



Influence of Organizational Standards on Employee Job Satisfaction in Lagos State Parastatals

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ABSTRACT

This article examines whether adherence to organisational rules and policies or meeting assumed job satisfaction standards and living within working conditions can induce job satisfaction among employees in the Lagos State parastatals. The study sampled six parastatals 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 52 items drawn from 10 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. Beside this primary source, other secondary sources used include books, journals and internet materials. The study adopted analytical models such as correlation, regression and path analyses in assessing the research question, while the chi-square was used to analyze the hypothesis. In conclusion, the article discovered that indeed, there exists a positive correlation between adherence to organisational rules and policies or meeting assumed job satisfaction standards and living within working conditions, and job satisfaction among employees in the Lagos State parastatals. Therefore, adherence to organisational rules and policies, meeting assumed job satisfaction standards and living within working conditions are recommended among workers in the Lagos State parastatals as such activities have the propensity to promote employee job satisfaction.

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Introduction

Job satisfaction is not a discipline in a desert or a lake – a portion of water entirely surrounded by land – it is more like a river hanging on numerous tributaries. In other words, employees' propensity to achieve job satisfaction or employers ability to induce job satisfaction among the work force is dependent on many variables. As earlier canvassed by Badamosi (2008), these variables could combine as Individual and Situational factors. Whereas Individual factors are proxied by such variables as Adequate Remuneration, Co-worker Relationship, Perceived Value System, and Perceived Fairness, Situational Factors are proxied by Task Structure, Opportunity for Advancement, Wage rate, Unionism etc, (see Conceptual framework in fig 1).

Statement of the Problem/ Significance of the Study

Among behavioural scientists, controversy still rages whether organizational standards exert any influence on employee job satisfaction. While some theorists believe it does, there are numerous others who believe it doesn't. This prompts the present researcher to investigate the subject-matter among the workers in the Lagos state parastatals. The outcome of the investigation will assist the researcher to decide on which side of the debate to align, in addition to enriching existing literature on the issue.

Research Question

To what extent do organizational standards influence employee job satisfaction in Lagos state parastatals?

Research Hypothesis

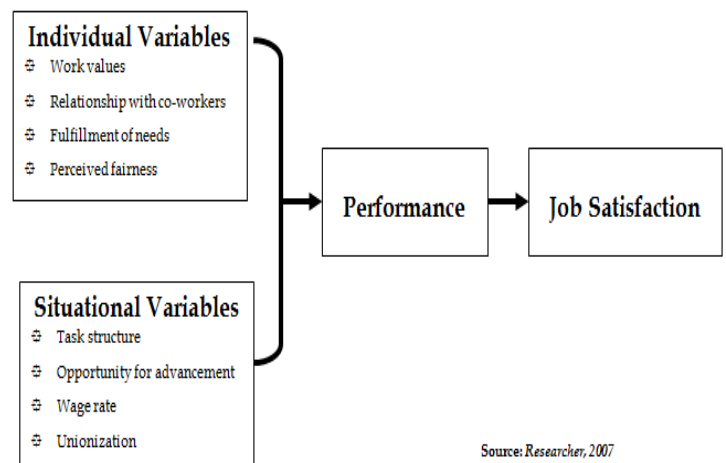
H₀: Adherent to organisational rules and policies, meeting assumed job satisfaction standards and living within

working conditions are not sufficient to give satisfaction to employees in the Lagos State establishments.

Literature Review

Conceptual framework

Three mutually inclusive variables were considered and selected for conceptualization. These are job satisfaction, individual factors, and situational factors. Emphasis on value and perceptions in this review of literature will represent concepts from individual factors, while task structure will represent the only concept from situational factors. Job satisfactio



Source: Researcher, 2007

Figure 2.2. Conceptual Framework of the Effects of Individual and Situational Variables on Employee's Job Satisfaction.

Table 1. Assumed Model of Job satisfaction Levels.

Individual and Situational Factors	High Level Job satisfaction (Assumed)	Average Level Job satisfaction (Assumed)	Low Level Job satisfaction (Assumed)
Work Values	-	+	-
Co-Workers	-	+	-
Fulfilment of Needs	+	+	-
Perceived Fairness	-	+	-
Task Structure	+	+	-
Timely and Adequate Remuneration	-	+	-
Opportunity for Advancement	+	+	-
Unionisation	-	+	+

Theoretical Framework

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).

