Job Satisfaction and Organizational Performance: A Study of Telecommunication Companies in Nigeria

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Abstract

This paper examined the impact of job satisfaction on organizational performance in telecommunication firms in Port Harcourt. The study used a survey research design and a population of one hundred and fifteen (115) management staff from four (4) telecommunication firms in Port Harcourt, Rivers State. The research using Taro Yamane sample size determination formula arrived at a sample size of eighty-eight which was adopted as the sample size and subsequently eighty-five (85) copies were retrieved and used for analysis. Pearson Product Moment Correlation Coefficient was used with the aid of Statistical Package for Social Sciences (Version 21). From the analysis of the study data, the result revealed that there is some level of job satisfaction among employees of the telecommunication firms and that their job satisfaction has a positive relationship with organizational performance in the telecommunication industry. As a result, the study indicated that work satisfaction is linked to organizational performance. Management of telecommunications enterprises should encourage employee involvement, teamwork, and an equal remuneration system, according to the study, to ensure development and productivity.

Introduction

Job satisfaction is an important social process factor that fosters organizational efficiency and effectiveness. The relationship between job satisfaction and performance is a topic of ongoing dispute and controversy, and one position associated with the early human relations approach, according to Buchanan, (2007), is that contentment leads to performance. Another viewpoint is that success leads to happiness. A slew of research has looked into the link between job satisfaction and a variety of organizational factors. The extent to which workers view their work (Khainga, 2006), the levels and causes affecting job satisfaction (Chanzo, 2005), and employees' organization commitment and job satisfaction have all been studied in relation to organizational employees (Abwuano, 2005).

In its day-to-day operations and activities, every business strives for high levels of performance, production, and efficiency. Organizations always set many goals and objectives to achieve these, and they always strive to attract and retain highly skilled and motivated employees in order to efficiently achieve these goals. Organizations also try to create a pool of satisfied workforce to ensure that obstructions are not place on the way of employees to generously commit themselves in the purse of stated and or emergent organizational goals. However, the total organizational performance depends on efficient and effective performance of individual employees who work in the organization. An organization therefore, look up to their individual employee performance to gain high performance.

This is because individual employee performance is a critical factor in determining an organization's overall performance. When an employee is satisfied with his or her job, he or she is motivated to work harder. The organization's overall performance improves as a result of this greater effort. In other words, a happy employee, as well as his or her labor and dedication, are vital to the success of the company. In actuality, if an employee is unsatisfied with his or her job, he or she cannot fully commit to that firm. In today's world, it's difficult to

comprehend the impact of job happiness on job performance. Scholars have looked into a variety of research and studies to see if there is a link between job happiness and job performance. When Buchanan (2011) claimed that a happy worker is a good worker, he discovered that the two variables are linked in some way.

Some experts, on the other hand, argue that the evidence is as ambiguous when it comes to the claim that no such link exists. Because of its uncertainty, this relationship continues to motivate investigation and re-examination of previous attempts (Buchanan, 2011). Job satisfaction is a complicated and multifaceted notion that means different things to different people. Although the basis of this connection is uncertain, job satisfaction is commonly associated to inspiration. Of late, regard for work fulfillment has gotten all the more intently connected with more extensive ways to deal with improve work plan and work association, and the nature of workplace.

The researcher, on the other hand, is unaware of any studies that have looked at the relationship between worker happiness and telecoms firm performance. Given the importance of job satisfaction, this study attempts to fill in the gaps by answering the following basic question: What is the relationship between job satisfaction and a company's success?

This study is important to a wide range of people. The study's findings will be particularly beneficial as a source of information and policy formulation for the management of the examined businesses. The remainder of the paper is divided into the following four sections. section two (2) is literature review, section three (3) is the methodology. section four present and discussed the empirical results. While section five (5) is the conclusion and recommendations from the study.

Objectives of the Study

The primary purpose of the study was to determine whether there was a link between employee job satisfaction and organizational performance. The following are the study's specific objectives:

1. To ascertain the level of job satisfaction among employees of telecommunication companies in Port Harcourt.
2. To find out if there is a link between work satisfaction and the performance of telecommunication companies in Port Harcourt.

