

IMPACT OF JOB SATISFACTION ON EMPLOYEES PERFORMANCE: A STUDY OF NIGERIAN BREWERIES PLC KADUNA STATE BRANCH, NIGERIA

Theresa Ifeyinwa Ndulue ^{1*} Henry Chinonso Ekechukwu ^{1,2}

¹Lecturer, Department Of Business Administration University Of Abuja, Nigeria +2348051746999

²Department Of Business Administration, Nasarawa State University Keffi, Nigeria +2347038770909

* Corresponding author : nduluetheresa@yahoo.com

Abstract

When employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could also pose a threat to the overall performance of the organization. The main objective of this study is to examine the impact of job satisfaction on employees performance, with Nigerian Breweries Plc Kaduna as a case study. In view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing the data. Also, personal interviews and general observations were part of the source on information for this study. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization, it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

Keywords: Job Satisfaction, performance, nature of job, Job reward, Job Security

1. Introduction

It is a general understanding that job satisfaction is an attitude towards job, in other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of effects produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding.

Furthermore, Job satisfaction represents a complex assemblage of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is satisfied or dissatisfied with his or her job. A questionnaire can be used to measure job satisfaction, in this method, it measures the satisfaction with the different dimensions or facets of the job by the employee and sum of all satisfactions scores will be taken as the overall job satisfaction

(JS). Almost any job related factor can influence a person's level of job satisfaction or dissatisfaction and there are a number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimensions of

job satisfaction and they are pay, the work itself, promotions, supervision, workgroup, and working conditions.

Moreover, employee performance very much depends on perception, values and attitudes, there appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation. In the short run, employee's skills and abilities are relatively stable. Therefore, for the purpose of the study, the researcher defines the performance in terms of effort extended to the job of an employee. Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work or we say that they make an effort to perform better but increased effort results in better performances.

Attainment of a high level performance through productivity and efficiency has always been an organization's goal of high priority. In order to do that, highly satisfied work force is an absolute necessity, but when employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could pose a threat to the overall performance of the organization. A dissatisfied employee tends to have a low morale towards the job and when employees' morale to the job is low, their performance could be affected. Also, several researchers (Alamdar, Muhammad, Muhammad and Wasim, 2011 and Pushpakumari, M.D 2008) in the developed and developing countries have examined the impact of job satisfaction on employees' performance but only few studies have been carried out in the brewery companies, it is in this regard that the researcher intended to examine the impact of job satisfaction on employees' performance, a study of Nigerian Breweries Plc Kakuri, Kaduna State.

The main objective of the study is to examine the impact of job satisfaction on employees' performance, a study of Nigerian Breweries Plc Kakuri, Kaduna State. The specific objective is to: determine the impact of job satisfaction on employees' morale. Focused on the above stated specific objective of the study, the hypothesis is formulated in null form:

H₀: Job satisfaction has no significant effect on employees' morale

The study serves as a guide for other researchers in subsequent areas of research, the study will equally be useful for management of brewery companies' in Nigeria, especially in its job description and job specification policy. In addition, the study will be of great importance to other industries, banks, schools, ministries, agencies, parastatals and other interested individuals as a reference point for further research. However, it serves as reference materials for students who will wish to conduct similar studies on this topic.

2.0 Concept of Job Satisfaction

The concept of job satisfaction, viewed through different lenses by various scholars, is defined differently. Greenberg and Baron (2008), for instance, viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace. Job satisfaction can also be defined as a worker's emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation. Greenberg and Baron (2008) saw it as a positive feeling

toward a person's job. This concept, according to George and Jones (2005), is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. Arnett, Laverie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself or herself in the context of his or her job.

Cranny, Smith and Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job.

Weiss (2012) cites Locke (2002) who defined job satisfaction as feelings of contentment derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goals. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values. Locke (2002) states that three factors exist in any appraisal process of the job: the perception about the facet of the job, a value system, and an evaluation of the relationship between the perception and the value system.

Furthermore, employees have set goals and values in mind, if their job assists them in achieving those goals, they are satisfied. Robbins (2005) defined job satisfaction as a set of emotions that one feels about one's job. Smith, Kendall and Hulin (2007) defined job satisfaction as "feelings or affective responses to facets of the situation. Smith (2009) stated that those feelings are caused by the difference between what is expected from the job and what is actually experienced, and comparing this difference to alternative jobs. Agho, Mueller and Price (2011) defined job satisfaction as the extent to which workers are happy with their jobs.

2.1 Concept of Employees Performance

According to Nmadu (2013), employees performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013).

However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth 2009). It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners 2007). Employees performance if it is recognized by managers or superiors within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Nmadu 2013).

