



Determinants of Job Satisfaction as an Imperative for Performance Enhancement in Profit Oriented Firms; A Survey of Dangote Conglomerates Quoted on the Nigeria Stock Exchange Market

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Authors' contributions

This work was carried out in collaboration between all authors. All authors read and approved the final manuscript.

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ABSTRACT

The objective of the study is to investigate the impact of job satisfaction determinants such as reward packages, good working conditions, personnel policies and procedures, nature of work environment, leadership styles, management systems amongst others in enhancing productivity in profit – oriented organization in this case quoted on the Nigerian Stock Exchange Market. The surveyed organizations are Dangote Salt Plc. Both primary and secondary sources of data collection were employed. The primary sources of data instrument – questionnaire was used mainly in data acquisition using 5-point likert rating scale of strongly agreed, -5, agreed -4, undecided -3, disagreed – 2 and strongly disagreed. Quasi – experimental research design method (i.e survey research design method) was used. Yamanes formula was adopted in the determination of sample size which was 371 from a population of 5060 in four surveyed firms. Two hypotheses were formulated and tested using the Multiple Regression Analysis Test in determining the impact of job satisfaction determinants in enhancing productivity and job dissatisfaction symptoms effect on

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employee turnover in the four surveyed organizations. The findings from the study revealed that job satisfaction determinants have a significant impact on the organization productivity if they are applied as required and it will also lead to positive attitude of employee to work. Another finding also revealed that with relevant application of determinants of job satisfaction will moderate the behavior of the turnover of employee as warranted Dangote group of companies quoted on the Nigeria Stock Exchange market. The study recommends that executive management should ensure the provision of good condition of services, good reward packages, good working atmosphere, good management system, good leadership styles policies that will guarantee employee satisfaction in order to attain high productivity and forestall employee turnover. Again the study recommends that formation of employee care unit within the human resource management Department specifically responsible for ensuring with the compliance of job satisfaction determinants provision to facilitate high productivity by the organizations is pertinent.

Keywords: Job satisfaction; job dissatisfaction; productivity; profit oriented organization.

1. INTRODUCTION

The way and manner employees of an organization feel about their work and the work settings is an important and pertinent issues to be considered by the executive management if set goals are to be accomplished. Job satisfaction is a result of employees perception on how well their jobs provide those things that are viewed as important. [1] formally defined "job satisfaction" as the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace.

As observed by [2], there are three (3) generally accepted dimensions to job satisfaction. These include;

- i. Firstly, job satisfaction is an emotional response to a job situation. As such, it cannot be seen, it can only be inferred.
- ii. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or coworkers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude towards the job. They will be job satisfied.
- iii. Third, job satisfaction represents several related attitudes. Through the years, five (5) job dimensions have been identified to represent the most important

characteristics of a job about which employees have affective responses. These are;

- a. **The work itself** – The extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibility
- b. **Pay** – The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.
- c. **Promotion Opportunities** – The chances for advancement in the organization.
- d. **Supervision** – The abilities of the supervision to provide technical assistance and behavioral support.
- e. **Coworker** – The degree to which fellow workers are technically proficient and socially supportive.

Griffins [3] maintains that job satisfaction is an attitude that affects the extent to which an individual is gratified by or fulfilled in his or her work. Extensive research conducted on job satisfaction has indicated that personal factors such as an individual's needs and aspirations determine the attitude, along with group and organizational factors such as relationships with coworkers, supervisors and working conditions, work policies and compensation.

A satisfied employee also tends to be absent less often, to make positive contributions, and to stay with the organization. In contrast, a dissatisfied employee may be absent more often, may experience stress that disrupts coworkers, and may be continually looking for another job.

Contrary to what a lot of managers believe, however high levels of job satisfaction do not necessarily lead to higher levels of performance. One survey has also indicated that contrary to popular opinion, Japanese workers are less satisfied with their jobs than their counterparts in the United States.

In Nigeria, research survey have revealed that job satisfaction is as a result of availability of organizational factors such as relationship with coworkers, supervisors and working condition, work policies and compensation, personal factors such as individual needs and aspirations, cultural factors such as underlying attitudes, beliefs and values, and environmental factors such as economic, social, technical and governmental influences amongst others.

Daft [4] emphasized that satisfied employees have a positive attitude towards their work. This positive attitude is experienced when their work matches their needs and interests, when working conditions and rewards (such as pay) are satisfactory, when they like their coworkers and when they have positive relationship with supervisors. This is revealing that satisfied employees will do better work; resulting to high performance.