Research Hypothesis

The study was guided by the following hypothesis:

H_0 : job satisfaction has no significant impact on performance of telecommunication firms in Port Harcourt

Literature Review

A person's entire feelings regarding his or her employment, including likes and dislikes, are referred to as job satisfaction. It's a practical or emotional reaction to the numerous aspects of one's profession. It is an individual total attitude and perception towards one's job. Baridam and Nwibere (2008) define job satisfaction as the degree to which an individual feels unpleasant or good about various aspects of their job tasks, work location, coworker relationships, and the job itself. People who are happy with their jobs have good attitudes about their jobs, whereas those who are unhappy with their jobs have negative attitudes toward their jobs (Puskpakumari 2008).

Luthans (1985) cites Locke's (1976) broad definition of pleasure as "a pleasurable or positive passionate condition arising from the appraisal of one's experience." Job satisfaction is a result of employees' perceptions of how well their employment contributes to the important things in their lives. Job satisfaction is also defined as the result of a person's impression of his wants being met in relation to his work and the errands that surround it being reconnected

(Saiyaden, 1993). Job happiness is influenced by intrinsic and extrinsic motivating variables, supervision quality, social ties with coworkers, and the degree to which employees succeed or fail in their work (Armstrong 2006).

According to Purcell et al. (2003), companies can be more successful if their employees are well-motivated and committed to the company, and their jobs provide them with a high level of satisfaction. In their analysis, the most important factors determining workplace satisfaction were found as career prospects, job influence, teamwork, and job challenge. Given the strong and practical correlations that exist between aggregated employee attitudes and organizational success, it's critical to consider what elements lead to satisfaction.

There have been numerous criteria created for evaluating job satisfaction. These criteria are meant to aid managers/management in identifying an employee's level of job satisfaction and beginning activities to remedy or eliminate the problem of poor or low employee satisfaction, hence increasing the employee's job productivity. The job description index (JDI) was created by Smith et al. (1969), and it specified and measured five fundamental components of job satisfaction. Work on the current job, current income, and prospects for promotion, supervision, and coworkers are all examples. According to the research, job happiness should be considered a feeling, while job fulfillment should be considered an inclination that has developed in the worker as a reaction to the harsh employment condition. It goes without saying that an employee's job satisfaction is influenced by the opportunities available to them. A worker with few job openings, according to Nwachukwu (2006), will likely overlook this and be content with what he has. Whereas an employee with more available opportunities will undoubtedly complain and always think about his opportunity cost and this influences his all-out Job satisfaction. Patricia Smith's JDI is particularly useful because the scale she uses has been proven to be accurate.

Money, according to Herzberg, is not a satisfier, regardless matter how nostalgic people are about it. Money can be viewed as an reflection of accomplishment, achievement, status, renown or power. Most importantly, a small number of people must work in order to maintain a big family or to treat medical problems. Having a lot of money gives you the impression that you have control over your surroundings. The JDI scale seeks to determine whether an employee's compensation is adequate, whether he is overpaid or underpaid. There is no single unequivocal proof for ostensibly acquiring some distance from pecuniary gains, according to Baridam and Nwibere (2008).

According to Drucker, no amount of human connection can compensate for the lack of monetary benefits. Great human connections will deliver additional benefits to a group if the rewards are correct, inspiring them to give their best efforts. According to Porter and Lawler (1976), employee satisfaction inspires them to work more and helps to raise performance expectations, which leads to incentives. Possibility of Promotion: A typical employee anticipates the day when he will be promoted. Promotion is both a reward for his previous achievements and a drive to help him achieve even more. It's both a blessing and a sign of confidence.

A behavioural motivator is promotion. An employee who has been denied promotion for a long period, according to Nwachukwu (2006), feels frustrated and dissatisfied with his or her job. Employees that are frustrated and dissatisfied will never offer their all to ensure the organization's productivity and boost performance. When an employee feels unjustly treated with regard to unfair promotion policy or practices, he becomes disconnected and dissatisfied with his work, and also tend to withdraw some commitment to the organization. As a result, an employee's level of job satisfaction is influenced by how he or she regards his or her chances for promotion.

