



Job Satisfaction and Employee Productivity: Evidence From Selected Universities in South-East, Nigeria

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ABSTRACT

The study examined the effect of job satisfaction on employee productivity of public universities in South-East, Nigeria. Survey research design was adopted for the study. Data were collected through the questionnaires distributed among academic staff of South-East States of Nigerian public universities, and analyzed using five point Likert's scale. Regression analysis was used to test the two formulated hypotheses with aid of SPSS version 20.0. Based on the analysis, the study found that working condition and salary have positive significant effect on the employee productivity of public universities in South-East, Nigeria. Based on the findings, the study recommended amongst others that there is need for the university authorities and government to create a pleasant and supportive working environment for academic staff in terms of provision of physical facilities like infrastructures, laboratories, ventilated classrooms, hostels, teaching facilitators and development of various training programs that will encourage academic achievement.

Keywords: Job Satisfaction, Employee Productivity, Working Condition and Salary

INTRODUCTION

Salary which is an aspect or indicator of job satisfaction is one of the conditions of service and also a necessity towards meeting employee needs. Therefore, salary forms an employee psychological contract with an employer, hence bound to be dissatisfied when such psychological contract are breached by an employer. Chaudry, Sabir, Rafi and Kalyar (2011) described salary or pay as a form of episodic compensation from a firm to its workers, which is completely stated in an employment contract. In the context of this study, salary is defined as all sequences of events in which compensation particularly monetary rewards plays a major role. This is to say that an individual pay is an important factor in job satisfaction discourse. This corroborates with assertion of Singh and Loncar (2010) that employee dissatisfaction with pay can have important and undesirable impact on the overall employee performance. This is because through equitable and fair salary, academic staff are able to fulfil their economic needs. Similarly, Bakotic and Babic (2013) opined that difficult and unfavorable working conditions largely influence employees' performance. Employee performance or job performance as used interchangeably is defined as task specific behaviours that academic staff exhibit as part of their job. To meet the standards and goals set by organization, employee need a working conditions and environments that allows them to work freely without problems that may restrain them from performing up to the level of their full potential (Raziq & Maulabaksh, 2015).

A good working condition in terms of teaching and research facilities, conducive working environment, pay, fair condition of service among others is expected to discourage dissatisfaction through providing motivation for academic staff needed for an improved overall performance. Working condition is described as physical conditions, facilities and quality of employee work. A good working condition can be achieved through institutional employee driven policy. Institutional policy is central to academic staff effectiveness and institutional success. Similarly, institutional policies support and affect the performance, relationship, resource and functions of the institution. Policy is the events in which some or all aspects of the organization ideas and values were related to job satisfaction. Thus, academic staff job satisfaction is expected to be affected by retrogressive institutional policies that are demining to their job and welfare. This is in line with Alzubi, Dmour, Alshurideh and Masadeh (2012) who stated that organizational policies that are employee driven is

expected not to only drive job satisfaction but also induce employee and organizational performance. Therefore, the researcher is of the opinion that lack of clear and employee driven policy might likely result to a hostile and unfriendly working environment for academic staff and this is dimmed to have serious repercussions as epitomized in the consistent faceoff between academic staff and federal government of Nigeria. However, an institutional policy that is employee driven is expected to act as a catalyst for fair salary, career advancement, good working condition and meaningful responsibility that empowers academic staff.

However, the lack of substantial federal government commitment to educational institutions and public universities in particular appears as one of the major impediment towards obtaining a satisfied academic staff and robust public universities. An investment in academic staff is an investment in the future leaders of Nigeria and consequentially an investment in the development of the nation. However, federal government appeared to have continuously unabated undermine the importance of education in Nigeria and the vital role academic staff plays within the ambit of higher education system. This is evidenced in the low level of commitment demonstrated by the federal government in budgetary allocation made to education sector in general and tertiary education in particular over a period of time which largely accounts for academic staff dissatisfaction and the decay in public universities.