Work Situation Influences

The work situation also matters in terms of job satisfaction and organisation impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself - often called "intrinsic job characteristics." Research studies across many years, organisations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000; Jurgensen, 1978). This is not to say that well-designed compensation programmes or effective supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible.

Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth (Kovach, 1995).

Of all the major job satisfaction areas, satisfaction with the nature of the work itself - which includes job challenge, autonomy, variety and scope - best predicts overall job satisfaction, as well as other important outcomes like employee retention (e.g., Fried & Ferris, 1987; Parisi & Weiner, 1999; Weiner, 2000). Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on.

The Results of Positive or Negative Job Satisfaction

A second major practitioner knowledge gap is in the area of understanding the consequences of job satisfaction. We hear debates and confusion about whether satisfied employees are productive employees, and HR practitioners rightfully struggle as they must reduce costs and are concerned about the effects on job satisfaction and in turn the impact on performance and other outcomes. The focus of our discussion in this section is on job satisfaction, because this is the employee attitude that is most often related to organisational outcomes. Other employee attitudes, such as organisational commitment, have been studied as well, although they have similar relationships to outcomes as job satisfaction (Spector 1997).

Job Satisfaction and Job Performance

The study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a "happy worker is a productive worker." Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. A review of the literature in 1985 suggested that there is statistical correlation between job satisfaction and performance, (Iaffaldano & Muchinsky, 1985). Thus, these authors concluded that the presumed relationship between job satisfaction and performance was a "management fad" and "illusory." This study had an important impact on researchers and in some cases on organisations, with some managers and

HR practitioners concluding that the relationship between job satisfaction and performance was trivial.

However, some further researches do not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviours not generally reflected in performance appraisals, such as organisational citizenship behaviours, its relationship with job satisfaction improves. Research tends to support Organ's proposition in that job satisfaction correlates with organisational citizenship behaviours (Organ & Ryan, 1995).

In addition, in a more recent and comprehensive review of 301 studies, Judge, *et al.*, (2001) found that when the correlations were appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance was a higher .30. In addition, the relationship between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is in fact, predictive of performance and the relationship is even stronger for professional jobs.

Job Satisfaction and Withdrawal Behaviours

Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (e.g., Hackett & Guion, 1985; Hulin, *et al.*, 1985; Kohler & Mathieu, 1993). Job satisfaction shows correlations with turnover and absenteeism in the $-.25$ range. Job dissatisfaction also appears to be related to other withdrawal behaviours, including lateness, Unionisation, grievances, drug abuse, and decision to retire.

Hulin *et al.*, (1985) have argued that these individual withdrawal behaviours are all manifestations of "job adaptation" and have proposed that these individual behaviours be grouped together. Because the occurrence of most single withdrawal behaviours is quite low, looking at a variety of these behaviours improves the ability for showing the relationship between job attitudes and withdrawal behaviours (Hulin, 1991). Rather than predicting isolated behaviours, withdrawal research and applied practice would do better, as this model suggests, to study patterns in withdrawal behaviours such as turnover, absenteeism, lateness, decision to retire, etc., together. Several studies have supported this, showing that when various withdrawal behaviours are grouped together, job satisfaction better predicts these behavioural groupings than the individual behaviours.

Based on the research that shows that job satisfaction predicts withdrawal behaviours like turnover and absenteeism, researchers have been able to statistically measure the financial impact of employee attitudes on organisations (e.g., Cascio, 1986; Mirvis & Lawler, 1977). Using these methods can be a powerful way for practitioners to reveal the costs of low job satisfaction and the value of improved employee attitudes on such outcomes as absenteeism and retention.

Labour Relations Issues

A possible indicator of job satisfaction that has received relatively little attention is grievance submission. As described by Ash (1988), this facet of labour relations is given considerable attention in most organisations but, paradoxically, has had a modicum of research effort. Eckerman (1988) compared grievant with non-grievant on

several demographic measures and found significant differences between the two groups in 10 of these.

