and employee performance. It is hereby recommended that organisations must on regular bases review the pay of employees in line with the economic trends, monitor the working conditions, and promote employees based on merits.

Keywords: Job satisfaction; Employees; Performance; Pay; Safe working condition.

Introduction

Organizations are set up for the achievement of organizational goals and objectives such as profitability, sales, increase in customer satisfaction, expansion, growth, employees' satisfaction, stakeholders' satisfaction, etc (Ibojo & Olawepo, 2012). In achieving these

objectives, it is necessary to understand the human resources and how to create a high level of job satisfaction in order to increase the level of employee's performance. The needs to motivate the human resources of an organisation in order to increase the level of employee's performance necessitate this write up. Job satisfaction is as a result of employees' perception of how well employees job provide those things that are viewed as important (Olawepo, Ofoegbu&lbojo, 2013). Of recent, researchers and scholars concentrate on the determinants of job satisfaction.

The level of organizational performance both in public and private sectors of the economy depends on the performance of the employees which may directly or indirectly leads to organizational performance. Having understood the vitality of the effectiveness of the human resources in the realization of organisational performance, it is therefore necessary and germane for organisations not only create conducive environment but also to motivate the human resources to a great extent.

In considering the level of motivation to be given to employees, taken into consideration the level of the conduciveness of the environment, it is necessary to understand the basic necessities such as food, shelter and clothes, which constitute the physiological needs. The gratification of these needs will pave way for security needs, which lead to social and love needs when gratified. The satisfaction of the social and love needs pave room for self-esteem and finally for self-actualization for the development of full potentials of employees.

Alandar, Muhammad, Muhammad. and Wasim (2012) were of the view that if the human resources or workers are highly taken care of, and are satisfied with the job, they tend to put in their best towards organizational performance but if employees are not contented with the moves and actions of the employers, they may not put in their best in increasing the level of organisational performance. They were of the view that effective job satisfaction attract, motivate and retained the most committed workforce. It is an undisputable fact that, organizations that provide job satisfaction to employees tends to motivate and retain effective, efficient and committed employees for organizational performance.

It should be noted that job satisfaction affect the level of absenteeism, commitment, productivity and performance. It prevent to a large extent the level of absenteeism, promotes employees commitment, productivity and organisational performance as a whole.

Aside from promoting the level of employee's commitment, job satisfaction improves the retention level of employees and reduces the cost of hiring new employees (Murray, 1999). This is because organizations tend to retain committed employees as a result of high job satisfaction.

Research Objectives

The broad objectives of this paper is to evaluate the impact of job satisfaction on employees performance, the specific objectives are to;

- i. examine the impact of pay on employees performance
- ii. evaluate the impact of a safe working condition on employees performance
- iii. determine the joint effect of pay, safe working condition and promotion on employees performance.

Literature Review and Conceptual Review

Employees Performance

It is necessary to review the subject matters and the determinants of job satisfaction on employee's performance. Anitha (2013) defined employee performance as an indicator of financial, non-financial, as well as other outcome of the employee that has direct relationship with the performance of the organization. Its achievement further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance (Muhammed, 2016). It can therefore be presumed that employees performance is performance in meeting the anticipated worth and achievement of tasks at a given period of time.

Abbas and Yaqoob (2009) were of view that employee performance represents the broad belief of personnel about their behaviour and contributions towards the achievement of the organisation.

Job Satisfaction

Job satisfaction has been viewed by many scholars from different fields and perceptions. It can be viewed as the degree of level of gratification of the various combination of needs as a result of performing a particular job. Spector (1997) was of the opinion that job satisfaction looks at individual feeling about his/her jobs. This involves the rate at which individual derives satisfaction from his/her job. It is therefore, necessary to say that job satisfaction is a benchmark on how workers feel about their jobs either positive or negative.

Aziri (2011) reiterated the fact that job satisfaction falls within the bracket of extreme satisfaction and extreme dissatisfaction. This aligns with Herzberg two-factor theory of motivators and hygiene factors. Locke (1975) saw job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Aziri observed further that job satisfaction is a persistent feeling towards discriminable aspect of a job situation.

