

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

¹ Emmanuel Olaniyi, DUNMADE, ² Iyiola Tomilayo, AKINDELE,
³ Dauda Adewole OLADEJO, ⁴ Kolawole Jayeola ASA, ⁵ James Olatunji
AJAO, ⁶ Muiyiwa Adeleke OPALEYE

¹Department of Industrial Relations & Personnel Management, University of Ilorin, Ilorin,

²Department Public Administration, University of Ilorin, Nigeria.

³Department of Entrepreneurial Studies, Federal University of Agriculture, Abeokuta

⁴Department of Business Administration, Elizade University, Ilara – Mokin, Ondo State

⁵Department of Business Education, Federal College of Education, Yola

⁶Department of Business – Administration, Precious Cornerstone University, Ibadan

Corresponding Author's email: dunmade.eo@unilorin.edu.ng



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