Eckerman also compared machine shop with foundry grievant and found the former had had fewer jobs at time of application, more were enrolled in the company insurance plan, they were at higher skill levels, and "won" more grievances. In tests of five hypotheses derived from observations by Sayles (1980) a study by Ronan (1983) has shown that grievance rate differs by plants in the same company, that workers at higher skill levels "won" more grievances but goals of grievances, number of grievances submitted, and grievance submission rate did not differ by the nature of work groups. Sulkin and Pranis (1987) compared a group of grievant with a matched group of non-grievant production workers. Grievant showed more activity in their union, absences, lateness; lower hourly rates, fewer pay increases, and were better educated. Fleishman *et al.*, (1985) found their "consideration" correlated with grievances to the extent of .07 in production units and .15 in non-production. "Initiating structure" showed correlations in the same units of .45 and .23, respectively. A point of interest here is the relation of grievances to other criteria. Ronan (1985) had absenteeism, accidents and grievances as criteria and they were derived as the same criteria used by Fleishman *et al.*, The inter-correlations were between Ronan and Fleishman *et al.*, (see Table 2)

Table 2. Inter-Correlations on Roma and Fleishman Studies.

Factor	2	3
1. Absenteeism (Ronan Fleishman)	.05; -.20	.2; 4.7
2. Accidents (Ronan Fleishman)		-.06; -.18
3. Grievances		

Source: John Stein A Broader Conceptualisation of Performance, Australian Journal of Organisational Behaviour and Management.

As can be seen, the correlations for disparate populations are quite similar and grievances do relate to absenteeism as found by Sulkin and Pranis (1987). One point of interest here is that Fleishman *et al.*, (1985) showed a corrected reliability figure for grievances of .73 while in the studies by Ronan (1985) the commonalities of grievances were .131 and .134. Whether or not the concept of reliability has real meaning as applied to individual grievances can be questioned.

As often as not, a person may submit only one grievance in any given time period and the reliability, in consequence, cannot be estimated in any conventional manner. A possible measure might be the winning and losing of grievances as an indication of their "validity" with reliability inferred from this. Ash (1988) presented a study of grievances using only the single criterion; however, there is a quite detailed analysis. Over 1,000 grievances were included in the sample and covered a 5-year period. It was found that grievances tended to rise over the 5-year period of the study, that grievance rate was not related to department size, and that there were very marked differences in rate of grievance submission by departments. Kind of work was not related to grievances but "group" as opposed to "name of grievances" was; the former were higher in high grievance departments. Seasonal trends were not evident, turnover was negatively related to grievances (.42), and accidents were not related by either severity or frequency.

There was some tendency for high grievance departments to show more work stoppages and staff assistance by labour relations personnel which was related to high grievance rates.

Grievant tended to be younger, veterans, and more frequent, depending upon foreman action in grievances. Incidentally, education was not related to grievances as in the Sulkin and Pranis (1987) study, nor was earnings as in the Eckerman (1988) study. Grievances by particular foremen showed very skewed distributions and the high grievance rate foreman took over twice as long to answer a grievance, had more group grievances, were "by-passed" more often in the grievance procedure, and were less likely to have their dispositions of grievances reversed later in the procedure. There was some tendency for high rate departments to decide for the aggrieved at the first step. Ash (1988) does not mention it but this suggests grievances are submitted where they receive attention and have a better chance of winning the reward feature.

As to grievance committee-men, it was found that older committee-men, with longer company and union service, and active in the union, submitted fewer grievances. One other finding was that grievance rate was not associated with union elections or politics contrary to a fairly common management stereotype. These were the major findings of the study and indicate the very complex nature of the grievance. In general, it is difficult to make any statement regarding grievances except their apparently complex background. There is relatively little research evidence that is contradictory to the relation of pay or educational level to grievances. However, if grievances are a direct expression of dissatisfaction and not political or harassment devices, it would appear that further study is warranted. In particular, the relation of grievance rate to job satisfaction data might yield clues as to the relative importance of the determinants of job satisfaction in a more direct way as behaviours rather than expressions of opinion. Giese and Ruter (1989) used a 17-item questionnaire to determine a "morale score" in a mail order company. They had six objective indices of employee behaviour, an index of departmental production efficiency, production errors not affecting customers, errors affecting customers, turnover, lateness, and absenteeism, all on an annual basis. The indices were inter-correlated and a multiple correlation calculated. Two significant correlations with morale score were turnover, -.42, and absence, -.47. The six behavioural measures correlated .71 with the departmental morale scores with beta weights of .435 for turnover and .489 for absence. This is one of the very few studies where a measure of job satisfaction has been used as a criterion and, although it has not been replicated, seems to indicate the importance of "morale" to certain personnel behaviours. Interestingly, the correlations of the morale score, along with the beta weights, were rather low with the production indices and the incidence of tardiness. Bernberg (1993) using different tests of morale failed to find any relations with absence, "short time absences," tardiness, medical aid unit visits, and a merit rating. However, since the measuring device was quite different, any comparison of results cannot be made.