From the perspective of Kaliski (2007) job satisfaction can be seen as feeling of an accomplishment and how successful a worker is, which has direct and positive relationship with employees performance. George and Jones (2008) suggested that job satisfaction envelope the beliefs and feelings perceived by workers about their respective jobs.

From the above various definitions, one can presumed job satisfaction to be multi-dimensional in nature, because it has been viewed from different perspectives by different scholars

In a practical way, job satisfaction and motivation are interrelated but different in context. Although both of them contribute to improve employees performance but differ in applicability. Satisfaction is not the same with motivation but they are interrelated (Kaliski 2007). Job satisfaction can be related to attitude or an internal state of achievement, feeling of contentment which can be qualitative or quantitative (Mullins, 2005).

Motivation can be seen as a drive, urge and factors that makes one to behave in a particular way, it is a process which can be internal or external that arouse enthusiasm to pursue a particular cause of action.

Muhammed, 2016) was of the view that wages, job security and rewards are parts of the variables that affect job satisfaction. He also emphasized the benefit of job satisfaction to

include reduction in employee's complaints and grievances, reduction in absenteeism high job turnover, job security, etc.

Theoretical Review

Maslow Hierarchy of Needs Theory:

Maslow (1943) described man as a wanting animal whose needs are organized in an hierarchical order. He identified five fundamental levels of needs. These needs and examples of how they can be satisfied are explained in Figure 1

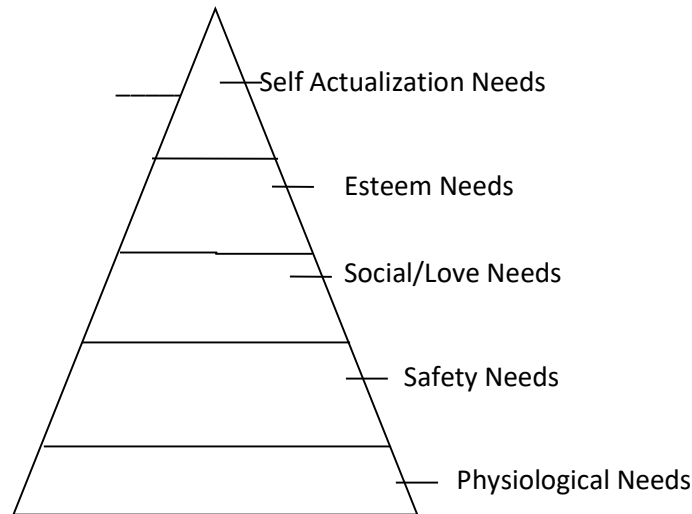


Figure 2: Maslow's Hierarchy of Needs

Source: Laosebikan, Odepidan, Adetunji&Aderinto,(2018)

- i. Physiological needs: These are primary needs for sustaining life itself, and include basic needs for food, cloth and shelter.

When these basic needs are fulfilled, other levels of needs become important and start acting as motivation. Organizations can satisfy these needs by providing pay, benefits and conducive working conditions to employees.

- ii. Safety needs: once the physiological needs are gratified, the safety or security needs become pre-dominant. This is a need for self-preservation as against physiological needs which are for survival. These safety and security needs involve a sense of protection against danger and threat. Organizations can provide job security, life insurance and other protective measures to safe guide satisfaction of physiological needs in the future which can be unpredictable.
- iii. Love and social needs. After the needs of the physiological and safety are satisfied, then a sense of belonging and acceptance becomes prominent in motivating behavior. These needs are for love, friendship and social interactions. Organizational should provide friendly association, organized friendly activities etc.

- iv. Esteem needs: These needs give room for the attainment of recognition from others which will induce a feeling of self-worth and self-confidence in the individual. It is an urge for achievement, prestige, status and power. It includes a desire for self-respect and respect from others. Self-respect is the internal recognition while respect from others is the external recognition while respect from others is the external recognition and the appreciation of ones individuality as well as contribution. This will result in self-confidence, independence, status, reputation and prestige. Management should give recognition and encouragement for performance and contribution. There is also the need to involve subordinates in decision making as well as giving training to enhance the efficiency.
- v. Self-actualization needs. These are the needs for self-fulfillments. It involves the need to develop fully and realize one's capacity and potentiality to the fullest extent possible. This is the highest level of needs in Maslow hierarchy. A self-actualized person is creative, independent and has a good perception of reality, and the person is constantly striving to realize his full potentials. Management should :
 - i. Give opportunities to employees to shape their own jobs.
 - ii. Give employees freedom of expression. This will open the channel to communication and give employees the opportunity to get involved.
 - iii. Encourage and develop creativity among employees.
 - iv. Provide meaningful opportunities that require development and use of full potentials.Conclusively, management must be aware of motivational factors and apply them accordingly to the demand of the situation and of the people.