This research is focused on establishing whether staff of Dangote conglomerate are satisfied with pay, work itself, promotion opportunities, quality of supervisions, relationship with coworkers technology adapted and work organization, style of leadership, personnel policies and procedures, management systems, working conditions, economic, social, technical and governmental influences amongst others and see how performance is affected over years. The Dangote Companies under study here include; Dangote Cement, Dangote Sugar, Dangote Salt, Dangote flour quoted on the Nigerian Stock Exchange Market.

1.1 Research Problem

Corporate entities that aspire to excel in profitability in a competitive business domain cannot shy away from placing a great premium on the all-important issue of how best to tailor scale resources to their optimal benefits [5]. Unequivocally, such firms, whether they are in developed or developing economies must judiciously seek for & employ relevant tactics and strategies in a bid to come to grips with attainments of their set goals. This is particularly imperative for those companies that desire to

attain their missions, objectives and /or goals in terms, specifically, of productivity enhancement via the instrumentality of job satisfaction determinants. For fast growth – oriented and dynamic firms such as the Dangote conglomerates, a good knowledge of such job satisfaction factors or determinants is inevitable and critical, if enduring corporate longevity and futurity must be perceived as empirically feasible and desirable in the final analysis.

Significantly, studies [6,7] have pointed to the gross absence of relevant research undertaking which focused on the topical issue of the influence of job satisfaction determinants on productivity enhancement. This gap in research endeavour is particularly pronounced in developing economies, most conspicuously, the extant Nigerian system. Even where studies have ensured [8] they have woefully failed to address the issue in an unbiased and objective manner. Apparently, there seems to be no end to the problem of inadequate research efforts to tackle headlong this incessant gap in knowledge of the underlying forces militating against an effective and efficient interrelationship between the key variable at play.

Intriguingly, it may at this juncture be posed: why is there a continuing gap in this area i.e the poor relationship between job satisfaction determinants and their impact on productivity enhancement in Nigerian corporate domain in general and in the Dangote conglomerates Plc in particular? Could it be due to poor strategic formulation and implementation? Or could the issue be that of how best to seek for and utilize most opportune schemes, procedures and the like? What actually is the issue at stake that seems to have bedeviled lasting corporate success between and among these conglomerates? These and related posers constitute the problem which this survey is out to tackle using Dangote conglomerates as a focus of the effort in question.

1.2 Research Question

In the light of the foregoing, the following research questions may be considered relevant.

1. What is the impact of job satisfaction determinants on productivity enhancement in profit oriented firms with a focus on Dangote Companies Plc?
2. To what extent have job satisfaction determinants affected employee turnover in profit oriented companies in Nigeria

using Dangote Companies Plc as a case study?

1.3 Research Objectives

The main objective of this study is to determine the impact of job satisfaction determinants on productivity enhancement in profit oriented firms with a focus on Dangote Companies Plc? The related objectives are to:

1. Examine the relative impact of job satisfaction determinants on productivity enhancement among the Dangote Companies Plc.
2. Evaluate the extent to which job satisfaction determinants have influenced employee turnover among Dangote companies Plc in recent years.

1.4 Research Hypothesis

The following research hypotheses structured in null form may be considered germane for this research endeavour.

Ho1: Job satisfaction determinants have no significant impact on productivity enhancement among Dangote conglomerates Plc.

Ho2: The determinants of job satisfaction have not produced significant effects on employee turnover among Dangote conglomerates in recent years.

1.5 Scope of the Study

The research survey is focused on the determinants of job satisfaction as a necessity for performance attainment in goal oriented firms. A survey of Dangote Conglomerates quoted on the Nigeria Stock Exchange Market. These firms are Dangote Cement Plc, Dangote Flour Plc, Dangote Sugar Plc and Dangote Salt Plc.

2. METHODOLOGICAL FRAMEWORK

For this study, the researcher adopted a cross – sectional design of the Quasi-experimental design which is a type of survey research design. This design is most suitable since there are no real experiments carried out with human beings who are the study subjects in this case. The design suitability is seen in the fact that it involves taking a sample of elements from a population of interest which is measured at a single point in time [9].

The population for this study comprises of four (4) quoted companies in the Nigerian Stock Exchange Market from Dangote Group of Companies with staff population as follows:

Dangote Cement Plc 2854, Dangote Sugar Refinery Plc 652, Dangote Flour Mills Plc 1028 and Dangote Salt Plc 526 as at December 2014. This altogether makes a total population size of 5060.

The selection of the companies bordered on factors such as size, age, scope of operations to enable us see how the determinants of job satisfaction such as equitable rewards, mentally challenging works, supportive working conditions, supportive colleagues, promotion, personality – job – fit and individual genetic dispositions amongst others have impacted on performance attainment in the organizations.

