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Examination of Positive Job Feelings and Job Satisfaction among Workers in Lagos State Ministries

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ABSTRACT

This article examines the influence of positive job feeling on job satisfaction among workers in Lagos State Ministries. A priori expectation is that positive job feeling has a correlation with job satisfaction among workers in Lagos State Ministries. The study sampled six ministries where a sample of four employee categories (Top Management staff, Senior Managers, Middle Lower Managers, and non-managerial employees) was made. A structured questionnaire containing 8 items drawn from the variables (dependent and independent variables) was the main instrument used to explicate data from respondents, measuring the various aspects that reflect the nature of these variables. Besides the primary source, secondary sources such as books, journals and internet materials were also used to conduct the research. The study adopted analytical models such as correlation, regression and path analyses in assessing the research question, while the chi-square was used to analyse the hypothesis. In conclusion, the article found that positive correlation exists between positive job feelings and job satisfaction among workers in Lagos state ministries, and recommended that factors of perceived fairness should be strengthened as it promotes positive job feelings which in turn motivate job satisfaction.

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Introduction

Employees' job satisfaction, as a concept in organisational behaviour, has been defined by many authors with respect to different situations. However, one definition that appears representative and generally accepted within contemporary literature of organisational behaviour was given by Straiter (2005). He defined employees' job satisfaction "as the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or service". The implication of this definition is that a person's job satisfaction is a measure of how efficiently or effectively he or she uses resources to achieve organisational goals. Thus, an employee with a high level of job satisfaction holds positive feelings about the job, while an employee who is dissatisfied with his or her job holds negative feelings about the job. A person's job is more than just the obvious activities of shuffling papers, writing programming code, waiting on customers, or driving a truck.

Loehr & Schwartz (2005) were of the view that increasing job satisfaction requires more than free cafeteria food and flex time; it also may require the positive mental, spiritual, physical, and emotional resources the employee brings to the workplace. Based on the book titled *The Power of Full Engagement*, their study provided the Full Engagement Profile data source where people who score up to the top 10 percent of job satisfaction report they are also taking care of themselves in the mental, emotional, spiritual, and physical realms. The three-year study focused on the personal energy management and work-life balance of 75,000 working adults. They also exhibited positive energy management habits to a

far greater degree than people in the bottom 10 percent of job satisfaction. The study added that those with the highest job satisfaction scored about 50 percent higher on commitment, passion, self-confidence, vision, and purpose than those in the lowest 10 percent of job satisfaction.

According to Loehr and Schwartz (2005), people who report the highest job satisfaction are highly self-confident individuals and this amounted to 85 percent correlation between high job satisfaction and self-confidence. "They are not only satisfied with their jobs, but they also feel competent in work and life. These two are mutually reinforcing." They found it tempting, based on these numbers, to think that job satisfaction can be addressed through good candidate selection, which to some extent, can be, but posited that employers get only one chance at good selection with each opening they fill. They also have a daily opportunity to encourage people toward practices that renew physical energy as well as the opportunity to encourage employees' self-confidence through training and recognition. If the tensions of the job take away energy, enthusiasm, and time for self-renewal, the individual with high job satisfaction is at risk for becoming less engaged.

Statement of the Problem

Behavioural scientists are yet to arrive at a consensus on factors capable of influencing job satisfaction among employees in an organization. Whereas some behavioural scientists theorize that adequate remuneration is a co-workers relationship, perceived value system, positive feelings etc. in a kind of archetypal research, the present researcher has investigated perceived value system, co-worker relationship and the influence of adequate remuneration among Lagos State employees, and found positive significant relationship

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between them and job satisfaction among the employees. It therefore becomes imperative that the influence of positive job feelings on job satisfaction among the workers should be investigated to ascertain whether positive co-relationship could be found or otherwise. Herein lies the necessity of the present research exploration.

Purpose of the Research

The purpose of this research exploration is to ascertain whether a positive relationship exists between positive job feelings and job satisfaction or otherwise.

Research Question

Is there a positive relationship between positive job feelings and job satisfaction among employees in Lagos State Ministries?

Research Hypothesis

This study will test the following research hypothesis:

1. An Employee with high level of job satisfaction in the Lagos State establishment will not necessarily hold positive feelings about the job.

Significance of the Study

Besides that this research will increase the volume on the subject matter, it will also authenticate the influence of positive job feelings on job satisfaction among Lagos State employees as well as align itself with a school of thought on the contentious issue.

