

Job Satisfaction and Staff Performance in Esit Eket Local Government Council of Akwa Ibom State, Nigeria

Williams Ikhenoba

Department of Public Administration
Faculty of Management Science
Akwa Ibom State University
Email: williamsikhenoba@aol.com

Dr. Imoh Imoh-Ita

Department of Public Administration
Faculty of Management Science
Akwa Ibom State University
Mobile: +234-8023140869
Email: imohita@yahoo.com

<https://doi.org/10.61090/aksujacog.2024.010>

Abstract

With the general unemployment rate estimated at over 32% and youth unemployment at over 50%, Nigeria is a country of few opportunities and occupational mobility is more or less non-existent. It is widely believed that most people who work in the civil service, especially at the Local Government Councils do so not because they enjoy it but because that is what is available. This study investigated job satisfaction amongst employees of Esit Eket Local Government Council and its relationship with their performance. Using a survey research method, the researchers administered a questionnaire to the entire staff population of 256, of which 246 representing 96.09% were correctly completed and returned. The findings of the study revealed that there is job satisfaction amongst the workers as evidenced by the low staff turnover and exit rate from the sector and that there is a significant relationship between Local Government employee job satisfaction and performance. Contrary to the negative social constructs associated with public staff at the Local Government Councils, they are performing real services of value which ensure political stability as well as accessibility and affordability of key citizen services. To sustain and increase the satisfaction level, the study recommended that the government should carry out innovative improvements to the working conditions of staff at Esit Eket in a way that is enriching and gives room for value creation, such that innovation and creativity now attract key rewards such as promotion, to sustain staff satisfaction

Keywords: Job Satisfaction, Job Characteristics, Public Value, Citizen Services, Public Sector.

1.1 Introduction

Organizations emphasize the satisfaction of their staff because it enhances their performance (Ezeamama, 2019). It is often said that a satisfied worker is a productive worker. A satisfied workforce will result in minimal staff agitation and enable everyone – staff and management – to focus on the critical task of meeting the organization's objectives. It goes therefore to say that successful organizations are products of satisfied staff who are performing their duties at optimal levels. A highly satisfied workforce is therefore an absolute necessity for achieving organizational success. This underpins the interest of scholars and management scientists in job satisfaction.

Job satisfaction is the intrinsic feeling of fulfilment or happiness a worker derives from his job. It is measured by the extent to which an individual likes the job or aspects of the job he is doing. Sometimes it is a measure of the difference between the rewards employees receive and what they believe they should receive. The study of job satisfaction then becomes interesting due to the differences

in conditions of work within organizations, for example, between the technical cadre and the professional cadre; between the private sector and the public sector, not only for the difference in conditions of work but also for the differences in remuneration.

Dessler in Mbah & Ikemefuna (2012) views job satisfaction as the degree to which workers' needs are met and satisfied by their jobs. This affirms the feeling of happiness by employees to do their jobs with the hope that their needs will be met. Ivanovic & Collin (2006) explain that job satisfaction is part of the unwritten psychological contract of employment regarding the expectations that the employee has of the employer. The extent of happiness (satisfaction) by the employees in direct response to the perceived or real fulfilment of these expectations by the employer determines the employees' commitment level and indeed his/her performance.

Frederick Herzberg in his "Two Factor Theory" states that there are distinct factors that lead to job satisfaction. He calls them "the satisfiers" (Herzberg et al, 2010). The satisfiers represent real-life narratives by workers of what makes them feel good on the job. The satisfiers: achievement, recognition, work itself, responsibility, advancement and personal growth may not all be available to a worker; however, the provision of one or two which a worker considers most valuable to him at the material time is sure to motivate him to higher productivity. The applicability of this analogy is fully explained in the theoretical framework for this paper. This study is an examination of one of the 'satisfiers' namely, work itself, and its relationship with staff performance in Esit Eket Local Government Council, one of Nigeria's 3rd tier of governance. Elected officials and political appointees are excluded.