The choice of the companies was both judgemental and convenient since the companies are from different line of operations and have been in existence for the duration of more than 5 years. Primary sources of data collection especially questionnaire will be administered to obtain viable information on the subject matter using 5 – point likert – scale of Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly disagree (SD).

To scientifically generate a sample size, the [10] formula was applied. According to Baridam, this formula can be used for a homogenous population like the one in this research. The formula is stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = sample size
- e = level of significance
- N = population size
- l = constant value

A total population size of 5060 was used to calculate the sample size of the four (4) organizations in the study of 0.05 level of significance as shown below;

$$n = \frac{5060}{1 + 5060 (0.05)^2}$$

$$n = \frac{5060}{1 + 5060 (0.0025)}$$

$$n = \frac{5060}{1 + 12.56}$$

$$n = \frac{5060}{13.56}$$

$$n = 370.695$$

$$n = 371$$

From the total sample size, the individual company's sample size was calculated. The formula applied was Bowley's population allocation formula (1964) in [11] as shown below:

$$n_h = \frac{n N_h}{N}$$

Where:

nh = the number of units allocated to each company

n = the total sample size

Nh = the number of employees in each company

N = the population size

Following the Bowley's allocation formula, the individual company sample size is derived as follows

S/No	Name of company	Company population	Total sample size
1.	Dangote cement company Plc	2854	209
2.	Dangote flour mills company Plc	1028	75
3.	Dangote Sugar Refinery Company Plc	652	48
4.	Dangote Salt Plc (National Salt Company Of Nigeria Plc)	526	39
	Total	5060	371

Source: Company's Records and Field Survey, (2014)

For Dangote Cement Company Plc, nhi

$$= \frac{371 \times 2854}{5060} = 209.25$$

$$= 209$$

For Dangote Flour Mills Company Plc, nh2

$$= \frac{371 \times 1028}{5060} = 75.37$$

$$= 75$$

For Dangote Sugar Refinery Company Plc, nh3

$$= \frac{371 \times 652}{5060} = 47.8$$

$$= 48$$

For Dangote Salt Plc (National Salt Company of Nigeria Plc) nh4

$$= \frac{371 \times 526}{5060} = 38.56$$

$$= 39$$

To check for the validity of the research instruments in the research, content validity is applied and it consists of face and sampling validity.

Face validity is concerned with the researchers subjective evaluation as to the validity of a measuring instrument [9]. [9] further states that expert opinion on the subject matter can be sought to confirm the extent to which the questionnaire has face validity. Five (5) experts each from the four (4) organization making a total of twenty (20) were consulted on this subject of job satisfaction and all confirmed the questionnaires used for the study are adequate for face validity. They also confirmed that the given population for the situation is adequately sampled.

For reliability of the measuring instruments it refers to the consistency or precision of the measure. [12] states that reliability means dependability or trustworthiness and that any reliable measure yields the same results any time it is re-administered.

Cronbach Alpha was used in determining the reliability of the instruments as shown below:

Reliability statistics

Cronbach Alpha	No. of Items
0.81	20

Source: Field Survey, 2015

Our Cronbach Alpha value of 0.81 means that our instruments are very reliable.

ANOVA (Analysis of Variance) test is used for testing the two formulated hypotheses.

3. DATA PRESENTATION AND ANALYSIS

This section deals with the descriptive statistics that is the presentation of tables and figures and test of hypothesis.

A total of 371 questionnaires were distributed to top, middle and lower level managers of the four (4) surveyed Dangote firms. Specifically 209 questionnaires were distributed to employees of Dangote cement company Plc, 75 questionnaires to employees of Dangote Flour Mills Company Plc, 48 questionnaires to Dangote Sugar Refinery Company Plc and 39 questionnaires to Dangote Salt Plc. All the questionnaire were filled and returned indicating a high response rate of 100% on the subject matter of Determinant Job Satisfaction as an imperative for performance enhancement in a goal oriented firm were evaluated.

Key: SA = Strongly Agree, A = Agree, UD = Undecided, D = Disagree, SD = Strongly Disagree

The numbers in the brackets are percentages.

In the question that sought to find out whether employees are satisfied with reward packages, working conditions, personnel policies and procedures, nature of work and style of leadership in their organization amongst others, it is seen from Table 1 that the Dangote Sugar Refinery companies Plc have a lead with 45.83% representing 22 employees who strongly agreed. They are followed by Dangote Cement Companies Plc with 44.49% representing 93 employees who strongly agree. Next is Dangote Salt Plc with 43.59% representing 17 employees for strongly agree and lastly, the Dangote flour Plc with 41.33% representing 31 employees strongly agree.

In the 'Agree' option Dangote Sugar Refinery Company Plc lead with 43.75% for 21 employees for agree. They are followed by Dangote Cement Company Plc with 43.06% standing for 90 employees. Dangote Salt Plc have 41.03% representing 16 employees. Lastly, Dangote flour Plc with 36% representing 27 employees agree.