Herzberg's Two-Factor Theory of Motivation

This is an environmental motivation theory that/which emphasizes factors in the environment that contribute to behavior. It seems natural to believe that people who are satisfied with their jobs will be more dedicated to their jobs and perform it well when compared with people who are dissatisfied with their jobs. If this logic seems justified then it will be useful to isolate those factors and contributions that produce satisfaction and those that produced dissatisfaction. Herzberg (1968) called these factors as motivators and hygiene.

Hygiene factors: These factors do not motivate people. They prevent dissatisfaction and maintain status quo. The absence of their factors will lead to job dissatisfaction. The elimination of dissatisfaction does not mean satisfaction, and these factors maintain a zero level of motivation. These factors are primarily extrinsic in nature and environmental oriented and also relate to job context rather than job content. Some of the hygiene factors are

- i. Wages, salaries and other types of employees' benefits.
- ii. Companies policies and administration.
- iii. Interpersonal relationship with peers and supervisors.
- iv. Working conditions and security
- v. Supervision.

Motivators factors

These factors are related to nature of work itself (job content), and are intrinsic to the job itself. These factors have positive job influence on morale, satisfaction, efficiency and higher productivity. Some of the factors are:

- i. The job itself: To be motivated, employees/people must like and enjoy their jobs. They must be committed to job achievement and do not mind working late.
- ii. Recognition: Proper recognition of the contribution of employees by management is highly appreciated. It gives employees the feeling of self-esteem. It is human nature to be happy when appreciated
- iii. Achievement.
Goal achievement hives feelings of accomplishment. The goal must be challenging, initiative and creative. People feel motivated and happy, having achieved their expectations.
- iv. Responsibilities
It is an obligation to carry out the assigned duties satisfactorily. The higher the level of the duties, the more responsible the employees are. It is a good feeling to know that you are considered a person of integrity and intelligence to be given a higher responsibility.
- v. Growth and advancement
These factors are interrelated and are positively related to motivation. Job promotion, higher responsibility, participation in central decision making and executive benefits are all signs of growth and advancement, and they add to dedication and commitment of employees.

Vroom's Expectancy Theory.

Vroom (1982) was the first person to propose an expectancy theory aimed specifically at work motivation. His model is based on three key variables: valence, instrumentality and expectancy. This theory is founded on the idea that people prefer certain outcomes from their behavior over others.

- i. Expectancy: This is a person's perception of the likelihood that a particular outcome will result from a particular behavior or action. The likelihood is probabilistic in nature, and describes the relationship between an act and an outcome. For example, if a person works hard, he may expect to perform better and increase productivity.
- ii. Instrumentality: This factor relates to a person's belief and expectation that his high performance will lead to a particular desired rewards. If a person believes that his high performance willnot be recognized or lead to expected rewards, he will not be motivated to work hard for better output. Instrumentality is the performance reward relationship.
- iii. Valence:
Valence is the value a person assigns to his desired reward. He may not be willing to work hard to improve performance, if the reward for such improved performance is not

what he desires. It is not the actual value of the reward but the perceptual value of the reward in the mind of the worker.

Motivational force = (M=Expectancy (E) x

Instrumentality (1) X Valence (V) or EXIXV

Equity Theory on Motivation

Equity theory focuses on people's feelings of how they have been treated in comparison with the treatment received by others. People compare their own position with that of others. They determine the perceived equity of their own position. Their feelings about the equity of the exchange are affected by the treatment they received when compared with what happens to other people. When there is an unequal comparison of ratios, the person experiences a sense of inequity. Equity theory is associated with Adam.

Empirical Review

Rue and Ryaes (2003) agreed that job satisfaction is determined by some factors in the work place which includes salaries, opportunities, advancement, working conditions, and work group. All these factors are either part of motivators or hygiene factors and they have effect on organizational performance.