Review of Related Literature

Establishment of the importance of job satisfaction leads to inquiries concerned with the job variables related to satisfaction and, in turn, the relations of satisfaction to performance behaviours. Following Katzell (1998), studies of the former have tended to become more and more complex and chiefly rely on factor analysis as the method of data analysis. The analyses are of job satisfaction perceptions as such or in relation to various demographic variables.

Series of studies conducted among varied populations, with different organisations show that similar dimensions of job satisfaction continue to emerge. The most frequent dimensions appear to be (a) the content of the work, actual tasks performed, and control of work; (b) supervision of the direct sort; (c) the organisation and its management; (d) opportunities for advancement; (e) pay and other financial benefits; (f) co-workers; and (g) working conditions.

The factors are more or less important in various studies and often specific factors appear but, in general, the seven descriptive rubrics seem to cover the more important sources of job satisfaction.

Wherry (1988) has shown that job satisfaction factors are invariant over different populations when the same measuring instrument is used. That this is true using a different method of statistical analysis has been shown by Harrison (1991). The general finding of invariant factors has also been supported by Twery, *et al.*, (1998).

In summary, it seems warranted to conclude that paper and pencil questionnaires are measuring something real, common to people at work in varied situations and that job satisfaction has at a minimum, seven important dimensions.

The complexity of job satisfaction has been amply demonstrated by the cited studies and it seems appropriate to mention here the Herzberg, Mausner, and Snyderman (1979) "dual factor" theory of dimensions of satisfaction as satisfiers or dissatisfiers. The factorial studies show that the presumably distinct satisfiers and dissatisfiers do not reveal themselves as operationally separate. They tend to "load" on certain factors as both satisfiers and dissatisfiers. In addition, studies

attempting to evaluate the Herzberg theory such as Graen (1980), Hinrichs and Mischkind (1980), House and Wigdor (1977), and Lindsay, Marks, and Gorlow (1987) have consistently failed to support Herzberg's concept. Also many studies have shown that individual differences contribute some variance to job satisfaction as shown by Vollmer and Kinney (1985).

Job Satisfaction and Performance Behaviours - Single Criteria

Discussions in this section are, for the most part, in order of increasing complexity of criteria related to job satisfaction. The first relates to the use of one criterion and the later two or more.

Strauss (1988) obtained self, perception of supervisory, peer, and supervisory ratings among 49 government engineers and scientists, both supervisory and non-supervisory and related these to measures of job satisfaction - the latter from a four-question scale and interviews. Only three of 12 correlations with productivity were found significant, two of these with "perception of supervisory rating". Kirchner (1990) with a group of 92 engineers found very moderate relationships between performance, as rated by supervisors, and scores on an 8-item job satisfaction form. He found no items related to an engineering knowledge test score and that persons with research and development interests tend to have less favourable attitudes than those interested in sales. One major finding was that persons who are dissatisfied with their present rate of progress and who do not feel their capabilities are being used to the fullest are going to be the most disgruntled, even though they may think that their future is quite good.

Kirchner (1990) also found a total "general attitude" scale correlated with two objective criteria of sales to the level of .42 and .46. In the same study correlations of attitudes toward supervision with criteria were .29 and .32. All were significant at the .01 level and the correlation of general and supervisor attitudes .48. The latter study does show that one kind of productivity can be predicted from attitudes thereby highlighting the likely importance of supervision to job satisfaction.

One of the earliest factor studies of the relation of job satisfaction to productivity was that of Gordon (1985). A questionnaire containing 77 items of job satisfaction was administered to two separate groups of clerical and accounting workers. A composite criterion of five performance areas was constructed and the interrelations factored. The results were four factors covering satisfaction but with no strong relationships to productivity. Comrey, High, and Wilson (1995) administered a 24 "dimension" questionnaire to 244 supervisors in an aircraft company. Four criteria were used, three of which were objective measures, and the fourth a rating of departments by staff executives. At least two of the dimensions showed significant correlations with some criterion and indicated that supervisory satisfaction does affect departmental production in quite a complex manner.

In general, these studies attempted to predict only production show of the somewhat varied results previously commented upon in the literature. However, two further points might be made. The first is that ratings leave something to be desired as criteria in these studies and second, where several production criteria were used, the predictor-criterion relations were different for the different criteria indicating the need for several criteria rather than a single global measure.

