

Job Satisfaction and Employee Job Performance in Selected Tertiary Institutions in Adamawa State, Nigeria

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Abstract

This study examined the effect of job satisfaction on employee job performance in selected tertiary institutions in Adamawa State, Nigeria. The study adopted a survey research design in the form of a descriptive approach, with data collected through questionnaires administered to 372 respondents, of which 353 were returned. The collected data was analyzed using percentage analysis, and hypotheses were tested using Structural Equation Modeling with the help of SmartPLS software at a 0.05 level of significance. The findings revealed that job satisfaction has a significant effect on employee job performance in the study area ($\beta = 0.313$, $t = 5.772$, $P = 0.000$). The study recommends that tertiary institutions should prioritize understanding and addressing factors that contribute to employee satisfaction, recognizing its substantial influence on job performance. This could involve fostering a positive work culture, and providing opportunities for professional growth.

Keywords: Job Satisfaction, Employee Job Performance, Tertiary Institutions, Adamawa State, Nigeria

Introduction

In today's dynamic workplace, the success of every organization is being determined by the employee performance; and has become a crucial determinant of organizational progress. Globally, organizations across sectors recognize that job satisfaction, significantly affect employee performance. According to Armstrong (2022), job satisfaction resulting from a positive work environment fosters employee motivation, leading to higher productivity levels. Research on job enrichment by (Hartinah *et al.*, 2020) shows that giving employees more responsibility, autonomy, and opportunities for personal development can enhance their job satisfaction, which in turn improves their performance. Global studies often emphasize that job satisfaction is directly necessary for employee job performance and sustainability (Saraih, *et al.*, 2019). A high job performance, leads to a robust and productive workforce (Olayemi, 2023).

Employee job satisfaction is the level of contentment, fulfilment, and positive emotional response an employee has toward their work, environment, and organization. It is driven by factors like compensation, job security, recognition, and company culture. High job satisfaction enhances productivity, and improves employee performance.

Employee job performance is the effectiveness, quality, and efficiency with which an employee gets the job responsibilities, fulfil and contributes to organizational goals. It is measured by how well an employee meets goals, executes responsibilities, and aligns their behaviour with organizational objectives. Key indicators of an employee performance are productivity, work quality, and efficiency.

In Africa, great attention has drifted towards improving the working conditions, particularly within educational institutions. Previous studies in Africa are of the opinion that the unique socioeconomic conditions, high unemployment rates, and limited resources in many countries

shape the work environment and job satisfaction of employees differently than in other regions. For instance, Ochonogor and Okoro (2023) aver that, due to limited resources, African tertiary institutions often struggle to provide favourable work conditions, which affects both staff morale and performance. Adeyemo and Adegoke (2022) maintain that job enrichment strategies, like assigning meaningful tasks and promoting professional development, are essential for enhancing employee performance in African academic settings. Studies across African countries also reveal that when institutions invest in job enrichment and employee well-being, they experience higher performance outcomes (Musa & Eze, 2023).

In Nigeria, the performance of employees within tertiary institutions is increasingly scrutinized, particularly as the country strives to improve its educational sector. Many scholars highlight those poor working conditions, lack of facilities, and insufficient job satisfaction are critical issues affecting academic staff performance (Ojo, Adedeji, & Ajayi, 2023). Research by Okoro and Chikwendu (2022) shows that a conducive work environment in Nigerian universities, including access to resources and fair treatment, is linked to increased productivity and job satisfaction. Similarly, Nnaji and Ugwuanyi (2021) argue that job enrichment practices, such as task significance and autonomy, are vital in fostering commitment and enhancing employee performance within Nigerian educational institutions. Given the specific challenges faced by Nigerian institutions, such as limited funding and infrastructural inadequacies, improving work environments and job satisfaction levels has become a national priority to uplift educational standards (Balogun, Akinola, & Lawal, 2022).