Wherry (1988) after indicating the stability for some ability and morale factors, quotes a study by Hitt (1986) describing the relationships of job satisfaction dimensions to some behavioural indices. A quite complex pattern of interrelationships is described as:

- The amount of overtime worked was lowest in regions expressing favourable attitudes toward management, work load, and fellow employees and which had a high level of pride in company. However, where overtime was high, there was a very favourable attitude toward personnel actions.

- Turnover was lowest in regions expressing high pride in company and a favourable attitude toward job setting. It was highest in those regions where employees expressed the most favourable attitude toward financial return for labour.

- Absences were also lowest in regions expressing high pride in company and a favourable attitude toward job setting, but were highest in those regions which expressed the most favourable attitudes toward work load and fellow employees.

- The percentage of employees expressing an intention to make a career with the company was highest in regions expressing high pride in company and especially high regard for their fellow workers. The percentages were lowest in those regions expressing a particularly favourable attitude toward either work load or toward working conditions in general.

- The averages for the six measures of efficiency of production were highest for those regions most favourable toward workloads and toward working conditions in general. They were lowest in those regions expressing particularly favourable attitudes toward financial reward and toward management.

Two studies of warehouse workers in a drug firm were concerned with satisfaction, performance, and situational interactions (Katzell, Barrett, & Parker, 1986; Parker, 1983). The former investigated performance behaviours, including production quantity and quality, and job satisfaction, from a prior attitude survey, situational characteristics as size of work force, city size, wage rate, Unionisation, percentage of male workers, and interactions of these measures as determined by profitability, product value, productivity, and employee turnover. One finding of the study is the superiority of "rural" locations both in terms of job satisfaction and general efficiency and, in general, situational and performance measures are related through employee needs. Parker's study was designed to test this conception by interrelating measures of group performance, group attitudes, supervisory behaviours and situational variables. Measures of group productivity were items processed per man hour, and two types of error per 500 man hours worked. The same attitude measures as in the Katzell *et al.*, (1986) study were used, supervisors completed the Ohio State Leadership Opinion Questionnaire and the situational variables of average hourly rate, union versus non-union, percentage of male workers, community size and group size were assessed. A factor analysis of the matrix yielded three factors reported as:

(a) Productivity and performance instrumentality are related if workers perceive that productivity leads to job security,

(b) Supervisory behaviours are independent of situational or group performance measures, but in

(c) Initiating structure gives poorer performance, In particular, errors.

Some Interpretations of importance here are:

(a) Large groups (warehouses) in urban settings are less effective and

(b) The fact that employees must see a reason for better performance that is of benefit to them before giving their best performance.

In general, the two studies do offer evidence for what are often just the assumed interrelations in the person-supervisory-work, group-situations matrix and that there are perceived reasons for behaving based upon sound principles of learning.

The Link between Job Satisfaction and Performance

Motivation as a concept in behavioural science can be considered as the major link between job satisfaction and performance. Job-satisfied employees can be feeling good

about the job because of past and present experience. Motivation is also an impulse by which the person chooses a rewarding course of action; by its very nature, it is future and action oriented. Motivation is the immediate source of performance and there is no performance without some form of motivation. Although various research outputs in behavioural science seem to have indicated that satisfaction and motivation are closely related (Vroom, 1964), more attention needs to be given to the possibility of a mutual impact of satisfaction, motivation and performance.

The need to distinguish between extrinsic and intrinsic motivation should be emphasised. Extrinsic motivation may be associated with short-lived, low-intensity extrinsic satisfaction of a static nature, but it can be argued that, when certain conditions are fulfilled, intrinsic motivation leads not only to performance, but also to sustained, enhanced satisfaction.

The model applies only to the case of an intrinsically motivated employee: for example one with a strong desire for growth (intrinsic motives) or a high level of commitment to the organisational mission and goals (altruistic motives), or both. This is in harmony with empirical evidence of growth needs as a moderating variable in the relationships between core job dimensions and personal and work outcomes (Hackman & Oldham, 1976). It is better to speak of a desire for growth rather than growth needs to emphasise the bounded freedom of human beings who can exercise some control over the extent to which they will strive to satisfy so-called "needs" and who may decide to set aside their personal inclinations in order to act for altruistic motives.