In today's global economy, tertiary institutions and academic staff are considered not only paramount but also bedrock upon which socio-economic stability can be achieved. However, this is not the case in Nigeria where government at all levels pay lip service towards revitalization of public universities and enhancing of academic staff welfare. The story of decadence of tertiary institutions in Nigeria had reached a very great height that there were doubts of their effectiveness as training institutions for future leaders. The unprecedented decay in public universities emanates from government years of neglect and lack of adequate commitment to education sector in terms of poor funding of education sector, poor conditions of service, poor working conditions of academic staff, infrastructural deficiency, large digital divide, political interference in education, non-compliance in agreement, inconsistency in policy formulation and implementation and unnecessary delay in payment of salaries and other emolument of academic staff. On this note, this study therefore seeks to:

- i. Assess the effect of working conditions on employee productivity of the academic staff of public universities in South-East, Nigeria.
- ii. Find out the effect of salary on employee productivity of the academic staff of public universities in South-East, Nigeria.

Literature Review

In what appears to be at variance with conceptualization of job satisfaction along specific aspect of one's job as defined by previous scholars, Lussier (2005) in Zhu (2013) defined job satisfaction as the employees' overall attitude to the work. More so, some modern research studies are beginning to recognize the dual approach to job satisfaction as recommended by the likes of Herzberg on whose most motivational studies are built upon. For instance, according to Frye (2012) the concept of employee job satisfaction refers to an emotional state, resulting from appraisal of one's job or job experiences and developed by various intrinsic and extrinsic influences. According to Bakotic and Babic (2013) job satisfaction can be defined as "a sense of comfort and positive experience that an employee have related to his job" (p.206). Comparatively, the researcher is of the stance that measures of job satisfaction should not be general but focus on specific aspect of the work. It is on this premise and relying on Herzberg perspective of job satisfaction that this current research took into consideration both intrinsic or motivator aspect of employee job like (responsibility and opportunity for career advancement) and extrinsic or hygiene aspect of job like (salary, policy and working conditions).

A second explanation views job satisfaction variation as a function of dichotomy in the nature of job employees perform. Despite the practical utility of this second type of reasoning, Kalleberg (1977) pointed out that the second rationale about job satisfaction raises crucial theoretical issues on its usefulness in comprehensively understanding the concept of job satisfaction as it does not consider individual differences in the satisfactions experienced by people with the same job characteristics. There has been no successful attempt to systematically and empirically establish the way in which meanings and the various satisfactions that work provided combine to determine satisfaction.

Working Conditions and Employee Performance

Employee working condition refers to the physical working conditions, facilities, quality of employee work and the overall condition of the work environment. Based on Herzberg two factor theory, hygiene or extrinsic factors such as good working conditions prevent dissatisfaction and pain among employees through provision of favourable work environment for employees to thrive and achieve both their personal goals and organizational goals. According to Madu and Anyalebechi (2016) motivation cannot be effective if these hygiene factors are missing. More so, Victor H. Vroom asserts that people are motivated to work to achieve a goal if they believe that the goal is worthy and there is the probability that what they do will help them in achieving their goals. Relying on Vroom's expectancy theory, a good working condition is expected to provide employees with enabling work environment that helps them achieve their expected goals, such enabling work environment that good working condition provides leads to higher employee performance. For instance, Valaei and Jiroudi (2016) examined job satisfaction and job performance in the media industry. The study findings suggested that working/operating condition is a significant facet of job satisfaction which largely influence employee performance. Similarly, Khan, Nawaz, Aleem and Hamed (2012) and Azar and Shafighi (2013) provided support of working conditions as a significant component of job satisfaction which has effect on employee job performance. Taking into cognizance that good working conditions physically and psychologically empower employees in terms of required competence, facilities and in monetary terms, it is expected that working condition as a facet of job satisfaction should influence employee performance.