For the undecided option, Dangote Sugar Plc leads with 7.69% represent 3 employees and Dangote Flour with 4% representing 3 employee too. There is no respondent for Dangote Cement Plc and Dangote Sugar Refinery Company Plc for the undecided option.

For the 'Disagree' option, shows the Dangote flour Plc leading with 12% standing for 9 employees. They are followed by Dangote Sugar Plc with 10.42% (5 employees), followed by

Dangote Salt Plc 7.69% (3 employee) and lastly Dangote Cement Plc with 6.22% (13 employees).

The last option of 'strongly disagree' shows the Dangote flour leading with 6.67% representing 5 employees. They are followed by Dangote Cement Plc with 6.22% with 13 employees.

On the issue of been proud to be part of the organization, Table 2. reveals that Dangote Sugar refining company Plc leads with 41.66% representing 20 employees. Dangote Cement Plc followed with 38.3% standing for 80 employees for strongly agree option. The Dangote Salt with 33.33% representing 13 employees for strongly agree and lastly Dangote flour Plc with 32% representing 24 employees for strongly agree.

On the 'agree' response option, Dangote salt Plc leads with 46.15% standing for 18 employees. They are followed by Dangote Sugar refinery company Plc with 45.83% representing 22 employees. Dangote Cement Plc followed with 40.7% representing 85 employees. The least percentage of 40% standing for 30 employees seen in Dangote flour Plc.

The greatest percentage of 20.51% standing for 8 employees by the Dangote Salt Plc, are undecided about whether they are proud to be part of the organization or not. The Dangote flour Plc had 16% standing for 12 employee in that category. They are followed by Dangote Cement Plc with 14.4% standing for 30 employees. The least percentage of 12.50% representing 6 employees is recorded by Dangote Sugar refinery company Plc.

For the 'disagree option' Dangote flour leads with 12% standing for 9 employees while the Dangote Cement Plc follow with 6.22% standing for 13 employees. However Dangote Sugar Refinery Company Plc and Dangote Salt Plc did not present any candidate for the category.

With regards to employee turnover in your organization as a result of occurrence of poor management, Table 3 reveals that 52.08% representing 25 employees strongly agree for Dangote Sugar refinery company Plc. They are followed by Dangote Cement Plc with 48.33% standing for 101 employees. Dangote flour plc followed with 44% representing 33 employees. Only 41.02% representing 16 respondents featured by Dangote Salt Plc.

Table 1. Distribution of the Respondents opinion with regard to whether employees are satisfied with reward packages and related policies in Dangote conglomerates Plc

Statement	Name of conglomerate	Degree of responses					Total
		SA	A	UD	D	SD	
Employee are satisfied with the reward packages and other policies in these organizations	1. Dangote Cement Plc	93 (44.49)	90 (43.06)	-	13 (6.22)	13 (6.22)	209
	2. Dangote Flour Plc	31 (41.33)	27 (36)	3(4)	9 (12)	5 (6.67)	75
	3. Dangote Sugar Refining Plc	22 (45.83)	21 (43.75)	-	5 (10.42)	-	48
	4. Dangote Salt Plc	17 (43.59)	16 (41.03)	3 (7.69)	3 (7.69)	-	39
	Total	163	154	6	70	18	371

Source: Field Survey, 2015

Table 2. Distribution of the of the subjects perception that they are proud to inform others that they are part of the organization

Statement	Name of conglomerate	Degree of responses					Total
		SA	A	UD	D	SD	
You are proud to tell others that they are part of the organization	1. Dangote Cement Plc	80 (38.3)	85 (40.7)	30 (14.4)	13 (6.22)	-	209
	2. Dangote Flour Plc	24 (32.0)	30 (40)	12 (16)	9 (12)	-	75
	3. Dangote Sugar Refining Plc	20 (41.66)	22 (45.83)	6 (12.50)	-	-	48
	4. Dangote Salt Plc	13 (33.33)	18 (46.15)	8(20.51)	-	-	39
	Total	137	155	56	22	-	371

Source: Field Survey, 2015

Table 3. Distribution of the respondents notion concerning poor management system and related issues as the reason for employee turnover in Dangote Conglomerates Plc

Statement	Name of conglomerate	Degree of responses					Total
		SA	A	UD	D	SD	
Poor management system and related policies (Issues) lead to high employee turnover in these firms	1. Dangote Cement Plc	101(48.33)	86 (41.15)	-	10 (4.79)	12 (5.74)	209
	2. Dangote Flour Plc	33 (44)	25 (33.33)	-	15 (20)	5 (6.67)	75
	3. Dangote Sugar Refining Plc	25 (52.08)	20 (41.87)	3(6.25)	-	-	48
	4. Dangote Salt Plc	16 (41.02)	14 (35.89)	-	5 (12.82)	4 (10.76)	39
	Total	175	145	3	30	21	371