Individuals on the Current Job: The individuals with whom a person works have an effect on his overall job satisfaction. Employees are asked if their peers are stimulating, uninteresting, slow, etc. by JDI. On-the-Job Supervision: Because the supervisor is closest to the operative employee and performs the linking-pin function, the supervisor has the power to make or break an employee. As a result, the employee's perception of the supervisor as good or bad, supportive and encouraging or discouraging, has a substantial impact on job satisfaction.

Benefits of Job Satisfaction

Job satisfaction is vital because it has multiple positive organizational consequences as well as critical positive human benefits. As Cranny et al (1992) note, Job satisfaction creates positive high staff morale among employees. When an employee is dissatisfied, he spreads his displeasure to the rest of the team, either directly or indirectly. This can result in a significant drop in employee morale, as well as a significant drop in production. In fact, an unhappy and unmotivated employee poses a severe threat to any company's success. Job satisfaction increases employee loyalty to an organization. A content employee will want to stay in the job in order to provide his best to his employer, but an unsatisfied employee will be on the lookout for another job and will leave the company at any chance or opportunity.

Furthermore, job satisfaction promotes employee motivation, as well as job quality and productivity (Ahmad et al., 2012; Seema & Maryam, 2013; Aaron et al., 2015). According to Noe et al. (2003), pleased employees are more passionate and willing to apply new information and innovation to their work, which helps organizations gain a competitive advantage. Job happiness is also a powerful tool for luring top personnel. This is because employees who are satisfied with all elements of their professions will strive to recruit people they know who have the skills and competencies needed to help the company grow. Furthermore, when current employees speak favorably and positively about their company, potential employees regard the company as a destination of choice. This assists them in attracting talented and experienced individuals to their organizations.

Furthermore, job satisfaction fosters positive employee attitudes, which are linked to lower employee turnover and absenteeism. According to Bass (1965), job happiness can have a considerable impact on a company's earnings. Because lesser turnover means cheaper recruitment and training expenditures, this is a good thing. Kasim and Ghaffar (2012) note that job satisfaction generates loyalty, self-confidence and high commitment to the organization and also lead to productivity improvement and eliminations of organizational deviant behaviors, as well as absenteeism and turnover (Linda & Michael, 2014). As a result, job satisfaction contributes to employee motivation and loyalty to the organization.

Performance

Collins Compact English Dictionary (1999) defines performance as "to fulfill". Human resource procedures have the ultimate goal of aligning corporate performance with human resource practices in order to meet organizational goals and objectives. Managers must be able to tell if their employees are doing a good job with the least amount of errors and disruptions possible. Effective management means getting results through top performance of employees, Nickels (2005). Job satisfaction and motivation, defined as an employee's attitude toward his or her work, organizational rewards, social milieu, organizational, and physical environment in which work is performed, will influence employee work performance, according to Crino (1993). Performance in firms is managed through performance management programmes such as performance contracting, staff performance appraisals and other forms of evaluation.

Perception, values, and attitudes all play a significant role in performance. It appears that there are so many variables influencing job performance that keeping track of them all is practically impossible (Puskpakumari, 2008). Performance refers to an individual's talent, competence, and effort in a certain situation (Porter and Lawler, 1974). Performance is the outcome of an employee's, group's, or organization's efforts on the job. An internal drive that encourages a person to work freely is called effort. Employees build an attachment to work or make an attempt to perform better when they are content with their job and their requirements are addressed. Increased effort leads to improved results. Richard et al. (2009) define organizational performance as the difference between an organization's actual output and expected outcomes (or goals and objectives). The three specific areas of firm outcomes covered by organizational performance are financial performance (profits, return on assets, return on investment, and so on), product market performance (sales, market share, and so on), and shareholder return (total shareholder return,

economic value added, etc.). According to Market Business News (2019) organizational performance involves “analyzing a company’s performance against its objectives and goals. Organizational performance, to put it another way, is the comparison of actual results or outputs to expected results.” It also has to do with how successfully a business performs or fulfills its objectives.