Salary/Pay and Employee Performance

Salary or pay as interchangeably used in the literature is an important factor that forms psychological contract between an employer and employee. Salary is described as a monetary value attach to an employee in exchange for a job performed. Based on Herzberg two factor theory, hygiene and extrinsic job factors like salary/pay are necessary in discouraging dissatisfaction and disruptive work environment (Fadlallh, 2015). Relying on Vroom's expectancy theory, employee have personal goals which they intend to achieve and for this reason they work in organizations, thus such personal goals which forms their expectation largely influence their performance at work. More so, the level of belief that the individual employee has that his/her performance will result in achievement of organizational rewards/work outcomes is also important determinant in employee performance. Sigh and Jain (2013) opined that salary or wage packages as a form of compensation influence job satisfaction, therefore need to be perceived by an employee as fair and equitable and in comparison with those of the outsiders who are working in the same industry. Therefore because of the survival needs of employees, equitable and fair salary is expected to induce employee performance. Such findings was reported by (Ramli, 2018; Valaei & Jiroudi, 2016; Riasat, Aslam & Nisar, 2016; Fadlallh, 2015; Singh & Jain, 2013; Azar & Shafighi, 2013; Shaikh, Bhutto & Mailto, 2012).

Previous Studies

Many researchers has been conducted on employee productivity and performance in various discipline, the study of Osakwe (2014) conducted an ex-post-facto research design study that seeks to investigate factors affecting motivation and job satisfaction of academic staff of universities in south-south geopolitical zone of Nigeria which included states like Bayelsa, Rivers, Edo, Cross-River, Akwa-Ibom, Bayelsa and Delta. The hypothetical results showed a positive correlation between motivational factors and job satisfaction among academic staff across all gender. More so, job satisfaction positively influence employee performance in terms of productivity as a significant difference was established between the productivity of highly motivated and poorly motivated non-management academic staff with regards to motivation and job satisfaction. Based on the study findings, it was concluded that efficiency of academic staff in terms of performance and productivity largely depends on motivational factors like work environment, promotion opportunities, autonomy, professional development, safety and security, empowerment and authority etc. among others. Ayodele and Olurunsola (2012) ascertained the relationship between job satisfaction and performance of administrative staff in south west Nigeria universities. The research employed a descriptive research of the survey type. The sample of the study consisted of 400 respondents selected from four universities based on stratified random sampling technique. The strata comprises of two state and two federal universities. Using Pearson moment correlation coefficient and correlation matrix, the result

showed that there was a very high and significant relationship between job satisfaction and job performance. It was also revealed that there were significant relationships between the components of job satisfaction and job performance. Fadlallah (2015) identified the impact of job satisfaction factors on employee performance in terms of employee's impressions, inclinations, desires and visualizations towards their jobs. Total sample size of research was 86 members of teaching staff from the faculty of science and humanity studies, University of Salman Bin Abdul-Aziz-Al Aflaj. Questionnaire survey was used for data collection. The questionnaire measured four dimension of job satisfaction namely working conditions (4 items), pay and promotion potential (6 items), working relationships (4 items) and employee performance (4 items). Responses were analyzed through the SPSS (statistical package for social science). Research findings revealed that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. It was concluded that whenever there are better work conditions, pay, promotions and work relationships there is a higher job satisfaction. Hassan and Romle (2015) examined the relationship between intrinsic factors like 'responsibility' and 'work itself' on job satisfaction of lecturers in Bauchi State University Gadau, Nigeria. The study integrated both quantitative and qualitative methods. A census study of all the 185 academic population obtained from the registry department was studied. Interviews were conducted with some of the Professors, Senior Lecturers, Lecturer 1, Lecturer 2, Assistant Lecturers and Graduate Assistants in order to provide a reliable sample of respondents that can substantiate the data which the questionnaire employed seeks to discover. The data was analyzed using SPSS (version 16) through descriptive statistics. The result of this study revealed that intrinsic motivators (responsibility and work itself) have significant and positive relationship with job satisfaction of lecturers of Bauchi State University Gadau. In view of this outcome, the study suggested a need for broader study to include wider scope and more variables. Riasat, Aslam and Nisar (2016) examined the impact of extrinsic and intrinsic rewards on employee performance. Research design was quantitative and descriptive in nature. The study revealed that intrinsic and extrinsic rewards (independent variables) has significant and positive relationship with job satisfaction and employee job performance (dependent variables). Similarly, findings provided support for the postulated mediation effect of reward system on the relationship between intrinsic and extrinsic reward and job satisfaction and employee job performance. Laosebikan, Odepidan, Adetunji and Aderinto (2018) examined the impact of job satisfaction on employees' performance. Sample size of the study was 120 randomly selected employees. 116 copies of valid return questionnaires representing 98.3% response rate was used for data analysis. SPSS (version 20) was used to analyze descriptive statistics such as frequencies and percentages. Regression analysis was used to test the hypotheses and results revealed that a significant and positive relationship exist between job satisfaction and employee performance. Furthermore, findings revealed that immediate supervisor factors, employee personal characteristics factors and employee pay package are significantly and positively related to job satisfaction. On this note, the study concluded that employee job satisfaction impact on employee performance. Rozanna, Adam and Majid (2019) examined the mediation effect of job satisfaction on the relationship between organizational change, organizational cultures (independent variables) and employee performance (dependent variable) of the Public Works and Spatial Planning Agency in Indonesia. The study using census technique as the number of population is small, selected all 209 staff of the Public Works and Spatial Planning Agency, Pidie District, Aceh Province of Indonesia as sample of the study. The researchers employed questionnaire as instrument for data collection. Through Structural Equation Modeling (SEM) approach, the study found out that job satisfaction significantly mediated the influences of organizational change and organizational culture on employee performance. In cognizance of this finding, the researchers suggested a need for more studies on the issue investigated and considering more variable by future studies on the topic as so doing would provide better and comprehensive empirical findings. Susanty and Miradipta (2013) examined the effect of attitude toward works, organizational commitment and job satisfaction on employee's job performance. Simple random sampling was used to select a total of 200 respondents from managerial and non-managerial staff of PT.Intech, Indonesia. Structural equation modeling (SEM) using AMOS program was employed for data analysis. The result of SEM analysis showed that attitude to work did not have a significant effect on employee job satisfaction and employee performance of the worker of PT.Intech. The study also revealed that organizational commitment was a factor which has a significant effect on job satisfaction and job performance. More so, the findings of the study confirm