Research using absenteeism as the sole criterion related to job satisfaction has been relatively rare. One of the first was that of Metzner and Mann (1985). The study of blue and white collar men and women revealed no general relation between satisfaction and absenteeism. Specific relationships were found in specific groups and were moderated by job level and personal characteristics as sex, age, years of service, or salary. Patchen (1990) related "fairness" of past promotions, chance of present promotion, and pay to an absence criterion. A relationship was shown regardless of the facts of promotion and pay as shown by company records. It appears that some perception of a "bargain" was operating and people did or did not report for work regularly on the basis of their belief about keeping the bargain. Gibson (1996) in a review of absenteeism studies has presented evidence to support the Patchen finding in that there is a matrix of interacting needs, values, and beliefs. As the relationship of individuals and organisations continues, a "duties-rewards system" develops that determines individual behaviours.

In addition, Gibson has derived several propositions concerning absenteeism as related to individual characteristics, for example, perceived fairness and static organisational characteristics such as size. This formulation is quite similar to that of Vroom (1964) and leads to the possibility that criteria are individual and not general rubrics. Absenteeism appears to be affected by age, sex, job class, and job level. Individualistic perceptions of the job situation in effect, is a complex criterion that in some situations is related to job satisfaction but is not in others, depending upon surrounding conditions and moderators.

It is generally accepted that turnover is a criterion that has shown consistent positive relations in the past with measures of job satisfaction. An early study, Ross and Zander (1977), found that fulfilment of employee "needs" was closely related to turnover and that earnings could not be substituted for need satisfaction. Speroff (1979) found a correlation of $-.76$ between a 10-item satisfaction questionnaire and a "tenure rate" (years on labour market and jobs held in the period). Sheppard (1987) found that (job terminators) persons who quit because of job related reasons, differed on five areas of satisfaction from non-job terminators and employees remaining on the job; that is, opportunity for advancement, working conditions, wages, interesting work, and work load. The study also investigated personal and situational characteristics and length of service, marital status, and effectiveness on the job seemed to differentiate among job factors to a greater extent than did the others. From studies such as the aforementioned, it has been assumed that there is a fairly strong relationship between job satisfaction and job tenure.

Obisi (2003) differentiated between job satisfaction and work motivation. He stated that job satisfaction is concerned with the deep feeling inside which is disconnected with whether we are motivated in our work. He further outlined the following factors that enhance job satisfaction as:

- Adequate salary
- Good working conditions
- Parental management
- Job security
- Opportunity for growth
- Cordial relationship between the superior and the subordinate
- Positive and supportive environment
- Dignity of labour

- Friendly nature of co-workers and colleagues
- Responsibility

Leadership

Following an extensive view of relevant literature, Bowers and Seashore (1990) developed a questionnaire embodying four major areas of leadership: (a) support, (b) goal facilitation, (c) work facilitation, and (d) satisfaction with various job aspects. They also conceptualized leadership as much broader than formally designated or recognized leaders. Also included, were various actions of peers as leadership behaviours. A questionnaire was developed including the four dimensions along with questions concerning managers, classical business ideology, rivalry among agents, and need for affiliation as leadership dimensions.

The instrument was administered to all the managers, supervisors, and agents in 10 life insurance agencies to yield 20 index measurements of behavioural perceptions. From 50 measures of agency performance, the investigators also developed seven descriptive factors concerned with the agency's functioning (one described the regional managers' personal performance). Use of multiple correlation techniques found a wide variety of interactions that illustrate the major point of interest here the great complexity for the variables being examined along with the need for multi-variate analysis to understand them. For example, one of the major conclusions is that the model is not a simple one of managerial leadership leading to peer-leadership, which in time leads to outcomes separately; instead, different aspects of performance are associated with different leadership characteristics and, in some cases, satisfaction outcomes seem related to performance outcomes.

Actually, the study serves to point out that the non-leadership variables, in particular the variable of "peer goal emphasis" which is the only one that is the "best predictor" of criteria in more than one instance, is the best in four. Again there is the emphasis on employee goals as the important determiners of both satisfaction and performance.