Job Satisfaction and Organizational Performance

Although it is more common to explore employee attitudes on an individual level, researchers have begun to investigate similar links at the business unit and organizational levels. Individual employee attitudes have been successfully aggregated and explored in relation to both organizational and individual-level results in organizational climate research (Zohar, Luria, Schneider, White & Paul, 1998, 2005).

According to studies by Brayfield and Crockett (1955), Fournet (1966), Lee and Chan (1996), job satisfaction and productivity are linked, and the higher the level of satisfaction, the greater the effort to increase productivity. Carroll, Keflas, and Watson (1964) discovered that job satisfaction and productivity are closely related, with each having an impact on the other. They recommend that performance prompts more work effort due to high apparent anticipation of rewards or other positive outcomes. The exertion prompts powerful presentation, which again prompts fulfillment in urgent relationship.

The sort of compensation framework in which workers operate has a major impact on the relationship between satisfaction and performance, according to David, Joseph, and William (1970). The final reason (performance leads to reward, which leads to satisfaction) says that a manager or management produces employee job satisfaction by first creating conditions that allow a worker to achieve high levels of performance and then delivering equal rewards for that performance. According to Baridam and Nwibere (2008), this perspective is critical for understanding and managing organizational behavior, not because it answers the satisfaction-performance conundrum, but because of the proactive research and managerial implications it contains.

Ryan, Schmitt, and Johnson looked at similar relationships between aggregated employee attitudes, business productivity, and customer satisfaction (1996). The authors measured these relationships at two points in time from 142 branches of a vehicle finance company. According to the findings, employee morale was linked to subsequent business success indicators, customer satisfaction attitudes, and turnover ratios. These researchers sought to study the causal linkages between the factors, but their findings were largely inconclusive, demanding further research.

Methodology

A survey design was used in this study. The survey method was used because data was collected from a cross section of telecommunication companies in Port Harcourt. The survey method was chosen because it is the most efficient way to learn about people's knowledge, beliefs, preferences, and satisfaction while also quantifying these magnitudes in a big group of people.

The population was 115 management staffs from 4 telecommunication firms in Rivers State. A sample of 88 management staff of the telecommunication companies were selected for the study using the Taro Yamane sample size determination formula.

$$S_i = \frac{N}{1 + N \theta^2}$$

Where S_i is sample size, N is the population, and θ is the level of significance. Hence,

$$S_i = \frac{115}{1 + (115)0.05^2} = \frac{115}{1.29} = 88$$

Overall job satisfaction was analysed, in part, by according a unique number using a 5-point Likert scale (From 1 – Very unsatisfied to 5 – Very Satisfied) to the answers of the following question) 1 point. Overall job satisfaction was analysed, in part, by according a unique number using a 5-point Likert scale (From 1 – Very unsatisfied to 5 – Very Satisfied) to the answers to the questionnaire items. Organizational performance was measured as the number of new subscribers per quarter

The study adopted face validity approach to validate the instrument. the instrument was given to experts to examine the content. After their correction, the final drafts were printed. The reliability was established using test and retest approach and calculating the Pearson Product Moment Correlation Coefficient (PPMC). The PPMC value of 0.721 shows that the instrument has strong reliability.

The data collected was analyzed using descriptive statistics such as mean scores and percentages. The statistical package for social sciences was used to facilitate this analysis (SPSS). The data was then organized into tables. The mean ratings for questions on employee satisfaction levels were used to determine the job level. Using a 5-point Likert scale, the mean score was compared to the critical mean of 2.5000. The stated hypothesis was tested using a t-test of mean with a significance threshold of 0.05.

Results and Discussion of Findings

The empirical results are presented in this section, and the findings are discussed as follows:

Research question 1: what is the level of job satisfaction among staffs of telecommunication firms in port Harcourt? To answer this research question, we present the responses of staffs of the telecommunication firms to the Fifteen questionnaire items below.