Source: Field Survey, 2015

In the 'Agree' response option, 41.15% of the respondents from the Dangote Cement Plc standing for 86 employees said employee turnover in the organization is as a result of occurrence of poor management, poor working conditions, nature of policies and procedures, nature of work itself, style of leadership and supervision, employee relation amongst others. 41.67% representing 20 respondents from Dangote Sugar refinery company Plc also agree to this fact. For Dangote salt 35.87% standing for 14 employees also agreed while 33.33% representing 25 respondents from Dangote firms Plc also agreed on the notion.

For the undecided option', only from Dangote Sugar Refinery company Plc that 6.25% representing 3 employee were Neutral on this matter there was no respondents for other companies.

In the "disagree' response category, there were 15 respondents representing 20% from Dangote Flour on this matter. This was followed by 12.82% standing for 5 respondents from Dangote Salt Plc. The Dangote Cement Plc have 4.79% standing for 10 employees in this category.

In the "strongly disagree option' shows Dangote Salt Plc leading with 10.52% standing for 4 employees. They are followed by Dangote Flour Plc, and then the Dangote Cement Plc with 6.67% (5 employees) and 5.74% (12 employees) respectively. No respondent opted in Dangote Sugar Refinery Company Plc.

4. TESTING OF RESEARCH HYPOTHESIS

Two hypotheses are formulated in this research survey on determinants of job satisfaction as an imperative for performance, enhancement in profit oriented firms. The test is shown below:

4.1 Research Hypotheses on Job Satisfaction

H₀: Job Satisfaction determinants have no significant impact on productivity enhancement among Dangote Conglomerates plc.

This table is used to determine how well a regression model fits the data:

Model summary

Model	R	Adjusted square R Square	Std. error of the estimate
1	.818 ^a	.669	.551

a. Predictors: (Constant), Style of leadership, Nature of work, Reward packages, Good working conditions, Personal policies and procedures.

The R value can be considered to be one measure of the quality of the prediction of the dependent variable; in the case of Job satisfaction. In this example, a value of 0.818 indicates a good level of prediction. The R square also called the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value of 0.669 that our independent variable explain 66.9% of the variability of our dependent variable Job satisfaction.

4.2 Statistical Significance

The F-ratio in the ANOVA table as shown below tests whether the overall regression model is good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(5, 14) = 5.668$, $P < 0.05$. The shows that the regression model is good fit of the data. That is, we accept the hypothesis that said Job Satisfaction such as Reward packages, Good working conditions, Personal policies and procedures, Nature of work and Style of leadership on the Productivity of the Organization.

A multiple regression was run to predict Job Satisfaction from Style of leadership, Nature of work, Reward packages, Good working conditions, Personal policies and procedures, These variables statistically significantly predicted Job Satisfaction $F(5, 14) = 5.668$, $P < 0.05$, $R^2 = .699$. All four variables added statistically significantly to the prediction, $p < .05$.

ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	447.786	5	89.557	5.668	.005 ^b
	Residual	221.214	14	15.801		
	Total	669.000	19			

a. Dependent Variable: Job Satisfaction; b. Predictors: (Constant), Style of leadership, Nature of work, Reward packages, Good working conditions, Personal policies and procedures

4.3 Estimated Model Coefficients

The general form of the equation to predict Job Satisfaction from Style of leadership, Nature of work, Reward packages, Good working conditions, Personal policies and procedures, is Predict Job Satisfaction = 71.112 + (0.238 * Reward packages) - (0.358 * Good working conditions) - (0.434 * Personal policies and procedures) - (0.071 * Nature of work) + (1.012 * Style of leadership)

Model	Coefficients ^a			t	Sig.
	Unstandardized coefficients B	Std. error	Standardized coefficients Beta		
1 (Constant)	71.112	18.432		.060	.003
Reward package	.238	.165	.253	1.446	.001
Good working	-.358	.597	-.119	-1.600	.008
Personal policy	-.434	.955	-.106	-.454	.007
Nature of work	-.071	.064	-.187	-1.111	.002
Style of leadership	1.012	.301	.806	3.361	.005

a. Dependent Variable: Job Satisfaction

Ho₂: The determinants of Job Satisfaction have not produced significant effects on employee turnover among Dangote Conglomerates in recent years.