1.2 Statement of the Problem

Due to widespread unemployment, many people especially in the public sector are presumed to be doing jobs they otherwise would not have done. In other words, they are not satisfied or happy with their jobs for a variety of reasons. The jobs they do, do not meet their expectations (Islam et al., 2012). Due to the poor state of the economy, any job will do. It is speculated that the public service especially, at the local government level is filled with employees who are not happy with the jobs they do. One of the variables and/or determinants of job satisfaction is the work itself. This research paper aims to generate empirical literature to confirm or disconfirm the speculation that staff of Local Government Councils in Nigeria are not satisfied working in local government councils and therefore not as productive as they ought to be.

1.3 Objective of the Study

The main objective of this paper is to find the relationship between employee job satisfaction in Esit Eket local Government and their performance. Other specific objectives of the study are to examine:

- i. The level of job satisfaction derived from being a staff of Esit Eket Local Government Council.
- ii. The relationship between job satisfaction and staff performance in Esit Eket Local Government Council in Nigeria.

1.4. Research Questions

- i. Are the staff of Esit Eket Local Government Council satisfied working in the local government council system?
- ii. What is the relationship between job satisfaction and staff performance in Esit Eket local government council?

1.5. Research Hypothesis

Ho₁: Staff of Esit Eket Local Government Council are not satisfied working in the local government council system.

Ho₂: There is no significant relationship between job satisfaction and staff performance in Esit Eket Local Government Council.

2 Conceptual Review:

2.1 Job Satisfaction

Sohrabi et al., (2012) view job satisfaction as the extent to which one likes his job after the individual assesses his job. This assessment includes perceived occupational characteristics, job feelings and the workplace as a whole. The factors in the workplace include satisfaction with the job itself, payment, promotion, colleagues and management. In the study of organizational behaviour, all these factors are investigated under the single heading of job satisfaction (Weiss 2002).

Job satisfaction expresses itself in a variety of ways. Some of the important dimensions are indicated below:

- a) **Emotional/Psychological:** Job satisfaction could be an emotional response to a job situation as well as psychological with employees exhibiting conditions that are traceable to a feeling of happiness or sadness as a result of the job they do. Aazami, et al (2015), in their study, found that there was a relationship between health conditions such as headaches, sleep disorders, and respiratory and gastrointestinal problems displayed by employees in the workplace as a result of work dissatisfaction due to issues such as work overload and lack of promotion. Conversely, employees' mental health improves when they are satisfied with their work conditions.
- b) **Personality:** A worker's job expectation is directly related to his/her personality and the factors that make up the worker's character also affect his/her level of job satisfaction. Sindhulakshmi (2022) found that some traits such as openness and extroversion have a positive correlation while traits such as fear and anxiety have a negative correlation.
- c) **Expectation and Outcome:** Job satisfaction can also be determined by how well the outcome meets or exceeds expectations (Azash & Thirupalu, 2017). For instance, if a staff feels that he is working much harder than others in the department but is receiving fewer rewards, he will probably have a negative attitude towards his job, the boss and the co-workers. On the other hand, if he is being well treated and paid equitably, he is likely to have a positive attitude towards the job. In this case, job satisfaction is related to the degree to which the workers related expectations match their experiences in the work environment.
- d) **The Taste Dimension:** According to Wright & Davis (2003), job satisfaction increases when a worker feels his/her work is more interesting or different.

Sources of Job Satisfaction:

Herzberg et al 1993 Two Factor theory listing of the 'satisfiers' is certainly not exhaustive. Accordingly, a few more sources of job satisfaction are listed here:

- i. **Group Identity:** Some social scientists believe that group identity can lead to job satisfaction. Haslam (2001) argues that an increase in the level of group identity can contribute to people's satisfaction with their job. People identify easily and feel more at home with the members of their group than non-members and this creates a feeling of satisfaction among them. Furthermore, people's satisfaction increases once they come across an appropriate definition of themselves and their organization. This satisfaction has great significance in groups. They will reduce their interactions and finally leave the group if the members are unsatisfied and pursue their private interests (Tidwell, 2005)
- ii. **Work Characteristics:** Job satisfaction is the outcome of assessing job characteristics (Hackman & Oldham in Towler, 2020). It is the result of employee's perception of how well their job provides those things that are viewed as important.
- iii. **Hierarchical Career Ladders:** Some recent studies have established that the aspiration of moving to the top in one's chosen career offered in career ladders, especially in public institutions is a source of satisfaction as it motivates workers towards improved performance and significantly reduces their chances of leaving the organization (Ikhenoba et al., 2023); Parker & Horowitz, 2022; Abdulrahman, 2019).