Bowers (1994) studied another aspect of 40 life insurance agencies emphasizing the amount of control over agency affairs as perceived by 60 insurance agents. Included also, were measures of satisfaction with job, managers, peers, company, and income. These were used as criteria along with seven factors derived from data descriptive of the agencies' functioning and the regional managers' personal performance. In general, markedly different perceptions of control were found among the various groups and degree of control was not a universal predictor as stated, instead, higher total control seems to be related positively to the ten (10) forms of satisfaction of organisation members, and to one style of organisational development, and related negatively to business costs, but to be unrelated to business growth, volume of business or manpower turnover. Here is a more limited aspect of the previous study but, in any event, it is a possible predictor to be reckoned with in future analyses. If for no other reason, it may be studied to determine if it is a satisfaction or performance predictor or its relation to some aspect of organisation functioning.

Related to the aforementioned studies is that of Bachman, Smith, and Sesinger (1996). Investigated here were the relationships of salesman's attitudes and performance to a sales manager's "control" over his office and his "interpersonal control" over his subordinate salesman. There was an attempt made to assess the relative degree of control exercised by managers and by salesmen over office affairs and relative

influence of each group. Also assessed were the bases of the office manager's power as "expert," "coercive," "reward," etc. The criteria were a corrected actual sales' figure and salesman "satisfaction with office manager." Correlations were by offices (N = 25), by individual perceptions of administrative practices, and by individual performance. In terms of offices, 16 of 20 correlations were significant at the .05 level or better, in particular, the criterion of "satisfaction with office manager" showed very high correlations. For individual criteria, the same pattern held (18 of 25 significant correlations) but the absolute values tended to be much lower. In terms of individual perceptions, they are unrelated to individual performance but again relations with "satisfaction with office manager" are highly significant.

In general, the study also shows that skill as a manager is based largely upon expertise and referent power in contrast to more coercive practices, mutual control by salesmen and managers makes a more effective organisation and, since an individual's performance is not related to his satisfaction with his manager, both performance and satisfaction are based upon total control. In effect, there is a very complex interaction of supervisory practices, group performance" individual performance and satisfaction to both managers and subordinates but the importance of the immediate supervisor, in particular, to job satisfaction indices, is clearly indicated.

Another study of the more complex multi-variate sort is that of Yuzuk (1991). The study was conducted in an electrical equipment manufacturing firm composed of 10 departments and 320 employees. Preliminary data were gathered to serve as a basis for constructing satisfaction questionnaires. The preliminary forms were items analysed against criteria of supervisory ratings, labour grade, tenure, absenteeism, tardiness, number of visits to medical aid unit, and production. As pointed out by Yuzuk, the final forms of the questionnaires assess facets of satisfaction related to the criteria and may or may not represent the sum total of "morale." The two forms were "evaluative" with items as "Management gives us a good vacation" to be answered on a 5-point scale and "descriptive" as "Last year I got (0-4, 5-9, 10-11, 14-15, or more) days vacation with pay." The items were categorized and, on the basis of a cluster analysis, 11 category items were inter-correlated and factor analysed.

The two scales gave 10 and 9 factors respectively, with the former showing a "bias factor," otherwise, there was considerable similarity. One factor, "financial rewards," appears in the "evaluation" form and not the "descriptive". The job satisfaction scores were correlated with both the criteria and criterion factors and the results, in general, were:

- (a) The "evaluation" form contains a large general factor which accounts for a major portion of the correlations matrix. The factor shows no significant degree of relationship with any of the criteria.
- (b) The skilled, experienced employee believes communications to be more adequate and those who believe otherwise show less absenteeism and tardiness.
- (c) Supervisors believed to be more technically competent have a unit with lower medical-aid visits and turnover with less absenteeism and tardiness.
- (d) More employee centered supervisors have lower rates of absenteeism and tardiness.
- (e) Higher skill and experience give more job satisfaction and longer tenure with fewer absences. Supervisory ratings of skilled personnel tend to be negative, semi-skilled production line workers receive higher ratings.

(f) Satisfaction with conditions of work is associated with low skill level, lowered production, and higher absenteeism. There are also lower medical-aid rates, lower turnover, and longer tenure.

(g) Less skilled persons are more favourably disposed to fellow workers and such departments show higher absenteeism.

(h) Long service employees express favourable opinions of fellow workers and hours of work.

(i) Skilled workers regard financial rewards as inadequate; apparently in this organisation semi-skilled personnel can earn more than skilled workers because of an incentive system.

(j) Status and recognition are enjoyed by the skilled employees and, if they feel fairly treated, show lower absence and tardiness.