Gibson (2012), employee performance is a measure of the morale of employee, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. According to Nmadu (2013), performance is measured in terms of productivity, job satisfaction, turnover and absenteeism."Moreover, authors agreed that when conceptualizing employees performance one has to differentiate between an action (i.e., behavioural) aspect and an outcome aspect of employees performance (Richard, 2009). The behavioural aspect refers to what an individual does in the work

situation. Moreover, only actions which can be scaled, i.e., measured, are considered to constitute employees performance (Richard, 2009).

Furthermore, outcome aspects of performance depend also on factors other than the individual's behaviour. For example, imagine a teacher who delivers a perfect reading lesson (behavioural aspect of performance), but one or two of his pupils nevertheless do not improve their reading skills because of their intellectual deficits (outcome aspect of performance). Imagine a sales employee in the telecommunication business who shows only mediocre performance in the direct interaction with potential clients (behavioural aspect of performance), but nevertheless achieves high sales figure for mobile phones (outcome aspect of performance) because of a general high demand for mobile phone equipment. In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect. Because not any action but only actions relevant for organizational goals constitute performance, one needs criteria for evaluating the degree to which an individual's performance meets the organizational goals. Thus, the emphasis on performance being an action does not really solve all the problems.

2.2 Factors Responsible for Employees Job Satisfaction

Harmer (2012), several factors are responsible for employees job satisfaction in an organization, some of which are money, culture, interesting workplace, rewards, low stress, respect, trust, job security and so on.

Money, is sometimes the main cause of job satisfaction, when employees spend a majority of their waking hours in the workplace, they need more money than to satisfy them. Using their talents, engaging them in challenging projects, offering incentives, and creating a friendly and respectful environment with low stress and good pay are among the reasons employees will be glad to show up each day to contribute to the company's ultimate success.

Interesting Work, employees are most satisfied when they find their work interesting, according to an article in Human Resource Management. Being able to retain a certain amount of autonomy allows workers to develop their own challenges and find ways to overcome obstacles, leading to a more satisfying work experience. Challenges and diversity in the daily grind also keep work interesting. While the nature of specific jobs may not typically lead to a diverse workday, successful managers should look for ways to increase challenges for workers and vary their daily routines to provide a range of responsibilities.

Rewards, while pay may not always be a worker's prime reason for job satisfaction, it doesn't hurt. Incentives that include bonuses and pay raises often can help employees overcome poor attitudes toward other, less enjoyable areas of their work. When workers receive rewards for a job well done, they often feel more satisfied with their jobs. Incentives such as getting a better office space, a few extra paid vacation days and other perks can significantly increase workers' job satisfaction.

Low Stress, employees who feel continuous stress and pressure to perform at work may develop apathy, fatigue, muscle tension, headaches, substance abuse problems and high blood pressure. Job satisfaction increases when employees can enjoy a stress-free environment in which they know they're appreciated and they're not in fear of losing their jobs if they make a mistake, according to Helpguide.org. Workers can employ techniques to take care of themselves, such as eating a healthy diet, eliminating negative thinking and resolving conflicts as they arise.

Job Security, Organizations can provide a sense of security through honest communication and transparency about the company's health and long-term viability. If you have ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety.

3. Empirical Study

Alamdar, Muhammad, Muhammad and Wasim (2011) investigated the impact of job satisfaction on employee performance in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor and nature of work; affect the job satisfaction and performance. Pushpakumari (2008), investigated the impact of job satisfaction on employees performance in Istanbul, Turkey. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee. It also considered influence of age, sex and experience of employees on level of job satisfaction. In addition it investigated in most satisfying event of an employee in the job, why employees stay and leave the organization. Data were collected through a field survey using a questionnaire from three employee groups, namely Professionals, Managers and Non-managers from twenty private sector organizations covering five industries. The analysis data revealed that there exists positive correlation between job satisfaction and performance of employees.

4. Methodology

This research made use of the survey research design. The survey research design was employed to certainly allow the researcher to make more reliable conclusions on job satisfaction and its impact on employees performance. The survey research design adopted becomes imperative because of the population characteristics and a representative nature of the sample of the population for the study.

The population for the purpose of this study made use of staff of Nigerian Breweries Plc Kakuri, Kaduna State. Hence, the estimated population for this study is 3,195 (Nigerian breweries Plc annual report and accounts, 2014).