In addition, one of the most important areas of work situation to influence job satisfaction is the work itself; regrettably, it is often overlooked by practitioners when addressing job satisfaction.

2.2 Local Government Council

According to Encyclopaedia Britannica (2023), a local government council is an authority which determines and executes the rules and regulations of an entire nation in a restricted small area. Nigeria runs a federal system of government with three layers of governance: Federal, State and Local in that order, hence, Local Government Councils are widely regarded as Nigeria's 3rd Tier of Government. The Federation comprises 36 States, a Federal Capital Territory and 774 Local Government Councils. Chapter 1, Part 2, Section 7 of the 1999 Nigeria constitution guarantees the system of Local government Councils under the control of the State Government (<https://www.nigeria-constitution.com>). Akwa Ibom is one of the 36 States. It has 31 Local Government Councils of which Esit Eket is one. The functions of a Local Government Council are stated in the 4th schedule of the 1999 Constitution. They include provision of primary education and primary health care services; registration of births, deaths and marriages; the development of agriculture and natural resources other than exploitation; maintenance of public infrastructure such as roads, street lights, drains, parks etc.; licencing of motor vehicles and motorcycles; collection of rates, radio and television licences; maintenance and regulation of local shops, kiosks and places where food and liquors are sold; and such other functions that may be delegated to them by the State House of Assembly who regulates their activities.

2.3 Staff Performance

The word 'staff performance' is a nebulous concept which is sometimes confused with concepts such as productivity, accomplishments and record of work outcomes. Henry (2010) conceptualized staff performance as the accomplishment recorded towards pre-established goals and objectives. In the view of Bernardin (2007), staff performance is "the record of outcomes produced on specified job functions or activities during a specified period" (p. 173). For Marchington & Wilkinson (2012), staff performance is determined by evaluating an employee's psychological traits, social behaviours and accomplishments. The authors aver that their approach does not apply to all situations. Therefore, a determination of what performance means must be read from either the criteria adopted or the definition assigned by the author(s). This research study adopts Talbot's (2010), approach which views public staff performance as a totality of the outcomes of the performance of their work; the public values or aims that they pursue and the impact they are having on society.

With specific reference to the Local Government Councils, they provide basic services to citizens closest to them. These include primary school education; primary health care; maintenance of the traditional institution; social welfare; birth, death and marriage registration and maintenance of roads; issuing of vehicle licences etc. If these services are transferred to the State governments, citizens will spend more time and money to access them. While there is no doubt that the performance of local government staff in Nigeria still needs improvement; that they deliver vital and measurable services cannot be argued. The wholesale generalization that local government councils do not do anything is wrong. This point is clear in the words of Talbot (2010), that "the performance of public agencies is real regardless of observation or social construction" (p. 204). He then suggests three methods for measuring the performance of public sector staff in support of his position as itemized below:

- i. What are the public values or aims that they are expected to pursue?
- ii. What are the outcomes of the performance of their work?
- iii. What impact are they having on society?

This study chooses the first method namely: measuring performance through the public values or aims that they are expected to pursue.

Public Values Expected of Local Government Councils in Nigeria:

Public value describes the worth of the activity an organization contributes to society. Talbot (2010) in his explication of the concept of “public value” generated a large inventory of intangible items which represent the value created by public staff. Those relevant to this paper are listed herein.

- a) Local governance
- b) Balancing interests and benevolence
- c) Citizen involvement, common good and compromise
- d) Democracy and dialogue
- e) Legality, listening to public opinion
- f) Majority rule and moral standards
- g) Political loyalty

The creation and existence of the local government council whose biggest assets are the staff satisfies and/or produces these values. More than anything else, the description of local governments as “grassroots government” is often more in terms of these values.