(k) The most important single correlate of morale is labour grade, or level of skill.

More skilled employees generally exhibit more favourable attitudes toward many aspects of the job and organisation; however, it should be mentioned that they are usually at higher pay grades also.

This article will anchor the ship of positive job attitude on perceived fairness. The generally accepted equity theory states that individuals will compare their job inputs and outputs with those of others and then respond to eliminate any difference. This theory rears its ugly head in the various reactions of workers when they perceive unfairness on the part of either the entire management of their organisation or on the part of their immediate supervisor. Circumstances abound in which some supervisors will favour an employee at the expense of another. A typical example comes to play when one views the promotional exercises in most of the departments in the Lagos State establishments. Promotion to higher level in these organisations is sometimes carried out in favour of some employees and at the expense of others. It is done unethically with impunity to the extent that an aggrieved employee finds him or herself helpless and unwilling to contribute effectively to the organisation in achieving set objectives subsequently.

Perceived Fairness

This is the extent to which an employee feels a sense of equity, justice and fair-play within an organisation. This measures the major input into job satisfaction and satisfaction which further explains the degree of equity or inequity the employees perceive in their work situation. Inequity exists for a person whenever he perceives that the ratio of his outcomes to inputs and the ratio of others input are unequal.

Thus, perceived fairness can be specifically measured by dividing a person's output with the input and multiplying the result with the division of others output by others input. The perceived inputs will include the age, sex, education, social status, organisational position, and qualification. The outcomes would primarily be rewards such as pay, status, promotion, or intrinsic interest in the job. In essence, the ratio is based upon the person's perception of what the person is giving (inputs) and receiving (output) versus the ratio of what the relevant other is giving and receiving.

Methodology

The study sampled six ministries where a sample of four employee categories (Top Management staff, Senior Managers, Middle Lower Managers, and non-managerial employees) was made. A structured questionnaire containing 8 items drawn from the variables (dependent and independent variables) was the main instrument used to explicate data from respondents, measuring the various aspects that reflect the

Table 1. Sample Size for Ministries (n=132).

Ministries	Top Mgt. Executives	Senior Mgt Executives	Middle/Lower Level Managers	Non-managerial employees	Total
Education	3	4	5	10	22
Public Transportation	3	4	5	10	22
Finance	3	4	5	10	22
Health	3	4	5	10	22
Information and Strategy	3	4	5	10	22
Sports and Youth Development	3	4	5	10	22
Total	18	24	30	60	132

nature of these variables. The study adopted analytical models such as correlation, regression and path analyses in assessing the research question, while the chi-square was used to analyse the hypothesis.

This table 1 above shows the ministries under investigation and how the questionnaires were distributed among the various categories of staff

Analysis of the responses from the questionnaire administered on the randomly selected respondents from the ministries show that out of the 403 questionnaires ministered, 286 were returned representing 75% of the total number of questionnaire administered. Applying the usability criteria which involves accepting only questionnaires' items that were appropriately answered, the number of questionnaires used for the entire analyses in the study reduced to 250 (63.13 percent).

Dependent Variable

The main dependent variable for the study was job satisfaction. Configuration of job satisfaction has been a controversial topic in organisational behaviour literature. The controversy derives from the fact that job satisfaction can be

evaluated in several ways and that few indicators of satisfaction have been widely accepted. Job satisfaction evaluation becomes even more problematic to corporate ventures because parties involved are likely to adopt idiosyncratic criteria.

The literature on job satisfaction have revealed three areas in which major inconsistencies occur: (1) whose perspective is used for satisfaction measurement, (2) variations in job satisfaction measures, which may range from subjective judgment to financial indicators, and (3) variation in the appropriateness of different satisfaction measures as the organisation matures (Van and Gray (1984). These inconsistencies make cross-study comparisons and generalization about job satisfaction particularly problematic. However, following the suggestion of Schaan (1988), in which the adoption of multidimensional approach for the study of job satisfaction was considered appropriate, it has become necessary to incorporate willingness of individual managers to work as one of the basic measures of job satisfaction.

Table 2. Analysis of Respondents Pattern: Lagos State Government Ministries (n=132).