Stratified random sampling technique was used in selecting staff of the company, the respondents were grouped into different strata and sample was drawn from each stratum randomly and the reason for this is because it affords every member of the sample an equal opportunity to be selected and also to reduce bias to the barest minimum. The strata in this case are the top managers, middle managers, supervisors, and junior workers. Four hundred and seventy employees were selected to participate in the survey to fill and return the questionnaire and the sample size of three hundred and fifty seven was derived using Taro Yamane (1967) sample size determination technique:

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

Where:

n	=	sample size
N	=	population size
1	=	constant
e	=	margin of safety or error margin

The prepared questionnaire was used in the cause of this research work to obtain all the vital information needed to carry-out the work effectively and is used to elicit opinions and views from respondents. .

The descriptive method for the data analysis has been supplemented with the use of some statistical instruments, such as tables, simple percentage and regression. Regression is one of the most popular and widely used methods for analyzing data. However, this is usually used to establish whether one

variable is dependent on another or a combination of other variables and is used to test the hypotheses for the study. The model formulated is:

$$EM = \alpha + \beta_1 NJ + \beta_2 JR + \beta_3 JS + \mu$$

Where

EM = Employees Morale

α = Intercept

β_1 = Independent variable

μ = Error term

NJ= Nature of Job

JR= Job Reward

JS= Job Security

However, all the analyses are done using E view statistical software package which is used to analyze statistical test.

5. Data Presentation

Table 1: Educational Qualification of Respondents

Qualification	Frequency	Percentage (%)
O' Level	179	50.14
OND	132	36.97
B.sc/B.Eng/HND	35	9.81
M.sc/ M.Eng/MBA	7	1.96
PhD	4	1.12
Total	357	100

Source: Field Survey, 2016.

Table 1 shows the educational qualification of respondents of the company. From the table above, majority of the respondents that is 179 representing 50.14% of the total respondents are O' Level certificate holders, 132 respondents representing 36.97% are OND certificate holders, 35 respondents representing 9.81% are B.sc/B.Eng/HND certificate holders, 7 respondents representing 1.96% are M.sc/M.Eng/MBA certificate holders, while 4 of the respondents are PhD certificate holders representing 1.12% of the total respondents. This shows that most of the staff are O' Level and OND certificate holders who are mostly junior workers and non skilled in their profession.

Table 2: Duration of Service of Respondents'

Working experience	Frequency	Percentage (%)
Less than 2 years	38	11
Between 2 & 7 years	85	24
Between 7 & 15 years	112	31
Above 15 years	122	34
Total	357	100

Source: Field Survey, 2016.

Table 2 shows that majority of the respondents that is 122 representing 34% of the total respondents have worked with the company for over fifteen (15) years, 112 respondents representing 31% have worked with the company between 7 years and 15 years, 85 respondents representing 24% have

worked with the company between 2 years and 7 years, while 38 respondents representing 11% of the total respondents have worked with the company for less than 2 years. This shows that majority of the staff of the company have witnessed more conflicts and how the company was able to manage the various conflicts.

Table 3: Does the Organization Promote Staff as at When Due?

Response	Frequency	Percentage (%)
Yes	30	8.41
No	327	91.59
Total	357	100

Source: Field Survey, 2016.

Table 3 shows that majority of the respondents that is 327 representing 91.59% of the total respondents disagreed that the organization promote staff as at when due, while 30 respondents representing 8.41% of the total respondents agreed that the organization promote staff as at when due. This shows that majority of the respondents disagreed that the organization promote staff as at when due.

Table 4: Does the Nature of Employees Job Commensurate With their Pay?

Response	Frequency	Percentage (%)
Yes	124	28.75
No	233	71.25
Total	357	100

Source: Field Survey, 2016.

Table 4 shows that majority of the respondents that is 233 representing 71.25% disagreed that the nature of employees job commensurate with their pay, while 124 respondents representing 28.75% agreed that the nature of employees job commensurate with their pay. This shows that majority of the respondents disagreed that the nature of employees job commensurate with their pay.

Table 5: Employees are dissatisfied with the Working Conditions of the Organization

Response	Frequency	Percentage (%)
Strongly Agree	38	11
Agree	54	15
Undecided	72	20
Disagree	107	30
Strongly Disagree	86	24
Total	357	100

Source: Field Survey, 2016.

Table 5 shows that a total of 92 respondents representing 26% agreed that employees are dissatisfied with the working conditions of the organization, 72 of the respondents representing 20% were undecided, while 107 and 86 respondents representing 30% and 24% disagreed and strongly disagreed respectively. This indicates that majority of the respondents disagreed that employees are dissatisfied with the working conditions of the organization.

Table 6: Employees are rewarded when their Performance Improves?

Response	Frequency	Percentage (%)
Yes	79	28.75
No	248	71.25
Total	357	100

Source: Field Survey, 2016.