Previous research conducted within tertiary institutions in Adamawa State has documented the link between an unfavourable work environment and poor job performance. Studies by Adamu and Jibrin (2023) revealed that the lack of adequate facilities and support for academic and non-academic staff has led to reduced productivity and job dissatisfaction. Similarly, Umar (2022) found that repetitive job roles without the opportunity for skill acquisition or progression contribute to a lack of motivation among staff. Additionally, inadequate job satisfaction stemming from delayed promotions and recognition was highlighted as a major factor undermining employee morale and performance (Yahaya & Abdul, 2023).

Despite these insights, there remain significant research gaps in understanding the nuances of how specific job enrichment practices could be better tailored to the unique needs of tertiary institutions in Adamawa State. The current literature lacks comprehensive analysis on how customized interventions, such as institution-specific training programs and flexible job designs, can address the particular challenges faced by employees in these institutions. Additionally, there is limited exploration of how systemic changes, such as improved work environment aiming at job satisfaction could enhance employee job performance in the study area.

Literature Review

Effect of Job satisfaction on Employee Job Performance

In the practice of organizational behaviour and human resource management, job satisfaction is a crucial component. According to Mabaso and Dlamini (2017), job satisfaction may influence happiness, morale, and staff motivation in order to boost productivity. Job happiness is a deeply personal experience that people might have. Job satisfaction, according to Owusu (2014), is a sense of preference for or contentment with one's work or experience at work. Employees may reach a state where they can raise their performance level as a result of this circumstance. Employee underperformance can result from emotional dissatisfaction with their jobs in a variety of situations.

One of the best indicators of long-term successful organisational performance is employee happiness. High productivity is correlated with high job satisfaction, which is correlated with good profitability. When an employee is happy in their position, they are sincere and committed to fulfilling their duties. According to Ullah (2021), workers who experience workplace problems are more likely to be dissatisfied with their jobs and plan to quit. These two mindsets erode the pro-organizational behaviours that an organization seeks to develop in its personnel. Organizations must do all possible to make employees feel happy, as sustained happiness is typically excellent for societal sustainability. Workers will have a sense of pride in working for your business and realize that their efforts will contribute to its overall success. Worldwide, businesses in both the public and commercial sectors rely on their staff to achieve optimum productivity, which boosts organizational effectiveness. Employee dissatisfaction is one of the main things that demotivates and demoralizes them at work, which lowers morale and has a detrimental effect on overall productivity. Employee performance and job satisfaction are positively and necessary correlated, suggesting that raising employee job satisfaction will raise performance (Memon et al., 2023).

On the other side, in order for organizations to succeed in their objectives, good performance is crucial and it necessitates this study reviewing the connectivity between employee job satisfaction and employee job performance.

According to Mubarak, Lindayani and Farizah (2021), when employees are satisfied with the job, their job performance will improve thereby gives benefits in the development of applied theory that claims there is a linear relationship between job satisfaction and employee performance. It further recommends the needs to improve employee performance by evaluating the level of employee satisfaction. Shmailan (2015) conducted an explorative study on the relationship between job satisfaction, job performance and employee engagement. The results show that job performance is a key success factor for organizations.

To Altamimi and Ubaka (2019), exploring the relationships between employee job satisfaction and job performance provides that there is an empirically provable relationship between employee job satisfaction and organizational performance and vice versa. The study indicates the employee job performance is one of the most important components in measuring a company's efficiency implying that employee high performance reduces organizational production cost. This is mostly observed in organizations where employees are satisfied with their jobs. In view of this, the relationship tends to be stronger from employee job satisfaction to job performance rather than from employee performance to employee job satisfaction. Therefore, the purpose of this study is to look into the effect employee job satisfaction and job performance.

Methodology

This study adopts the cross-sectional survey research design. A cross-sectional survey research design provides a description of the state of affairs of a phenomenon at a point in time, with the research having no control over the variables (Kothari, 2004). The study further employs primary data via a structured research questionnaire. This study also applies the nonprobability sampling technique, specifically, convenience sampling. The method allows for ease of access to data amidst time and resource constraints as well as giving each respondent in the population has the chance of being selected based on his/her availability and willingness to participate in the study.