that job satisfaction was a good predictor of employee job performance of the worker of PT.Intech. Fu and Desphande (2014) conducted a study on China's Insurance Company. The objective of the study was to determine the impact of caring, climate, job satisfaction and organizational commitment on job performance of employees in a China's Insurance Company. The sample for the study consisted of 476 employees working in large insurance company in Mainland, China. For the purpose of data analysis, Structural Equation Modeling (SEM) was applied. SEM path analysis revealed interesting findings. Firstly, SEM results showed that caring climate had a significant direct impact on job satisfaction, organizational commitment and job performance. Caring climate also had a significant indirect impact on organizational commitment through the mediation role of job satisfaction and on job performance through the mediation role of job satisfaction and organizational commitment. More so, job satisfaction had significant direct impact on organizational commitment through which it also had a significant indirect impact on job performance. The study concluded that there exist a positive direct impact of job satisfaction on employees' organizational commitment and indirect impact on job performance. Valaei and Jiroudi (2016) ascertained the relationship between job satisfaction and employee performance. Aspect of job satisfaction included in the study was payment, promotion, supervision, operating conditions, co-workers, nature of the work, contingent rewards and fringe benefits. The population of this study consisted of all employees who work in the media industry in Malaysia. The study used partial least squares (PLS) modeling approach for data analysis. SEM-PLS path analysis performed on the collected data revealed a positive relationship between job satisfaction and job performance. The results showed that age, gender and level of education moderate the relationship between facets of job satisfaction and employees job performance. Ram (2013) determined the relationship between job satisfaction and job performance in India public sector. The study employed stratified sampling to select only drivers and conductors of transport section of traffic department. Chi-square test was used to analyze the significance of relationship between the variables examined. The result provided contradicting but interesting findings. Firstly, results showed that age has no significant association with job satisfaction; secondly, it was revealed that salary does not significantly influence overall job satisfaction. Thirdly, no association was found between experience and overall job satisfaction. Fourthly, findings showed that no association was found between overall job satisfaction and measures of overall job performance like productivity bonus earned, leaves taken record, attendance record, passenger complaint record, punishments record and accidents record. Shaikh, Bhutto and Maitlo (2012) conducted a study to investigate the relationship of overall job satisfaction with task and contextual performance as well as the facets of job satisfaction derived from job descriptive index (JDI). The sample of the study consisted of 200 employees holding variety of jobs in banking sectors in different cities of Pakistan. Pearson product-moment correlation and multiple regression analysis was performed to determine the magnitude and direction of relationship between job satisfaction which acted as dependent variable and task and contextual performance which was operationalized as independent variables. This study found out that task and contextual performance was a weak predictor of job satisfaction, implying that overall job satisfaction is comparatively less affected by these two types of performances. Abosede (2014) determined the gender differences in job satisfaction of academic and non-academic staff of Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria. The study adopted a descriptive research design. The population of this study was 1,344 staff consisting of 556 academic and 788 non-academic staff in Olabisi Onabanjo University, Ago-Iwoye, Nigeria. Firstly, the study findings revealed that there was no significant gender difference in job satisfaction. Secondly, findings showed that there was no significance difference in the job satisfaction of academic and non-academic staff of the university. The researcher concluded that there was no significant difference in the job satisfaction of male and female, academic and non-academic staff of the university. Dharmanegara, Sitiari and Wirayudha (2016) ascertained the association between job competence, work environment, and job satisfaction toward job performance. Population of the study was workers in Small and Medium Sized Enterprises (SMEs), spa products which its industry has been registered in the Department of Industry and Trade of Denpasar with a membership in Spa Products Manufacturers Association (APPROSPA) Denpasar, Indonesia. 62 respondents were selected as the study sample. Findings fully supported four out of five hypotheses proposed in the study. The study revealed firstly that, job competency had significant and positive effect on job satisfaction; secondly, that work environment had significant and positive effect on job satisfaction; thirdly, that job competency had significant but negative effect on