From a different school of thought, Bos, Donders, and BounmanBowner (2009) targeted at obtaining an intuition concerning job satisfaction from workers point of view, they opined that job satisfaction has five factors which are independence, skill discretion, support from superior, chances to further education and relationship with employees.

To Aziri (2011) there is no strong nexus between job satisfaction and employees performance. Aziri was of the view that an employee with high level of job satisfaction may not necessary have a higher level of performance.

A study by Rose, Kumar and Pak (2011) specified at understanding the relationship between job satisfaction and work performance, using a sample of public service, realized that organizational learning was established to achieve organizational commitment, job satisfaction and work performance. On a similar pattern, Raza, Rafique, Ali, Mobsin and Shah, (2015) carried out a study with the goal of understanding the relationship between job satisfaction and sales representatives performance. The study concluded that there is a nexus between job satisfaction and sales person performance.

Alamadar et al (2012) were of the view that job satisfaction is an envelope of different factors such as pay, promotion the work itself etc. Opkara (2002) was of the assertion that pay is an important factor of job satisfaction. Frye (2004) concluded that there is a positive relationship between equity based compensation and performance. It was concluded that compensation has positive effect on employees performance.

Sokoya (2000) studied job satisfaction level of public sector managers, and concluded that income is the major factor of job satisfaction. The aspect about job satisfaction and pay was concluded and it was discovered that job satisfaction was affected by pay (Nguyen et al 2003). Some scholars are of the view that there are positive correlation between compensation and

employees performance. (Gneezy and Rustichini 2000; Gardner et al 2004; Ibojo and Asabi 2014)

Some scholars (Herzberg 1968; Spector 2008; Ibojo and Asabi 2014; Ibojo and Olawepo 2015) investigated the relationship between working conditions and employees performance. They were of the view that working condition is an important variable of job satisfaction. Also on the same page are Silla et al (2005) and Ceyan, (1998) who concluded that working conditions have effects on employee's performance.

Guest (2004) and Silla et al (2005) investigated the joint effect of working condition and promotion on employee's performance. It was discovered that job satisfaction was adversely affected by some variables such as lack of promotion,unconducive working conditions, and low job security. They concluded that there is joint effect of promotion and safe working conditions on employee's performance. Employees with the assurance of regular promotion and conducive working conditions will perform better in the organization

Methodology

Research Design

This study examines the impact of job satisfaction on employee's performance in a reputable manufacturing company in Awe, Oyo State. It is a survey research design that allows for the use of questionnaires in eliciting data from the respondents.

Study Population/

The population of this study is the entire members of staff of the reputable manufacturing company.

Top Level Managers	Middle Level Managers	Lower Level Managers	Total
11	25	164	200

Source; Researcher field survey 2020

Sampling and Sample size

A stratified sampling method was used. In order to ensure that returned questionnaires are sizeable, the researcher administered questionnaires to 85% of the population which constituted 170 members of staff. However, 160 copies of questionnaires were returned which constitutes 94.12%

Sources of Data

Primary and secondary sources were used. In carrying out this research, the use of questionnaire was employed in gathering necessary data from the respondents. Questionnaires were used in order to minimize the problems associated with data collection and to ensure that the results are visible and bias free as expected. The questions were designed to sample the views of the respondents on the subject matter (impact of job satisfaction on employee's performance)

Methods of Data Analysis

Data was analyzed using inferential and descriptive statistics. The descriptive statistics involves frequency tables while the hypotheses were tested using regression, Analysis of Variance (ANOVA) and multiple regression.

4.1 Data Presentation and Analysis

Table 4.1 Socio Economic Characteristics of Respondents

Variable	Frequency	Percentage
Sex		
Male	92	57.5
Female	68	42.5
Total	160	100.0
Age		
36-40Years	42	26.3
Above 40Years	14	8.8
Below 35Years	104	65.0
Total	160	100.0
MARITAL STATUS		
Married	53	33.1
Single	107	66.9
Total	160	100.0
Qualifications		
Graduate	104	65.0
Post-graduate	23	14.4
Non-graduate	33	20.6
Total	160	100.0
Length of Service		
5-10Years	70	43.7
Above 10Years	12	7.5
Less than 5Years	78	48.8
Total	160	100.0

Source; Field Survey, 2020

Table 4.1 presents the frequency distribution of respondents by sex. As can be observed 92(57.5%) of respondents were male while 68(42.5%) were female. It is obvious from the table above that number of male employees is much more than female workers. The table also indicated that 104 (65.0%) of the respondents were graduates, 23 (14.4%) had post-graduate qualification while 33 (20.6%) were non-graduates. This indicates that most of workers are educated.