In addition, Heterotrait-Monotrait Ratio (HTMT) was used to determine the divergent and discriminant validity. The reliability of the questionnaire was tested using Cronbach's alpha test

as recommended by (Nunnally, 1978), composite reliability and average variance extracted (AVE).

Area of the Study

This study purposively selects three (3) tertiary institutions in Adamawa State – Adamawa State University Mubi, Federal Polytechnic Mubi, and College of Education Hong. Both located in Mubi town, in the Northern Senatorial District of Adamawa State, Nigeria. Mubi is geographically located within latitude 10.27⁰ and longitude 13.28⁰ north and has an elevation of 1,906 feet above sea level situated at the foot of the Mandara Mountains, separating Nigeria from the republic of Cameroun.

Population of the Study

The population of this study comprised of academic and non-academic staff of Adamawa State University Mubi, Adamawa State College of Education Hong, and the Federal Polytechnic Mubi, Nigeria. The population of Adamawa State University, Mubi consist of 734 staff i.e. 255 academic and 479 non-academic staff, Federal Polytechnic, Mubi 2303 staff consisting of 724 academic staff and 1579 non-academic staff, while College of Education, Hong consisted of 433 academic staff and 247 non-academic staff totaling (680) staff.

Table 1. Population of the Study by Institution

Population of the study by Institution	Level	Staff
ADSU, Mubi	Academic staff	255
	Non-academic staff	479
Fed. Poly Mubi	Academic staff	724
	Non-academic staff	1579
College of Education Hong	Academic staff	433
	Non-academic staff	247
Total		3717

Source: Registry Department 2023

Sample Size and Sampling Techniques

This study employs Taro Yamane's sample size formula to determine the sample size from a population of 3717.

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

Where; S = sample size sought, N = population size, e = level of significance (0.05)

Therefore, the sample sought is

$$S = \frac{3717}{1+3717(0.05)^2} = \frac{3717}{10} = 372$$

The sample size is 372 staff in the selected educational institutions in Adamawa State, Nigeria. Out of which 353 were retrieved from the selected institutions in the study area.

Calculation for Apportionment of sample size

ADSU

$$\text{Academic staff} \quad \frac{255}{3717} \times \frac{372}{1} = 25.5 \text{ or } 26$$

$$\text{Non-academic staff} \quad \frac{479}{3717} \times \frac{372}{1} = 47.9 \text{ or } 48$$

POLY

$$\text{Academic staff} \quad \frac{724}{3717} \times \frac{372}{1} = 72.4 \text{ or } 72$$

$$\text{Non-academic staff} \quad \frac{1579}{3717} \times \frac{372}{1} = 158.0 \text{ or } 158$$

College of Education Hong

$$\text{Academic staff} \quad \frac{433}{3717} \times \frac{372}{1} = 43.3 \text{ or } 43$$

$$\text{Non-academic staff} \quad \frac{247}{3717} \times \frac{372}{1} = 24.7 \text{ or } 25$$

Table 2: Apportionment

Institution	Level	Percentage	Staff
ADSU, Mubi	Academic staff	7.0	26
	Non-academic staff	13.1	48
Fed. Poly Mubi	Academic staff	19.8	72
	Non-academic staff	43.2	158
College of Education, Hong	Senior staff	7.2	43
	Junior staff	9.7	25
Total		100%	372

Source: Researcher's Computation, 2023.