job performance; fourthly, that work environment had significant and positive effect on job performance and lastly the result revealed that job satisfaction had significant and positive effect on job performance. Tsai, Cheng and Chang (2010) investigated the drivers of hospitality industry employees' job satisfaction, organizational commitment and job performance. The population of the study was employees of 13 well-known hospitality companies located in Taipei city, Taiwan. Stratified sampling was adapted in selecting a sample of 650 for the study. A total of 650 questionnaires were distributed with 604 valid return representing 99.92% response rates. For the purpose of data analyses, the researchers used SPSS (version 12.0) to process the descriptive statistics analysis and reliability analysis whereas structural equation modeling (SEM) was used to verify the path relationship of the research model. SEM path analysis revealed that job satisfaction directly and positively influences organizational commitment but doesn't directly influence job performance. Findings revealed that internal marketing, empowerment and leadership positively influence job satisfaction; empowerment and leadership enhance employees' organizational commitment. Prasanga and Gamage (2012) empirically examined job satisfaction and job performance of the sailors in Rapid Action Boat Squadron of Sri Lanka Navy. Questionnaire was used as a means of data collection. For data analysis, bivariate analysis using Pearson product moment correlation analysis was performed to test the relationship between independent variable (job satisfaction) and dependent variable (job performance). The study findings showed that there was a significant and positive relationship between job satisfaction and job performance of the Sailors in Rapid Action Boat Squadron of Sri Lanka Navy.

METHODOLOGY

Survey research design was adopted for this study. The population of the study consists of 9,269 Academic Staff of Public Universities in South-East States. The records from the Director of Academic Planning (DAP) and Registrar's offices of the ten (10) Public Universities (Federal and State) in South-East, Nigeria indicated that there are 9,269 Academic Staff in 2019.

Sampling design is a part of the basic business research process. Therefore, this section addresses the issue of sample size as well as sampling technique adopted for this study. The sample size was obtained using Borg and Gall (1973) formula as stated below:

$$n = (Z_a)^2 eN$$

Where:

n= sample size to be determined

Z_a = 95% confidence interval (1.960) at 5% level of significance

a = significance level (0.05)

e = margin of error which is 0.05

N.B. Target population of selected tertiary institutions academic staff is 9,269

Substituting the population variables of this study into the formula above, the sample size can be computed as follows:

$$n = (1.960)^2 0.05 \times 9269$$

$$n = (3.8416) (0.05 \times 9269)$$

$$n = 3.8416 \times 463.45$$

$$n = 1,780$$

Method of Data Collection

Method of data collection is direct approach method of delivery using ten (10) research assistant. This implies that the questionnaires were directly administered to respondents with the help of well-informed research assistants that are university lecturers who are postgraduate students in their respective institutions. They are expected to administer the instrument to the respondents and collect them back after completion. The two instruments (JDI and JP) were pin together to avoid mixing up scores of various respondents during the analysis. Using five point likert scales, the questionnaire was designed in a structured form and was made up of general questions that will be restricted with the responses made of strongly agree (SA) agree (A) undecided (U) strongly disagree (SD) and disagreed (D), to give the respondents choice of ticking most perceived option.