The age level shows that 104 (65%) of the respondents were below thirty five years of ages, 42 (26%) lies within the range of thirty-six to forty year of age (36-40) while 14 (8.8%) of the respondents were above forty (40) years.

From the sample, 107 (66.9%) were single and 53 (33.1%) were married. There was no record of divorce and widowed workers. It may be argues that the married workers need to be highly motivated.

The years of experience of the respondents, can be observed from the Table. It shows that 78 (48.8%) have stayed for less than five years, 70 (43.8%) have stayed five years and ten years while 12 (7.5%) have been on the job for more than five years. The distribution of the respondents by department shows that 26 (16.3%) are in Human Resources Department, 94 (58.2%) are in Marketing Department while 40 (25.0%) are in Operation.. Presenting the distribution of the respondents by level, it shows that 40 (25.0%) are low level management, 97 (60.6%) are middle level management while 23 (14.4%) are top level management.

Test of Hypotheses

Hypothesis One

There is no significant relationship between pay and employee's performance.

Table 4.2.1a Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.732	.479

Source: Authors Computation, 2020

a. Predictors: (Constant), Pay

b. Dependent Variable: Employee Performance

The value of R^2 (0.741) indicates that pay independently account for 74.1% of the variation in employee performance.

Table 4.2.1b ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.134	1	.134	45.584	.000 ^b
1	Residual	16.304	159	.230		
	Total	16.438	160			

Source: Authors Computation, 2020

a. Predictors Variable; Pay

b. Dependent: (Constant), Employee Performance

The f-statistics of 45.584 shows that the model is statistically significant. It shows that there is a significant relationship between pay and employee performance

Hypothesis Two

There is no significant relationship between safe working conditions and employees performance.

Table 4.2.2a Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.590	.396

Source: Authors Computation, 2020

a. Predictors: (Constant), Safe working conditions

b. Dependent Variable: Employee Performance

The value of R^2 (0.593) indicates that safe working conditions independently explain 59.3% of the variation in employee performance.

Table 4.2.2b ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.063	1	.078	9.398	.001 ^b
	Residual	12.322	159	.255		
	Total	12.385	160			

Source: Authors Computation, 2020

a. Predictors Variable: Safe Working

b. Dependent: (Constant), Employee Performance

The f-statistics of 9.398 shows that the model is statistically significant. It shows that there is a significant relationship between safe working conditions and employee performance

<<Hypothesis three

Pay, safe working conditions, and promotion cannot jointly predict employee's performance.

Table 4. 2. 3a Showing multiple regression analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.866	.859	.24972

Source: Authors Computation, 2020

a. Predictors: (Constant), Pay, safe working conditions and promotion

b. Dependent Variable: Employee Performance

The value of R^2 (0.866) indicates that pay, safe working conditions and promotion jointly explain 86.6% of the variation in employee performance.

Table 4.2.3b ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.299	42	.299	41.237	.002 ^b
	Residual	5.301	158	.062		
	Total	5.600	160			

Source: Authors Computation, 2020

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Pay, safe working conditions and promotion

The f – statistically of 41.237 shows that the model is statistically significant. This implies that pay, safe working conditions and promotion jointly account for employee performance.

Discussion of Findings

Table 4.1: shows the demographic analysis of the respondents. It reveals that the organisation has more male members of staff than female members of staff. Aside from the sufficient nature of the male members of staff, the tables reveal that the employees are highly educated. The organisation has men and women of high education standard that can help in achieving the objectives of the organisation.

Considering the length of service of the employees, it will be known that 41.2% of the employees have spent more than 5 years in the organization. This shows the high level of job satisfaction in the organisation. Considering the status of the employees in terms of taking strategies decisions for the achievement of organisational objectives, it will be known that 75% of the employees fall between middle level and top level managers. This shows that the organisation has high level caliber of employees responsible for decision making in the organisation.