The starting point of the model is the persons' competence, aptitude and capacity for intrinsic motivation. The desire to perform will be affected by (1) the intrinsic characteristics of the job and (2) the mission and values of the organisation that give meaning to the job. Person-environment fit research (e.g. French, Rogers & Cobb, 1981) indicates that fit or misfit can affect a person's motivation, performance and satisfaction. Fit or misfit can occur between the person's motives for undertaking the job in a particular organisation and the extent to which the job can satisfy them. People with strong values will be highly motivated to perform well in an organisation whose mission and values match their own. Values can be defined as a frame of reference for judging the goodness of an object, "... they are internalised personal versions of what should be so... values tend to be applied to others as well as himself... (sic)" (Seller, 1967:61). Intrinsically motivated employees with a clear set of values will seek to act in accordance with these and may find it difficult to give their full-hearted cooperation to an organisation with a set of values that clash with their own. To give a clear-cut example, a non-violent activist is not likely to perform well in the manufacturer of machine-guns, or to derive satisfaction from the job.

Recent research has established that job complexity moderates a cause-effect relationship between intelligence and job satisfaction and between education and job satisfaction: the greater the intelligence or education level, the more complex the job should be for the person to derive satisfaction from it (Ganzach, 1998). Clearly, low job complexity is likely to affect not only the satisfaction of intelligent employees, but also their intrinsic motivation, just as excessive job complexity will prove discouraging to the less intelligent and capable ones. The level of ability, intelligence and knowledge is

therefore included in the model along-side the motivational quality of the employee.

Intrinsic Motivation and Performance

If motivation does not lead to performance, there are mainly two alternatives: either it is not really motivation but wishful thinking that is by nature inoperative and ineffective, or there is an obstacle preventing the impulse to action from achieving its purpose. The "obstacle" may be in the worker, he or she has the will but not the intelligence, ability or knowledge required. Or it may be in the situation: the job is too simple for the level of intelligence, ability or education of the worker, or the needed resources (tools, equipment, materials etc.) or leadership are not available. In both cases, the source of the problem is the organisation, not the worker. It is the responsibility of management to ensure the recruitment of suitable persons for each job and the provision of training, if needed, for them to have the knowledge and develop the skills required to carry out their tasks effectively.

Intrinsic Motivation and Satisfaction

Most of the research on job satisfaction and motivation seems to imply a cause-effect relationship from satisfaction to motivation: a satisfied worker should logically be a motivated, productive worker. However, there is no empirical basis for a significant positive relationship in this direction. On the other hand, the work of Hackman (1976) and that of Lawler (1977) indicate that people with high growth needs enjoy the opportunity of learning and stretching their abilities on the job. One could also provide considerable anecdotal evidence that in many cases, people's motivation to grow leads them to strive for higher performance and they experience strong satisfaction in the process, persisting in their efforts even when the pay is not quite as good as in another less challenging job. Hackman & Oldham's (1976) Job characteristics model presents higher motivation, satisfaction and quality of performance as joint outcomes of enriched and enlarged job content.

It seems, however, that these outcomes cannot be independent and must have some form of impact on one another. Logically, we can expect the improved job content to provide a welcome challenge, a strong motivation to strive for success. Lawler argued that "when people have needs for control, participation, self-esteem, and self-fulfilment, then the opportunity to participate in decisions and control their own work leads to higher levels of satisfaction" (1986:33). This suggests a causal link, not from satisfaction to motivation, but rather from motivation to satisfaction. Lawler's affirmation had empirical support from Hackman & Oldham (1976) who found that the intensity of the outcomes depended on the growth and self-actualization needs of the employees: people with a higher capacity for intrinsic motivation (in other words, a high motivational quality) had greater job satisfaction and were found to perform better (although this last finding is not a very stable one because of the obstacles, indicated above). In the words of Obisi (1996), as a manager seeks to eliminate factors that can create job dissatisfaction, he can bring about peace, but not necessarily motivation. Performance and Satisfaction - Satisfaction and Motivation

At the same time, the intrinsically motivated person who achieves high quality performance in an interesting job will derive satisfaction from it, but poor performance is more likely to result in lower satisfaction, hence the presence of feedback loops in the model. The first feedback loop links satisfaction to performance.