Methods of Data Analysis

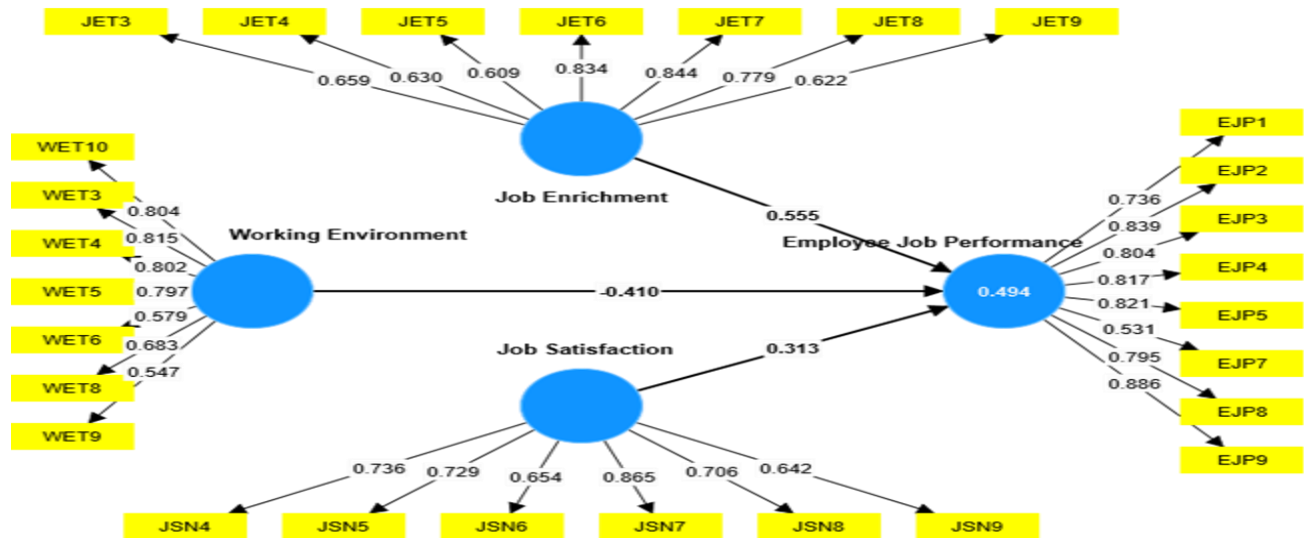
After the data collection, the study codes and inputs that data into SPSS. Correctness of data entry were checked. The scale-based variables were checked for internal consistency after which the scores were aggregated to obtain mean scores for each respondent per scale variable measure. The study uses the Structural Equation Modeling (SEM) to analyze the data with the help of Smart PLS to investigate the level of significance with a probability of 5% (Fisher, 2010; Saunders et al., 2009). SEM enhances the validity and robustness of the findings, ensuring that the conclusions drawn are based on sound statistical techniques.

Measurement Model Assessment

Measurement model is use to assess the reliability and validity of the constructs (Hair et al., 2010). Assessment of indicator reliability was done by using factor loadings. When the associated indicators have much in common, this is captured in the construct and indicated by

high loadings on the construct (Hair et al., 2014). According to Hair et al. (2010), values exceeding 0.50 indicate significant factor loadings. Table 1 shows that all items in this study had factor loadings higher than the recommended value of 0.5. except for the items WET1, WET2, WET7, JET1, JET2, and JNS1, JNS2, JNS3 which were eliminated from the scale due to low loadings.

Figure 1: Measurement Model



Source: Researcher's Estimation, 2024

The extent that items differentiate among constructs or measure distinct concepts is shown by Discriminant validity. Cross-loadings and Fornell-Larcker were used to assess the discriminant validity of the measurement model. Usually, cross-loadings are used as the first step in testing discriminant validity of the indicators (Hair et al., 2014). In this study, the indicators' outer loadings on a construct exceeded all its cross-loadings with other constructs, and hence, the cross-loading criterion had satisfied the requirements (refer to Table 4.1 below).

Cronbach Alpha and Composite Reliability (CR) were evaluated to ensure the reliability of the research instrument and for validity, convergent validity (AVE) and discriminant validity were examined. The results from this study revealed that Composite-Reliability (CR) values are 0.927 (employees' performance), 0.879 (job enrichment), 0.869 (job satisfaction) and 0.884 (working environment) as shown in Table 3 below. The Cronbach Alpha values are 0.908 (employee performance), 0.842 (job enrichment), 0.839 (job satisfaction) and 0.865 (working environment) as shown in Table 3 below and Figure 1 above.