Method of Data Analysis

To test the significant effect and the relationship between the dependent variable and independent variables, Regression analysis was used to test the five formulated hypotheses with the aid of SPSS version 20. 0. at 5% level of significance.

Decision Rule:

The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less or equal to the alpha at 5% and to reject the alternative hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level.

$$EPFM_{it} = \beta_0 + \beta_3WKCD_{it} + \mu_{it} \quad \text{i}$$

$$EPFM_{it} = \beta_0 + \beta_4SRY_{it} + \mu_{it} \quad \text{ii}$$

Where:

- β_0 = Constant term (intercept)
- β_{it} = Coefficients to be estimated for firm i in period t
- μ_{it} = Error term/Stochastic term for firm i in period t
- $EPFM_{it}$ = Employee performance i in period t
- $WKCD_{it}$ = Working condition i in period t
- SRY_{it} = Salary i in period t

DATA PRESENTATION AND ANALYSIS

Data Presentation

Table 1: Analysis of Data collected on Question 1 as to the effect of working conditions on job performance of the academic staff of public universities

S/N	Statements	Response Options				
		(SA)	(A)	(N)	(D)	(SD)
JOB SATISFACTION INVENTORY						
1	I feel satisfied because of the comfort I am provided at work.	333	608	0	207	0
2	I am happy to work for my institution because of the pleasant working conditions.	321	626	0	201	0
3	I am satisfied with the present work load.	432	573	10	133	0
4	I am satisfied with the working conditions of my institution.	342	606	0	200	0
5	I am satisfied with a healthy balance between work and family life.	235	584	0	287	42

Source: Field Survey, 2020

Table 2: Analysis of Data collected on Question 2 on the effect of salary on job performance of the academic staff of public universities in South-East, Nigeria

S/N	Statements	Response Options				
		(SA)	(A)	(N)	(D)	(SD)
JOB SATISFACTION INVENTORY						
6		(SA)	(A)	(N)	(D)	(SD)
7	My present income is adequate for normal expenses.	399	507	0	210	32
8	My present profit sharing is satisfactory.	351	600	0	197	0
9	I barely live on my present income.	399	528	13	178	30
10	My present salary is bad.	310	605	1	211	21
11	My present income provides me with luxuries.	371	607	12	116	42
12	I feel insecure with my present salary.	391	588	1	168	0
13	My present salary is less than I deserve.	305	608	0	223	12
14	I am highly paid on the present job.	321	626	0	201	0
15	I am under paid on the present job.	349	573	10	216	0

Source: Field Survey, 2020

Table 3: Analysis of Data collected on Job Performance

S/N	Statement	Response Options				
		(SA)	(A)	(N)	(D)	(SD)
	JOB PERFORMANCE					
16	I attend my lectures according to the time-table.	331	610	1	206	0
17	I attend to my lessons regularly.	386	521	0	220	21
18	I enter the lecture hall at the right time.	300	589	3	180	76
19	I leave my class at the right time.	349	573	10	216	0
20	I give lecture notes to my students	342	606	0	200	0
21	I give test, assignment and field/practical works to the students in every course I teach.	415	574	0	157	2
22	I mark all the assignments and test given to my students at the right time.	268	652	5	183	40
23	I submit the continuous assessment (CA) scores to the appropriate authority prior to the commencement of semester examination.	235	584	0	287	42
24	I read and correct students' project.	368	568	8	150	54
25	I attend at least one conference annually.	235	584	0	289	40
26	I attend at least one international conference in every three (3) years.	301	569	0	267	11
27	My conference papers are published in conference proceedings.	398	498	11	217	24
28	My research articles have been published by an international journal.	391	588	1	168	0
29	I have authored a book(s).	305	608	0	223	12
30	I have co-authored a book(s).	321	626	0	201	0
31	I have contributed chapters in an edited book.	258	660	4	192	34
32	I have contributed chapters in book of readings.	245	574	0	280	49
33	My research articles have been published in an academic journal.	391	515	1	209	32
34	I have participated in sponsored national research.	351	600	0	196	1
35	I have participated in sponsored international research.	399	528	11	180	30
36	I have attracted research grants for my institution.	310	605	1	211	21
37	I have attracted research grants to myself.	371	607	11	117	42
38	I have published articles in a national journal.	331	616	1	200	0