Considering the test of hypotheses, Table 4.2.1a shows that there is a significant relationship between pay and employees performance, it shows the regression analysis (R^2) value of 0.861 which reveals that pay independently accounts for 86.1% of the variation in employee's performance. Table 4.2.1b shows that the model is statistically significant. This also attests to the significant relationship between pay and employees performance. This result is in line with Abdul (2015), Laosebikan, Odepidan, Adetunji and Aderinto, (2018), Ezeanyim and, Ufoaroh, (2018), Ibojo and Asabi (2014); Freye (2004); Igalens and Roussel (1999); and Boudney and Coudry (1993)

In hypothesis two, the regression analysis (R^2) value of 0.593 reveals that safe working conditions independently accounts for 59.3% of the variation in employees' performance. Table 4. 2. 2b shows the F- statistics of 9.398 which reveals that the model is statistically significant. This also aligns with the relationship between safe working conditions and employees performance. This result is in line with Abdul (2015), Laosebikan, Odepidan, Adetunji and Aderinto, (2018), Ezeanyim and, Ufoaroh, (2018), Reiner and Zhao (1999); Carlon (2007); Ellichson and Logsdon (2001) Guest (2004); Ibojo, and Olawepo (2015) and Ceylan 1998.

In hypothesis three, the multiple regression (R^2) value of 0.866 reveals that pay, safe working conditions and promotion jointly account for 86.6% of the variation in employee's performance.

Table 4.2.3b shows the F- statistics of 41.237 which reveals that the model is statistically significant. This aligns with the alternative hypothesis which postulates that pay, safe working condition and promotion jointly explain 86.6% of the variation in employee performance. This result is in line with Abdul (2015), Laosebikan, Odepidan, Adetunji and Aderinto, (2018), Ezeanyim and, Ufoaroh, (2018),

Conclusion

The manufacturing sector is one of the recognized and respected sectors of the economy. It is responsible for the conversion of raw materials into finished goods. It is a sector that creates employment opportunity, promoting agricultural sector as well as helping in the diversification of the economy. It also helps in the minimization of the risk of over dependence on foreign trade, therefore leading to the utilization of the resources.

Having understood the vitality of the manufacturing industry, an organization in this sector must promote the level of job satisfaction in order to increase employee's performance. Employees are integral part of the human resources management, (Ibojo and Asabi, 2014), and therefore organizations must embark on job satisfaction policies that will project and promote employees performance.

From the hypotheses tested, the results show that there is a significant relationship between pay and employees performance. This shows that employee's performance to large extents depends on the pay received by the employee. This is in line with Ibojo and Asabi (2014); Freye (2004); Igalens and Roussel (1999); and Boudney and Coundry (1993). Moreso, there is a significant relationship between safe working conditions and employees performance. It reveals the fact that a safe working condition is a catalyst for improved employee's performance. For employees to perform as expected and beyond expectations, the working conditions must be safe and favourable. This is in line with Reiner and Zhao (1999); Carlon (2007); Ellichson and Logsdon (2001) Guest (2004); Ibojo, and Olawepo (2015) and Ceylan 1998.

Lastly pay, safe working conditions and promotion jointly accounted for improved employee's performance. This implies that improved employees performance to a large extent depends on good pay, safe working conditions and regular promotion. For an organization to improve employee's performance there is need to provide fairly pay, conducive and safe working conditions as well as the implementation of equitable and constant promotional policies that will retain and improve employee's performance.

Recommendations

Based on findings and conclusions on this study, the researcher hereby recommends the followings;

In order to effectively improve employee's performance, organisation must not only limit that determinants of job satisfaction to the variables used in this study but extend it to job safety and security, job anatomy, relationship with co-workers, nature of job, relationship with supervisors, etc.

Aside from taking other variables into consideration organisations must also consider the effectiveness in developing the potentials of employees towards improved employee's performance. Training should be constantly done in and outside the organisation.

Organisations must on regular bases review the pay of employees, this will serves as promotional tool in improving employee's performance.

Aside from pay, incentives and allowances should be given to improve employee's performance. This will serve as motivational tools to employees.

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