This table is used to determine how well a regression model fits the data:

Model summary				
Model	R	R square	Adjusted R square	Std. error of the estimate
1	.715 ^a	.511	.336	4.586

a. Predictors: (Constant), Poor leadership, Poor management strategies, Poor personal policies and procedures, Low reward package, Poor working conditions.

The R value can be considered to be one measure of the quality of the prediction of the dependent variable; in the case of Job satisfaction. In this example, a value of 0.715 indicates a good level of prediction. The R square also called the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value of 0.511 that our independent variable explain 51.1% of the variability of our dependent variable Job satisfaction.

4.4 Statistical Significance

The F-ratio in the ANOVA table as shown below tests whether the overall regression model is good fit for the data. The table shows that the independent variables statistically significantly

predict the dependent variable, F (5, 14) = 2.927, P < 0.05. This shows that the regression model is a good fit of the data. That is, we accept the hypothesis that said Job Dissatisfaction such as Poor leadership, Poor management strategies, Poor personal policies and procedures, Low reward package, Poor working conditions on the Productivity of the Organization.

A multiple regression was run to predict Job Dissatisfaction from Poor Leadership, Poor Management Strategies, Poor Personal Policies and procedures, Low Reward Package, Poor Working Conditions. These variables statistically significantly predicted Job Satisfaction F (5, 14) = 2.927, P < 0.05, R² = .511. All four variables added statistically significantly to the prediction, p < .05.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	307.761	5	61.552	2.927	.002 ^b
	Residual	294.439	14	21.031		
	Total	602.200	19			

a. Dependent Variable: Job Dissatisfaction; b. Predictors: (Constant), Poor leadership, Poor personal policies, Low reward package, Poor working condition, Poor management strategies

4.5 Estimated Model Coefficients

The general form of the equation to predict Job Dissatisfaction Poor leadership, Poor management strategies, Poor personal policies and procedures, Low reward package, Poor working conditions, is Predict Job Satisfaction = 83.554+ (.224* Low reward packages) + (2.690* Poor working conditions) - (1.076* Poor management strategies) + (0.040 * Poor personal policy) - (.736* Poor leadership)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	83.554	16.594		5.035	.000
	Low Reward Package	.224	.233	.207	.962	.002
	Poor Working Condition	2.690	.847	.767	3.175	.001
	Poor Management Strategies	-1.076	.943	-.277	-1.142	.003
	Poor Personal Policy	.040	.023	.346	1.764	.001
	Poor Leadership	-.736	.243	-.763	-3.036	.009

a. Dependent Variable: Job Dissatisfaction

5. DISCUSSION OF FINDINGS

The research findings from the test of formulated hypotheses revealed as stated below;

Firstly, in the test of hypothesis one (1) it is found in Dangote Cement Plc, Dangote Flour, Dangote Sugar and Dangote Salt Plc quoted on the Nigerian stock Exchange Market that there is statistically significant impact between job satisfaction determinants such as good reward packages, good working conditions, personnel policies and procedures, nature of work and style of leadership on the attainment of productivity.

This assertion agrees with the view of [13] who assert that job satisfaction have to do with an individual general attitude towards his or her job. A person with a high level of job satisfaction holds a positive attitude toward the job, while a person who is dissatisfied with his or her job holds a negative attitude about the job. This is clearly manifesting that the level of job involvement (i.e the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance importance to self worth) and the level of organizational commitment (ie the degree to which an employee identified with a particular organization and its goals and wishes to maintain membership of the organization) is encouraging. This is so when the reward packages, working conditions, personnel policies and procedure, nature of work and style of leadership are outstanding. Workers are comfortable with the existing prevailing conditions of service.

The importance of job satisfaction is obvious. Managers should be concerned with level of job satisfaction in their organizations for at least four reasons;

- There is clear evidence that dissatisfied employees skip work more often and are more likely to resign.
- Dissatisfied workers are more likely to engage in destructive behavior.
- It has been demonstrated that satisfied employees have better health and live longer.
- Satisfaction on the job carries over to the employee's life outside the job.

The implication for the above position is that, executive management should consider employee welfare and improve on it consistently in areas of staff remunerations, training and development, good policies and work procedures, have good working conditions and devise good leadership style and management strategies for productive goal attainment at all the times. This will facilitate profit attainment, company's growth, expansion, diversification and increase in Market share. Above all [8] emphasized that with that in place, organizational citizenship behavior (i.e behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and gaining a competitive advantage will be obtained from the employees.

Secondly, the test of hypothesis two (2) shows that job dissatisfaction symptoms such as poor

management systems, poor working conditions, poor policies and procedures that are defective, bad leadership styles will result to high turnover of employee and absenteeism. This is to say that, dissatisfied employee/managers may always be on the look out for new opportunities.