Test of Hypotheses (Null)**Hypothesis 1**

H_{01} : Working conditions has no positive significant effect on the job performance of the academic staff of public universities in South-East, Nigeria.

In testing this hypothesis, questions that contain in table 1 and 2 were used.

Table 4.: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000 ^a	1.000	.999	133.62284

a. Predictors: (Constant), WKCD

Table 4 shows an adjusted R^2 value of .999. The adjusted R^2 , which represents the coefficient of determinations imply that 100% of the total variation in the dependent variable (job performance) is explained by the explanatory variable (working conditions). The adjusted R^2 of 100% did not constitute any problem to the study model and further suggests that the explanatory variable is properly selected and used. The value of adjusted R^2 of 100% also shows that no other variation in the dependent variable is explained by other factors; hence the entire variable was captured in the study model.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122164003.610	1	122164003.610	6841.981	.000 ^b
	Residual	53565.190	3	17855.063		
	Total	122217568.800	4			

a. Dependent Variable: EPFM

b. Predictors: (Constant), WKCD

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	191.789	85.768		2.236	.111
	WKCD	4.433	.054	1.000	82.716	.000

a. Dependent Variable: EPFM

In table 5, it reveals that the p-value is 0.000 showing that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value. The result also showed a positive effect between the working conditions and job performance of the academic staff. In table 6, the regressed coefficient correlation result shows that an evaluation of the working conditions of the explanatory variable (Beta Column) has about 1.000% positive effect on job performance.

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that working conditions has positive significant effect on the job performance of the academic staff of public universities in South-East, Nigeria.

Hypothesis 2

H₀₄: Salary has no positive significant effect on job performance of the academic staff of public universities in South-East, Nigeria. .

In testing this hypothesis, questions that contain in table 2 and 3 were used.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.996	.995	384.50667

a. Predictors: (Constant), SRY

Table 7 shows an adjusted R² value of .995. The adjusted R², which represents the coefficient of determinations imply that 99.5% of the total variation in the dependent variable (job performance) is explained by the explanatory variable (salary). The adjusted R² of 99.5% did not constitute any problem to the study model and further suggests that the explanatory variable is properly selected and used. The value of adjusted R² of 99.5 % also shows that 0.5% of the variation in the dependent variable is explained by other factors not captured in the study model.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	121774032.662	1	121774032.662	823.658	.000 ^b
	Residual	443536.138	3	147845.379		
	Total	122217568.800	4			

a. Dependent Variable: EPFM

b. Predictors: (Constant), SRY

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	93.139	249.485		.373	.734
	SRY	2.510	.087	.998	28.699	.000

a. Dependent Variable: EPFM

In table 8, it reveals that the p-value is 0.000 showing that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value. The result also showed a positive effect between the salary and job performance of the academic staff. In table 9, the regressed coefficient correlation result shows that an evaluation of the salary of the explanatory variable (Beta Column) has about 99.8% positive effect on job performance.

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that salary has positive significant effect on job performance of the academic staff of public universities in South-East, Nigeria.