Nature of Research Questions	Focus	No. Administered	No. Responding	% Response Rate
Research Question 1: This question discusses issues on work-value defined as a mode of conduct or end-state of existence which may be socially or personally preferable to an opposite or converse mode of individual. This concept emphasize judgmental element which carries an individual ideas to what is right, good, or desirable	Lower level managers and Non-managerial staff	50	45	90%
Research Question 2: This question discusses the perceived relationship between an individual and his or her co-worker with intents and purposes of finding out the extent to which trust, misunderstanding, distrust or threat may influence the relationship and which ultimately may affect job satisfaction.	Lower level managers and Non-managerial staff	63	48	85%
Research Question 3: Employee needs are being discussed in this question. The relationship between needs satisfaction and motivation are emphasized and it is believed that a satisfied need will lead to motivation which ultimately will bring about job satisfaction.	Top management and senior management staff	50	22	44%
Research Question 4: Perceived fairness is conceived in this question as a means to achieving equity. Equity brings about justice and justice will lead a feeling of organisational progress	Middle level managers and Non-Managerial staff	50	36	72%
Research Question 5: This question discusses the extent to which formalization and bureaucracy will lead to nonchalant attitudes of worker. This essentially is characteristic of civil servants work environment	Lower level managers and Non-managerial staff	50	38	76%
Research Question 6: Timely and adequate remuneration constitutes the issues discussed in this question. The belief of an average worker is to earn his wages or salary on time and it must be commensurate with his input to the job. Where such conditions are missing, job satisfaction may be affected.	Lower level managers and Non-managerial staff	50	32	64%
Research Question 7: This question discusses the availability of opportunity to be promoted to a higher position in the organisation.	Middle level managers and Non-Managerial staff	45	35	79%
Research Question 8: The threat to belong to union is being discussed in this question.	Lower level managers and Non-managerial staff	45	30	66.6%

This is based on the belief that willingness to work on the part of an employee plays a vital role in the overall job satisfaction evaluation.

This study therefore used a 3-item measure of employee job satisfaction. The three questions asked the extent to which the respondent is generally satisfied with their job. For questions such as “would you recommend the current job to a friend?” and “would you decide to take the job again?” were asked. Possible response was ranged from 1 to 5, with 1 representing least favourable, and 5 representing most favourable response. For those who were transferred from one establishment to another, satisfaction was measured using only the responses from the second administered questionnaire and interview. Since some studies have suggested that employee satisfaction may be affected by an individual psychological well-being at the time of data collection (Judge and Locke 1993), this study decided to average the responses of persons who did not change jobs. This was to enable this study obtain a more stable and representative measure of job satisfaction.

In addition, a measure of satisfaction on a 10 sub-scale suggested by Spector (1997) was considered appropriate for the purpose of comparing two types of professions in the same entity. These sub-scales were : nature of the work itself; pay; benefits; contingents rewards; opportunity for promotion communication; operating conditions; leadership; training; and change in organisational effectiveness. Thus, the model classified employee satisfaction measures as follows:

- A correlation measure (r) of negative value or positive value less than 0.06 means low level of job satisfaction.
- A correlation measure (r) greater than 0.06 and less than 0.30 means average level of job satisfaction.
- A correlation measure (r) greater than 0.30 means higher level of job satisfaction.

Variables

1. Dependent Variable.

ES = Employee Job Satisfaction

Represented by

- W1** Willingness to work
W2 Creative Skill Application
W3 Task Performance

2. Independent Variable

- PF** Perceived Fairness
TS Task Structure
WR Timely and Adequate Remuneration
OA Opportunity for Advancement
UN Unionisation

Using the above symbols, a functional relationship between the variables can be represented as follows:

W1 is a function of WV, FN and WR

W2 is a function of TS and PF

W3 is a function of UN and OA

And ES is a function of W1+W2+W3

It is obvious that each of these variables has its respective weight in terms of impact on employee's job satisfaction (ES). In addition to this, each of the employee job satisfaction variables is expected to exhibit "High level of Satisfaction"(WP1), "Average Level of Satisfaction"(WP2), or Low Level of Satisfaction"(WP3). Thus, if any of these three levels of satisfaction is represented within the ranges of correlation coefficients defined above, the following functional relationship between the levels of satisfaction can be represented as follows:

(A) For Low Level of Satisfaction (WP1)

If $ES > 0.04 < ES < 0.06$

Then $W1 = f(VW, FN, WR)$

If $ES > 0.05 < ES < 0.06$

Then $W2 = f(PF, TS)$

However, if $ES > 0.06$

$WP1 = f(W1, W2)$

(B) For Average level of Job satisfaction (WP2)