Turnover can hurt an organization because it results in the loss of the experience and knowledge that managers have gained about the company, industry and business environment [8]. They also maintained that, a growing service of dissatisfaction for many lower – and middle level managers, as well as for non – managerial employees, is the threat of unemployment and increased workloads from organizational downsizing.

[13,14,7,15-18] in their different research findings revealed that, dissatisfaction is frequently associated with a high level of complaint and work grievance. Highly dissatisfied employees are more likely to resort to Sabotage and passive aggression. They do engage in all sort and forms of work misbehaviors. For employees with limited alternative options, who would quit if they could, these forms of destructive actions act as extreme application of neglect. Several other studies have also shown that, employees who are dissatisfied with their jobs are prone to health setbacks ranging from headaches to heart diseases.

Some research also indicates that job satisfaction is a better predictor of length of life than is physical condition or tobacco use. These studies suggest that dissatisfaction is not solely a psychological phenomenon. The stress that results from dissatisfaction apparently increases one's susceptibility to heart attacks and the like. For managers, this means that even if satisfaction didn't lead to less voluntary turnover and absence, the goal of a satisfied work force might be justifiable, because, it would reduce medical costs and the premature loss of valued employees by way of heart diseases or strokes.

The implication of the above is that, organizations that do not guarantee constant supply of good incentives to employees, good policies and work methods, good leadership styles, good management system should have good health care facilities to take care of their employee's illness that may emanate from job dissatisfaction. They also need to acquire good management team that can guarantee and proffer solution to all symptoms of employee dissatisfaction.

Interestingly, the Dangote conglomerates showed some significant traits in terms of productivity enhancement via the instrumentality of job satisfaction determinants. Virtually all the four companies studied revealed that some relevant tactics and strategies were in place for the purpose in the main of enhancing employee performance in some significant dimensions. The researcher was opportune to appreciate this in the course of an oral interview with the management, particularly, in his interactions with some key officials such as the Managing Directors, Principal Director and some highly technical staff.

Notwithstanding, the studied revealed that a lot was still needed to be done in a bid to positively and significantly relate the key variables at play, that is, there should be a high impact of job satisfaction determinants on productivity enhancement or improvement. Strategic plans were yet to be put in place to boost productivity of the employees. Specifically, there was a gross absence of dynamic leadership style to consistently stimulate or ginger workers to increase performance in Dangote Salt Plc. Unlike the dynamic leadership style manifested in the Dangote cement Plc the leadership style in the Dangote Salt Plc tended towards laissez – faire pattern essentially.

Significantly, the research findings showed that a lot was yet to be done when it comes to critical issues such as what and what should constitute mentally challenging work, equitable rewards, supportive working conditions and the like. The study revealed also that in all the four conglomerates studied, the issues of staff promotion, good wage, team work and others were not sufficiently addressed or tackled by the management.

Related to the foregoing are the virtual absence of tactical and strategic moves to counter the tendency towards job dissatisfaction as evidenced by higher rates of turnover, absenteeism, strikes or threats to embark on industrial action, pilfering of corporate items and gross absence of health facilities to treat the sick members of the staff. Not surprisingly, many of the employees continued to reflect substandard performance. Productivity enhancement could not take a firm root for excellent in such an unwelcome or unwholesome environment.

The above position confirms the views of [6,19] who assert that corporate organizations will only

attain high productivity if the job satisfaction determinants which are employee expectations from the organizations are supplied to them accordingly for optimal performance by the management. At the same time, the employee needs to reciprocate by meeting up with organization's expectations and requirements.

The individual expectations from the organization influence job satisfaction, attitude of employees and level of productivity. The employee expectations from the organization include:

- a. Provision of safe and hygienic working conditions.
- b. Making reasonable efforts to provide job security.
- c. Attempt to provide challenging and satisfying job and reducing alienating aspect of work.
- d. Adopt equitable personnel policies and procedures.
- e. Allow staff genuine participation in decision making which affects them.
- f. Implement best practice in equal opportunity policies and procedures.
- g. Provide reasonable opportunities for personal development and career progression
- h. Treat members of staff with respect.
- i. Demonstrate an understanding and considerate attitude towards personal problems of staff.

At the same time, organizational expectations and requirements from the employees include: -

- a. Achieving of organizational goals that are different from the personal goals of individual members.
- b. Having sufficient involvement, commitment and initiative from organizational members.
- c. Requiring individuals to take certain organizational roles.
- d. Having people perform certain tasks effectively and efficiently.
- e. Requiring participants to accept authority and to assume responsibilities.
- f. Achieving the integration and coordination of activities.
- g. Requiring adherence to policies, rules and procedures.
- h. Attaining responsiveness to leadership and influence.
- i. Developing sufficient loyalty to maintain the organization as a social system.