Table 3. Reliability and Validity of the Constructs

Construct	Cronbach's alpha	CR	(AVE)
Employee Job Performance	0.908	0.927	0.617
Job Enrichment	0.842	0.879	0.515
Job Satisfaction	0.839	0.869	0.527
Working Environment	0.865	0.884	0.527

Source: SmartPLS Output, 2024

Note: α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted

Convergent-validity is assessed by AVE, which values are 0.617 (Employee Job Performance), 0.515 (Job Enrichment), 0.527 (Job Satisfaction) and 0.527 (Working Environment) as shown in Table 3 above. Discriminant validity for this model is measured by Fornell-Larcker Criterion (Hair et al., 2010) as shown in Table 3 below. It indicates that the square root of AVE (diagonal) is higher than the correlations (off-diagonal) for all reflective constructs.

Table 4: Fornell-Larcker Criterion

Constructs	EJP	JET	JSN	WET
Employee Job Performance	0.785			
Job Enrichment	0.602	0.718		
Job Satisfaction	0.277	0.316	0.726	
Working Environment	0.179	0.126	0.516	0.726

Source: Researcher's Estimation using SmartPls, 2024

Note: EJP denotes Employee Job Performance; JET denotes Job Enrichment; JSN denotes Job Satisfaction; WET denotes Working Environment.

The Fornell and Larcker (1981) criterion, was achieved by comparing the correlations among the latent constructs with square roots of average variance extracted. In Table 4, having every diagonal value higher than the values in its respective rows indicates that discriminant validity is establish in the study. Additionally, for the Hetetrait-monotrait ratio of correlation Watanuki and Moraes (2016) suggested that the HTMT be adopted as a better-suited criterion to assess discriminant validity. With regard to this criterion, if the HTMT value is greater than 0.90 (Gold et al. 2001), it indicates the presence of discriminant validity problem. For the purpose of this study the HTMT highest value is 0.707 which is less than the threshold of 0.90 as can be seen in Table 4 below, thus, confirms that adequate discriminant validity is achieved in the study.

Table 5: Heterotrait-Monotrait Ratio (HTMT)

Construct	EJP	JET	JNS	WET
Employee Job Performance				
Job Enrichment	0.661			
Job Satisfaction	0.264	0.354		
Working Environment	0.185	0.250	0.707	

Source: Researcher's SmartPls Output, 2024

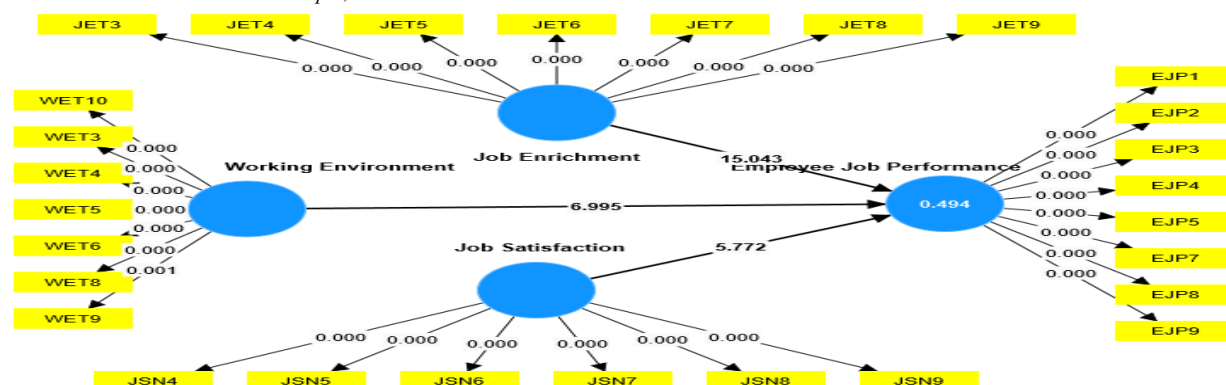


Figure 2: Structural Model

Once the reliability and validity are achieved in measurement model, after that we assess the structural model. In structural model we examined the Coefficient of determination (R^2 value), effect size (f^2) and path coefficient (Hypotheses testing).