DISCUSSION OF FINDINGS

Working conditions: The findings of the study empirically support the postulation that working condition does have a statistically significant and a positive effect on the dependent variable, job performance. This findings is in line with that of Valaei and Jiroudi (2016), Azar and Shafiqhi (2013) and Nawaz, Aleem and Hamed (2012) whose study revealed that working/operating condition is a significant facet of job satisfaction which largely influence employee performance. Fadlallah (2015) concluded that whenever there are better work conditions, pay, promotions and work relationships there is a higher job satisfaction which invariably elicit positive behaviours from employees in terms of their performance. Oravee, Zayum and Kokoma (2018) asserts that a favourable working conditions motivate employees to put in their best thereby merging the goals of the organization with theirs. Relying on Vroom's expectancy theory, people are motivated to work to achieve a goal if they believe that the goal is worthy and there is the probability that what they do will help them in achieving their goals. Similarly, Herzberg two factor theory posit that hygiene factors such as working conditions provides the right working environment for employees and as such discourages dissatisfaction. This implies that a good working condition provide employees with supportive working environment that helps them achieve their expected goals. Such enabling work environment that good working condition provides leads to higher employee performance as employee are better equipped and motivated to perform at their best in the interest of achieving their goals as epitomized in the findings of the present study. The significant and positive relationship between working conditions and job performance is anchored on the premise that employees perform well in a hitch free work environment that provides them with the physical facilities and psychological needs which is relevant and vital towards achieving optimal productivity and efficiency. This scenario is well reflected in the current and prolonged Academic Staff Union of Universities (ASUU) industrial strike action initiated due to government non-compliance with ASUU agitation on the need for revitalization of public universities and improved working conditions dim necessary in facilitating academic staff performance in terms of performing their core substantive task of teaching, research and community development.

Salary: The result of this study empirically established that there is a statistically significant and positive relationship between salary and job performance. This findings therefore is in line with the findings of Rozanna, Adam and Majid (2019), Oravee, Zayum and Kokona (2018), Valei and Jiroudi (2016), Fadlallah (2015) and Ayodele and Olurunsola (2012) whose studies revealed that a significant and positive relationship exist between salary and job performance. This result can be viewed from the perspective of Vroom's expectancy theory which asserts that employees are motivated when valued outcome is anticipated to be received as a reward for an employee job. Salary which represents a monetary form of reward is essential to maintain employees' survival with regards to satisfying their economic obligations. Thus, such employee needs for survival makes salary an important motivational instrument in encouraging performance. For instance, on the 9th March, 2020 ASUU members' embarked on two weeks warning industrial strike action as a result of government lack of commitment and insincerity majorly hinged on the agreement entered into with the union in 2009. Upon return of the academic staff to the institution to commence work, there salary was withheld by the federal government. This consequentially brought down the morale of academic staff and resulted to increase in agitation and declaration of indefinite strike by the academic staff on the 23rd March, 2020. Therefore, this depicted that salary is a motivational factor for academic staff survival.

CONCLUSION AND RECOMMENDATIONS

The findings of the study empirically support the postulation that working conditions and salary have a statistically significant and a positive effect on the dependent variable, job performance. The consistent impasse and faceoff between the federal government and academic staff union of universities is undoubtedly dampening the academic staff job satisfaction which invariably affects performance as depicted in the study findings. The findings of this study have provided credence and empirical support those both intrinsic and extrinsic aspects of job satisfaction affects in a significant and positive way the performance of academic staff. Such aspects of job satisfaction that is important in encouraging academic staff performance as empirically confirmed in this study includes responsibility, career advancement, working conditions, salary and institutional policy. Based on the findings of the study, the researcher recommended the followings:

1. There is need for the university authorities and government to create a pleasant and supportive working environment for academic staff in terms of provision of physical facilities like infrastructures, laboratories, ventilated classrooms, hostels, teaching facilitators and development of various training programs that will encourage academic achievement. Such pleasant working conditions and environment should be accompanied with revitalization of public universities as this will not only help motivate academic staff job satisfaction but will also encourage academic staff performance and help to sustain a peaceful co-existence between federal government and ASUU in the best interest of both academic staff and the institutional success.
2. The government through her agencies in charge of academic staff salary and other emolument should work assiduously and beyond pay lip service towards improving on employee salary and other emoluments to reflect their workload and significant contributions in nation building. For instance, the issue of earned academic allowance, upward review and streamlined salary across public universities, hitch free research grants and other monetary emoluments due to academic staff should be reviewed by the government through government policies and actions.

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