If $0.06 < ES < 0.10$

Then $W1 = f(FN, CW)$

If 0.10 less or equal ES AND ES LESS OR EQUAL 0.25

Then $ES = FN$ and CW

If $ES = 0.25$

W2 is a function CW and WV

But if ES is > 0.25 and $ES < 0.30$

$W2 = f(PF$ and $TS)$

(C) For High Level of Job satisfaction (WP3)

If $ES < 0.30$

W1 will be a function of PF

If $ES = 0.30$

W2 will be a function of TS

If $ES > 0.30$

Then $W3 = f(WV, FN$ and $OA)$

Presentation, analyses and Interpretation of data

Analysis of the Effects of Situational Factors on Job Satisfaction

Certainly one of the most popular contemporary theories in the literature of management and organisation behaviour is the contingency theory. This theory argues that performance or effectiveness is dependent upon the interaction of leadership style and the amount of control the manager or employee has over the situation. It is in the light of this understanding that this study examined through empirical analysis the effects of the items contained in the situational factor on job satisfaction.

From table 3 above all the measured items of situational factors displayed less than an average correlation coefficient values in their relationship with the three items of job satisfaction in the Lagos State ministries except between “direct control of union leaders” and “willingness to work” ($r = 0.53$). “Autonomy” as an item in the situational factor recorded positive correlation with the three items of job satisfaction ($r = 0.30$; $r = 0.17$; and $r = 0.41$ respectively). “Working in team” recorded only one positive correlation coefficient value with willingness to work, but had negative correlation with “creative skill application” and “task performance” ($r = 0.35$; $r = -0.24$, and $r = -0.32$ respectively). The negative correlation coefficient values show clearly that workers in the Lagos State ministries hardly show creativity and perform less when they work in team as opposed to their willingness to work as individuals. Similarly, the negative correlation coefficient value between “wage commensurate with job level” and “task performance” ($r = -0.34$) is indicative of what obtains generally in ministries where people who are on the same job level are paid equally irrespective of their levels of performance.

Obvious cases in this analysis are the negative correlation coefficient values between “delayed promotion”; “no promotion” and the three items of job satisfaction ($r = -0.12$; $r = -0.04$; $r = -0.02$, $r = -0.46$; $r = -0.20$; and $r = -0.35$ respectively). This clearly shows that employees denied promotion or not promoted are always disgruntled and are likely to be unsatisfied on the job.

Table 3. Correlation between Situational Variables and Job Satisfaction in the Lagos State Ministries.

	Situational Factor/Variables	Willingness to Work	Creative Skill Application	Task Performance	Level of Significance
	Task Structure				
1	Autonomy	0.30	0.17	0.41	<0.05
2	Working in team	0.35	-0.24	-.032	<0.05
3	Reasonable Work Load	0.12	0.11	-.01	<0.05
4	Level of Independent	0.16	0.16	-0.21	<0.05
	Timely and Adequate Remuneration				
5	Wage Commensurate with Job level	0.15	0.37	-0.34	<0.05
6	Wage Regularly Paid	0.12	0.11	0.09	<0.05
7	Wage Payment Delayed	-0.23	-0.22	-0.21	<0.05
8	Benefit Unpaid	-0.11	-0.32	-0.21	<0.05
	Opportunity for Advancement				
9	Rapid Promotion	.042	0.35	0.25	<0.05
10	Normal Promotion	0.17	-0.04	-0.16	<0.05
11	Delayed Promotion	-0.12	-0.04	-0.02	<0.05
12	No Promotion	-0.46	-0.20	-0.35	<0.05
	Unionisation				
13	Frequently Engaged in Strike	-0.22	-0.32	-0.21	<0.05
14	Direct Control of Union Leaders	0.53	0.11	0.12	<0.05
15	Poor Industrial Relation	0.21	0.15	0.004	<0.05
16	Perceived Victimization	-0.09	-0.18	-0.21	<0.05

Table 4. Results of Regression Analyses of Changes in Job Satisfaction in the Lagos State Government Ministries.