The evidence of increased skills or the achievement of altruistic motives through high quality performance is a source of intrinsic satisfaction. On the other hand, inability to perform in accordance to one's intrinsic motivation is frustrating and leads to dissatisfaction.

The second feedback loop goes from satisfaction to motivation, because intrinsic satisfaction is a reward in itself and dissatisfaction is discouraging over time if not immediately. Hence, the model shows an indirect impact of satisfaction on performance: intrinsic satisfaction helps to prolong the high level of intrinsic motivation and consequent level of intrinsic motivation and consequent level of performance, even in the presence of negative influences such as low extrinsic rewards or high levels or stress. At the same time, the model indicates that performance and satisfaction are not only effects of motivation, but also secondary causes, in so far as good performance is a source of intrinsic satisfaction and intrinsic satisfaction reinforces intrinsic motivation.

Organisational implications

The model of reciprocal relationships points to the importance of selecting the right people for the job. If people with little ability or interest in meeting challenges are placed in jobs that require autonomy, effort and considerable skill development, they will not be able to generate and to sustain a positive, dynamic cycle of self-reinforcing motivation, although they may try to do it against their personal inclination out of a sense of duty or for altruistic motives. If intelligent individuals with the wish to stretch their abilities are displaced in monotonous, highly controlled jobs, the situation will be de-motivating, leads to dissatisfaction and possibly move them to leave the job. Even if a person freely decides to perform well in spite of boredom or frustration, his or her performance level will still be less than optimal because the very nature of the job gives little room to perform. It will be a waste of resources.

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.

In this present research, attempt shall be made at ascertaining the influence of organizational standards on employee job satisfaction in Lagos state parastatals. Such attempt shall be tailored to examine whether adherence to organisational rules and policies or meeting assumed job satisfaction standards and living within working conditions can induce job satisfaction among employees in the Lagos State parastatals. Here, perceived fairness shall serve as proxy for organizational standards.

Methodology

The study obtained required information from both primary and secondary sources. Whereas the secondary sources were provided by books, journal, magazines,

newspaper and internet sources, the sampled six parastatals 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 52 items drawn from 10 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. This is the major primary source of information. 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.

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

Ministries	Top Mgt. Executives	Senior Mgt Executives	Middle/Lower Level Managers	Non-managerial employee	Total
Education	3	4	5	10	22
Public	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 Developm	3	4	5	10	22
Total	18	24	30	60	132

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 and Independent Variables

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 situation factor on job satisfaction.

From table 4, 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.

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.

Table 2. 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	-0.32	<0.05
3	Reasonable Work Load	0.12	0.11	-0.01	<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	0.42	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 3. 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		

Table 4. Test of Hypothesis 4

Variables	Observed Data (O)	Expected Data(E)	O-E	(O-E) ²	(O-E) ² E
Autonomy	6	36	-30	900	25.00
Working in team	6	36	-30	900	25.00
Reasonable Work load	7	35	-28	784	22.40
Level of Independence	5	37	-32	1024	26.67
Rapid Promotion	5	37	-32	1024	26.67
Normal Promotion	6	36	-30	900	25.00
Delayed Promotion	4	38	-34	1156	30.42
No Promotion	3	39	-36	1296	33.23
Total	42				216.40

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.

Decision

The value of the test statistics (TS) = 216.40 and the corresponding Chi-square distribution has degrees of freedom equal number of variables (k) minus 1.

Degree of freedom (d.f.) = $k-1 = 8-1 = 7$

The upper 5% of this distribution is $(.05) = 14.1$

Since TS (216.40) > 14.1 at .05 level of significance the hypothesis which states that adherent to organisational rules and policies, meeting assumed job satisfaction standards and living within working conditions are not sufficient to give satisfaction to employees in the Lagos State establishments is rejected.

Conclusion and Recommendation

Adherent to organisational rules and policies, meeting assumed job satisfaction standards and living within working conditions are not sufficient to give satisfaction to employees in the Lagos State establishments. This hypothesis might have been rejected owing to the fact that rules and policies are necessary in directing and monitoring the performance of an employee. Thus, if these rules and policies are adhered to religiously, and if they are used appropriately, an employee may feel satisfied. Adherence to organisational rules and policies, meeting assumed job satisfaction standards and living within working conditions are recommended among workers in the Lagos State parastatals as such activities have the propensity to promote employee job satisfaction.

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