Table 6 shows that majority of the respondents that is 248 representing 71.25%, disagreed that employees are rewarded when their performance improves, while 79 respondents representing 28.75% agreed that employees are rewarded when their performance improves. This shows that majority of the respondents disagreed that employees are rewarded when their performance improves.

Table 7: Employees Morale in the Organization has Improved Overtime?

Response	Frequency	Percentage (%)
Yes	19	5.32
No	338	94.68
Total	357	100

Source: Field Survey, 2016.

Table 7 shows that majority of the respondents that is 338 representing 94.68% of the total respondents disagreed that employees morale in the organization has improved overtime, while 19 respondents representing 5.32% of the total respondents agreed that employees morale in the organization has improved overtime. This shows that majority of the staff disagreed that employees morale in the organization has improved overtime.

6. Analysis

Hypothesis Testing

E-view OLS Regression Result

$$EM = \alpha + \beta_1 NJ + \beta_2 JR + \beta_3 JS + \mu$$

EM = Employees Morale

NJ= Nature of Job

JS= Job Security

JR= Job Reward

Dependent Variable: EM
 Method: Least Squares
 Date: 04/03/16 Time: 02:34
 Sample: 1 5
 Included observations: 5

Variable	Coefficient	Std. Error	t-Statistic	Prob.
NJ	1.063118	0.430207	2.471175	0.2448
JR	0.287130	0.520773	0.551355	0.6792
JS	0.102346	0.118325	0.864958	0.5460
R-squared	0.981995	Mean dependent var	71.40000	
Adjusted R-squared	0.927982	S.D. dependent var	21.03093	
S.E. of regression	5.643908	Akaike info criterion	6.289593	
Sum squared resid	31.85370	Schwarz criterion	5.977143	
Log likelihood	-11.72398	Hannan-Quinn criter.	5.451009	
F-statistic	18.18048	Durbin-Watson stat	2.435211	
Prob(F-statistic)	0.170331			

Source: data output using e-view, 2016

The analysis indicates that the coefficients for nature of job (NJ) and Job reward (JR) by Nigerian Breweries Plc Iganmu, Kaduna State in improving job satisfaction are positive and significant in improving employees morale. This implies that the act of improving job satisfaction in the form of the nature of job (NJ) and job security (JS) leads to employees' performance in terms of high employee morale.

The t-statistic value of 2.47 which is greater than standard error value of 0.43 and the p-statistic value of 0.24 for nature of job (NJ) as a measure of job satisfaction and job reward (JR) had t-statistic value of 0.55 which is greater than the standard error value of 0.52 and p-statistic value of 0.67, while job security (JS) had t-statistic value of (0.86) which is less than the standard error value of (0.10) and less than p-statistic value of 0.54.

The f-statistic value of 18.18 is significant at $P = 0.17$ which provides evidence of existence of linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale. The $R^2 = 0.98$ indicates that only 98% job satisfaction (nature of job, job reward and job security) by the company contributes immensely to the improvement of employees morale but 2% can be explained by other factors not noted in the regression model which is refer to as error term. Therefore, we accept the alternative hypothesis that there is a significant relationship between job satisfaction and employees morale.

7. Summary of Findings

The findings from the tested hypothesis shows that there is an evidence of existence of linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale. That is why, we accept the alternative hypothesis that there is a significant relationship between job satisfaction and employees morale.

Table 5, indicates that majority of the respondents disagreed that employees are dissatisfied with the working conditions of the organization. Table 6, shows that majority of the respondents disagreed that

employees are rewarded when their performance improves. Table 7, shows that majority of the staff disagreed that employees morale in the organization has improved overtime.

8. Conclusions

Employees are dissatisfied with the working conditions of the organization, it is evident in their responses. Also, employees fulfillment of their needs in relation to their work and the surrounding is satisfactory from their responses. Most employees of the organization are rewarded when their performance improves, so as to motivate them. Employees morale in the organization has improved overtime, it is also evident in their responses. The coefficient relationship between job satisfaction and employees performance is positive, while the hypothesis revealed that job satisfaction (nature of job, job reward and job security) has significant effect on employees morale. This implies that, the nature of job given to the employees, the reward system of the organization and job security will continue to determine employees morale. Furthermore, the relationship between job satisfaction and employees commitment has a positive relationship as seen from the responses of the employees, this implies that employees committed to their work largely depends on job satisfaction. When employees are satisfied with the job they do, then they will be more committed to their jobs.

9. Recommendations

Therefore, on the basis of the findings and conclusions of this study, the following recommendations are here made;

- It is recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.
- It is also recommended that the management of the company should make employees morale a priority, since an employee with a high morale will be more committed to the job.
- It is also recommended that the management of the company should review its reward system so as to favour employees who are hardworking and committed to their jobs.

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