	Items From Individual Factor	P1 Willingness to Work			P2 Creative Skill Application			P3 Task Performance		
		B	Std. Err of b	Beta	B	Std. Err of b	Beta	B	Std. Err of b	Beta
Perceived Fairness										
PF1	Equity in terms of Reward	.15	.14	.54	.04	.22	.10	-.02	.13	-.12
PF2	Equity in terms of Recognition	.08	.23	.22	.08	.30	.15	.013	.18	.004
PF3	Sense of Accomplishment	.04	.21	.08	-.09	.26	-.18	-.061	.161	.214
PF4	Pride and Loyalty	.129	.294	.028	.136	.353	.216	.038	.215	.105
R ²		0.07			0.05			0.04		

Similarly, "frequently engaged in strike" recorded negative correlation with the three items of job satisfaction with the highest coming from "creative skill application" ($r = -0.22$; $r = -0.32$, and $r = -0.12$ respectively). It is obvious from these circumstances that employees frequently engaged in strike action will always feel dissatisfied with the organisation owing to the fact that their needs may not be met adequately. In the same vein, "perceived Victimization" recorded negative correlation with the three items of job satisfaction ($r = -0.09$; $r = -0.18$; $r = 0.21$ respectively). This confirms what normally follows after strike actions are ended or suspended.

Individual Factors

The results of regression analyses for changes in the levels of job satisfaction in the Lagos State ministries presented in table 4-15 showed that the contribution of four individual factors to job satisfaction had no serious deviation.

In the Lagos State Government ministries, items from individual factor were used as independent variables. With willingness to work (P1) as dependent variable, 15% change was recorded when pay (W1) was used as the independent variable. Health, however resulted only in 1% change, while "job security" (W3) and enthusiasm on the job (W4) accounted for 9% and 7% change respectively on P1. But with creative skill application (P2) negative values were recorded. Thus, changes in each item of individual factor had negative effects on creative skill application (W1 = -24%, W2 = -11%, W3 = -16%, and W4 = -37%). However with task performance (P3) job security (W3) and enthusiasm to work (W4) recorded 3% and 11% change respectively.

All the items from perceived fairness as an individual factor contributed positively to willingness to work (P1), creative skill application (P2), and task performance (P3). In all, the values recorded by the interaction between the

dependent variables and independent variables were comparatively lower confirming the respective levels of performance recorded in the correlation measures between individual factors and job satisfaction.

Testing of Hypothesis

1. H₀: An Employee with high level of job satisfaction in the Lagos State establishment will not necessarily hold positive feelings about the job.

Hypothesis 2

Relevant data for the test of this hypothesis were taken from data associated with research question 2.

Table 5. Test of Hypothesis 2.

Variables	Observed Data (O)	Expected Data (E)	O-E	(O-E) ²	(O-E) ² /E
High paying	10	28	-20	400	14.28
Intellectual development	9	29	-20	400	13.79
Personal accomplishment	11	27	-16	256	9.48
Innovative ideas	8	30	-22	484	16.13
Total	38				53.69

Decision

The value of the test statistics (TS) = 53.69 and the corresponding Chi-square distribution has degrees of freedom equal number of variables (k) minus 1.

Degree of freedom (d.f.) = $k-1 = 4-1 = 3$

The upper 5% of this distribution is (.05) = 7.81

Since TS (53.69) > 7.81 at .05 level of significance the hypothesis which states that An Employee with high level of job satisfaction in the Lagos State establishment will not necessarily holds positive feelings about the job is rejected.

Conclusion

The hypothesis was rejected as indicated on Table 4. The hypotheses was significant in the sense that it tried to give the

true picture of what obtains in the relationship between an employee of Lagos State ministries and various circumstances in which he works.

The hypothesis which states that an Employee with high level of job satisfaction in the Lagos State will not necessarily holds positive feelings about the job appear to be an aberration. This may not be unconnected with the series of pretence exhibited by employee. Satisfaction cannot be measured as a static variable rather it is a dynamic variable. Thus, a satisfied employee today may be unsatisfied tomorrow.

Recommendations

The importance of job satisfaction is obvious. Managers in the Lagos State Government ministries, should be concerned with the level of job satisfaction in their organisations for at least three reasons: (1) there is a clear evidence that dissatisfied employees skip work more often and are more likely to resign; (2) it has been demonstrated that satisfied employees have better health and live longer; and (3) satisfaction on the job carries over to employee's life outside the job. Therefore, factors of perceived fairness should be strengthened as it promotes positive job feelings which in turn motivate job satisfaction.

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