The Coefficient of determination (R^2 value) of this study is 49.4%. It means that employee job enrichment, employee satisfaction and working environment explained the 49.4.% variance of endogenous variable i.e. employee job performance, as shown in above Figure 2. According to Table 6 below, the endogenous variable (employee job performance) was explained by employee job enrichment, employee satisfaction and working environment with effect size (f^2) of 0.547, 0.130 and 0.243 respectively, and thus indicating medium effect size of the three respective exogenous variables.

Table 6 Effect of Job Satisfaction on Employee Job Performance

<u>Exogenous Construct</u>	<u>f^2</u>	<u>Effect size</u>
Employee job enrichment	0.547	Large
Employee satisfaction	0.130	Medium
Working enviornment	0.243	Medium

Source: Author's estimation, 2024

Note: $0.02 <$ stand for small, $0.15 <$ stand for medium and $0.35 >$ stand for large.

The strength of the relationship between exogenous and endogenous constructs are measured by the standardized path coefficients, which in this case shows that there is a direct effect of quality of job satisfaction on employee job performance. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model (Chin, 1998; Cohen, 1988).

For evaluating the path coefficient (hypotheses testing), the study analyses the bootstrapping in Smart-PLS. two-tailed test with 1% level of significance to assess the P-value and T-statistics to test the significance or insignificance of hypothesis that job satisfaction does not have significant effect on employee job performance in selected tertiary institutions in Adamawa State.

Table 7. Structural Path Coefficient Analysis Result

Hyp.	Relationship	Std Beta	Sample mean (M)	(STDEV)	T- value O/STDEV	P- values	Decision	R^2
H ₀	JSN -> EJP	0.313	0.298	0.054	5.772	0.000	Rejected	49.4%

Keywords: Hyp = Hypotheses, JSN = job satisfaction, and EJP = employee job performance.

The result in Table 7 indicates that job satisfaction has significant positive effect on employee job performance in selected tertiary institutions in Adamawa State at ($\beta = 0.313$, $t = 5.772$, $P = 0.000$). Thus, the study rejects the null hypothesis that job satisfaction does not have significant effect on employee job performance in selected tertiary institutions in Adamawa State.

In other words, employee commitment, motivation, and productivity ultimately enhance job performance in selected tertiary institutions in Adamawa state. This result corroborates numerous studies emphasizing the linkage of job satisfaction and employee job performance (Locke, 2019; Judge et al., 2009). When employees are satisfied with their jobs, they tend to be more committed, motivated, and productive, which ultimately contribute to enhancing job performance.

Conclusion

The study finds that the significant impact of job satisfaction on employee job performance within the selected tertiary institutions in Adamawa State. The positive beta coefficient ($\beta = 0.313$) indicates that higher levels of job satisfaction are associated with increased job performance among employees. This suggests that efforts to improve job satisfaction, in form of opportunities to learn and develop new skills in their current role, opportunities for career advancement within their current position, opportunities to collaborate with colleagues on challenging projects, recognition, and opportunities for advancement, can positively influence employee performance within these tertiary institutions.

Recommendations

Based on the findings of the study, the following recommendations are made:

- i. Regular training and development programs should be implemented by organization heads to enhance employees' skills, knowledge, and job satisfaction in the selected tertiary institutions in Adamawa State.
- ii. Tertiary institutions in Adamawa State should develop and implement recognition and reward systems that acknowledge and appreciate employees' contributions, milestones, and achievements to boost job satisfaction that leads to job satisfaction of employees in the study area.

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