Table 1: Responses of staffs of the telecommunication firms

Questionnaire items	SA	A	U	DA	SD	MEAN	REMARKS
My salary is about the same as I would earn elsewhere	29	27	19	9	8	3.6207	Accepted
my company treats me as a responsible person	25	19	26	8	9	3.4943	Accepted
I am satisfied with my job at the present time.	17	23	17	13	17	3.1149	Accepted
Communication between me and my supervisor is good.	19	15	24	10	19	3.0575	Accepted
I have opportunities to use and develop my skills and knowledge	12	22	19	15	19	2.9195	Accepted
I receive adequate and fair compensation	11	16	22	18	19	2.8506	Accepted
I have pleasant work environment.	11	15	16	18	27	2.4455	Rejected
My job is important to me	19	15	24	6	23	3.0115	Accepted
The training I have received for my job is adequate	14	10	17	17	29	2.3195	Rejected
I have good relations with my co workers	19	20	19	8	21	3.0920	Accepted
I would like to be more informed about the operations of the company	11	19	20	16	21	2.8046	Rejected
my supervisor is aware of the difficulties I experience in my job	22	22	8	14	21	3.1149	Accepted
I would like to be involved in decision making in my company.	12	27	13	11	24	2.9080	Rejected
I expect to be promoted to a job with more prestige and salary if I perform well	19	20	19	8	21	3.0920	Accepted
My company has good welfare package	14	11	16	15	31	2.5632	rejected
Group mean						3.000	Satisfied

Source: Field Survey, 2021

The responses of staff of telecommunication companies on the issue of job satisfaction is presented in Table 1. From the table, all items, accept items 7, 9, 11, and 13, have means greater than 3.000. The mean implies that the propositions are accepted. The group mean for the construct is 3.000. From our interpretation, it implies satisfied. From the analysis, the staff of the telecommunication companies are just satisfied with their job.

Test of Hypothesis

Research Hypothesis H_{01} : Job satisfaction has no significant impact on organizational performance of telecommunication companies in Port Harcourt

Table 2: correlation of job satisfaction and organization performance

		Job Satisfaction	Org. Performance
Job Satisfaction	Pearson Correlation	1	.743
	Sig. (1-tailed)		.002
	N	85	85
Org. Performance	Pearson Correlation	.743	1
	Sig. (1-tailed)	.002	
	N	85	85

Source: SPSS computer output

The correlation result of the relationship between job satisfaction and organizational performance of the telecommunication companies is presented in Table 2. From the table, the correlation coefficient is 0.743. This implies a high positive correlation between job satisfaction and organizational performance of the telecommunication companies.

The t-test of the correlation coefficient(rho) reported in table 2 was used to test this hypothesis. The correlation coefficient is 0.743, and the probability of the rho statistic is 0.002, according to the table. The empirical p-value is less than the crucial p-value at 0.05 levels of significance, hence the null hypothesis is rejected at 0.05 levels. Because the alternative was chosen, the outcome suggests that job satisfaction has a favourable and significant impact on organizational performance of telecommunication enterprises in Port Harcourt.

Discussion of Findings

In general, the findings of the analysis show unequivocally that employees of telecommunication companies in Port Harcourt are satisfied with their jobs, and that job satisfaction has a positive and significant impact on telecommunication firms' organizational performance in Port Harcourt. These findings back up prior research. This study's findings are in line with a growing body of work that looks at this relationship at the organizational level of analysis. People and managers in both the commercial and academic realms appear to believe that organizational success and morale, or aggregated levels of contentment, have a positive link. For example, Harter, Schmidt, and Hayes (2002) provided solid evidence of a relationship between attitudes and organizational performance. According to Baridam and Nwibere (2008), this perspective is important for understanding and managing organizational behavior not only because it tackles the satisfaction-performance paradox, but also because it is linked to proactive research and managerial implications.

Job satisfaction has a positive and considerable impact on organizational performance, according to the current study, notably in terms of job satisfaction with security, compensation, teamwork, financial performance, and non-financial performance. As a result, the research clearly demonstrates that teamwork, employee involvement, and

remuneration all have a significant impact on output. To ensure development and productivity, telecommunication firms must adopt rules that encourage employee participation, teamwork, and a fair pay structure.

Conclusion

Employees indicate that most of the components of job satisfaction are met by most organizations, resulting in high levels of job satisfaction. As a result, telecoms companies have a high level of employee satisfaction. The study does, however, reveal that work satisfaction has a favourable impact on company success. Job satisfaction is high in telecommunications companies, and it has a significant impact on the company's performance.

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