All the above elements constitute the psychological contract that exist between the employer and the employee which ultimately if violated will lead to job dissatisfaction, exhibition of negative employee attitude and low productivity in the organization.

6. CONCLUSION AND RECOMMENDATION

Organizations are created to achieve goals and objective for which they were set to accomplish. Employing managers (with requisite/necessary skills, experience and knowledge will facilitate goal attainment through the application of desired management systems, leadership styles, good working conditions, good policies and work methodologies, good incentives / reward packages, that will guarantee employee satisfaction, positive attitude to work resulting to productivity of organizations. Failure of these will lead to employee dissatisfaction symptoms which are negative attitude to work, poor management systems, poor working conditions, poor policies and procedures and bad leadership styles amongst others which will lead to employee turnover and absenteeism. The study therefore recommends as follows:

- i. Organization executive management should ensure the provision of good condition of service, good working atmosphere, good policies and work methodologies, good rewards and incentive packages, good management system and leadership style that will guarantee satisfaction in the employee workforce in order to attain high productivity in these organization.
- ii. Employee care department that will be shouldered with the responsibility to ensure the compliance with job satisfaction determinants such as pleasant working conditions, good policies and methodologies, good rewards and incentives, good management systems and leadership styles amongst others by the executive management be constituted. They will examine and periodically remind the management of the noble responsibilities of meeting up with the benchmarks of these job satisfaction determinants to employees to facilitate productivity attainment of organization.
- iii. Training and retraining of employee to enable them acquire more knowledge and skills will guarantee satisfaction of managers.

- iv. Periodically appraising staff needs and expectations to know their areas of dissatisfaction by managers of these firms is pertinent.
- v. Setting work performance standards, policies, procedures, that are not extremely stringent and over demanding are good measures of addressing job dissatisfaction problems by these organizations.
- vi. Organization management should create a standard conducive work environment that will guarantee maximum comfort of employees for maximum performance attainment.
- vii. Participative leadership style by the chief executive officers is desirable in order to welcome sound ideas, suggestions and strategies to address matters of employees' dissatisfaction at all times in order to be productive.
- viii. Management system that will revolve around managerial functions of planning, organizing, directing and controlling employees and their expectations to address job dissatisfaction symptoms is important.

7. CONTRIBUTION TO KNOWLEDGE

Unlike previous studied [7,8,14,13,6] this research is a sort of an eye opener in the sense that it revealed lucidly the most critical forces militating against productivity enhancement endeavours via the instrumentality of job satisfaction determinants. This is particularly true with a focus on the Dangote conglomerates studied in which much is still needed to be done in a bid to woo levels of productivity enhancement (improvement) via effective strategic formulation and implementation to attract highest futurities to the companies under reference.

8. SUGGESTION FOR FURTHER STUDIES

Against the background of the research findings and other relevant matters connected with this research, it may be pertinent to advise that researches (or studies) that may surface hereafter should be more embracing in the sense that their scopes should be broader, deeper and larger than this one. More conglomerates should be considered for inclusion in the said studies. Efforts should be focused on the empirical

investigations into the peculiar variables that have seemed to bedeviled rapid and meaningful advancement in productivity enhancement via the relevant job satisfaction determinates in the place.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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APPENDIX

Department of Business Management,

Benue State University, Makurdi,

Benue State, Nigeria – West Africa

19th October, 2015

Dear sir / madam,

Here is a questionnaire on “Determinant of Job Satisfaction as an Imperative for Performance enhancement in a goal oriented firm. (A survey of Dangote Conglomerate quoted on the Nigeria Stock Exchange Market).

You have been chosen as one of the respondents in this study. You are therefore humbly requested to supply honest and sincere answers and responses to question by tick (√) as appropriately as you can in the boxes / spaces provided. There is no right or wrong answers.

Yours identity is not needed at all and the information provided will be treated with utmost confidence and solely for academic purposes.

Yours faithfully,

Sev, Joseph Teryima Ph.D

Research Questionnaires

1. Employees are satisfied with the reward packages and other related policies in our organization.
 - a. Strongly Agree (SA) []
 - b. Agree (A) []
 - c. Undecided (U) []
 - d. Disagree (D) []
 - e. Strongly Disagree (SD) []

2. You are proud to tell others that you are part of the organization.
 - a. Strongly Agree (SA) []
 - b. Agree (A) []
 - c. Undecided (U) []
 - d. Disagree (D) []
 - e. Strongly Disagree (SD) []

3. Poor management system and related policies (issues) lead to employee turnover in our organization.
 - a. Strongly Agree (SA) []
 - b. Agree (A) []
 - c. Undecided (U) []
 - d. Disagree (D) []
 - e. Strongly Disagree (SD) []

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