Because of the ubiquitous use of the word ‘value’, there is a tendency to always confuse it. Therefore, care must be taken to qualify it with the right adjective such as shareholder value, economic value, value statement, etc. This distinction is particularly relevant in the world of academicians. For this reason, we take the argument further that public value is not synonymous with financial gains; more often than not, it is for non-monetary gain as enunciated above.

Esit Eket Local Government Council:

Esit Eket Local Government Council was created in 1989 under the name Uquo-Ibeno Local Government by the then military administration of General Ibrahim Badamasi Babangida through the Basic Constitutional and Traditional Provision Decree No. 15. The Local Government comprised two major ethnic groups/communities namely: the people of Esit Eket and the people of Ibeno. In December 1996, Ibeno was carved out as a Local Government by the military administration of General Sanni Abacha. Concurrent with the creation of the Ibeno Local Government Council, the Uquo axis had its name changed to Esit Eket. Esit Eket has 20 villages. According to data from the Nigeria Population Commission and the National Bureau of Statistics collated by *City Population (2022)*, Esit Eket has an estimated population of 80,900. Based on data obtained by the researchers during this study, the staff population at the Council headquarters is 256.

Measurement of Job Satisfaction in Esit Eket Local Government Council

According to Kyumana (2017), the sentiment displayed by employees towards their job whether positive or negative is a predictor of job satisfaction. In work psychology, this feeling is real and is typically matched by some verifiable actions. Moreth (2018) identified four actions which employees adopt as a reaction to their dissatisfaction under the EVLN model, an acronym for Exit, Voice, Loyalty and Neglect. Two of them which are relevant to this study are:

- a) **Exit:** leaving the organization.
- b) **Voice:** a constructive or negative opposition to the conditions at work which manifest in a variety of ways such as petitions to regulatory authorities and industrial actions such as strikes. In the course of field study, interview and review of available literature, there was no record of petitions and industrial actions by the staff of Esit Eket Local Government as a result of job dissatisfaction.

What are the outcomes? Now to the specific question of what outcomes can be used to measure the level of job satisfaction of local government employee, we identify two key factors that indicate that they are satisfied with their jobs. Some showed from the field data obtained from the study while others showed from secondary data. They are:

Low Exit and Employee Turnover Rate:

i) Studies have shown that salaries alone are no longer the sole determinant of employee satisfaction in the workplace; furthermore, that organizations with higher paying salaries experience higher staff exits.

Osayimwen & Okikiolu (2022) write that “toxic work culture”, - a term used to describe a poisonous and unfriendly work environment in terms of social relations is among the top reasons young employees leave high-paying jobs for less-paying jobs where they have peace of mind and opportunity to grow. The Nigeria Civil Service including the Local Governments is robustly peaceful and friendly with guaranteed growth based more on years of service. It is therefore no surprise that they have a high staff retention rate. The rate of exit in the Nigeria Civil Service is estimated to be less than 5% due to the concept of permanency in the civil service. A report by Ibemere (2023) showed that 12,656 representing 96.41% of the total sacked employees of 13,126 in 2022 were from the private sector while only a paltry number of 211 representing 1.60% were from the State Government where the Local Government employees belong and 259 (1.97%) were from the Federal Government.

ii) **Willingness to recommend the local government as a good place of work to job seekers:** From the responses obtained to the study instrument, 96.74% of the respondents stated that they are willing to recommend the local government system as a place of work to someone else. The response is strong evidence that they are satisfied as employees of the local government system.

2.4 Empirical Literature

Numerous studies have established that there is a relationship between job satisfaction and staff performance. Mubarok et al., (2022), in their study, established that there was a linear relationship between job satisfaction and employee performance as they found that the higher the level of employee job satisfaction, the higher the level of their performance. Dizgah et al., (2012) established three sequences of interwoven events on staff performance: productivity leads to satisfaction, satisfaction leads to productivity; awards and rewards are the point of intersection between satisfaction and productivity. The study established that the higher a person is motivated and more positive towards his job, the higher productivity he will have and vice versa. Coomber & Barriball (2007) in their research into the impact of job satisfaction on turnover and nurses' intent to leave their hospitals found that there is a relationship between job satisfaction with performance, organizational responsibility, physical and mental health, so that a person will work with better mood and will learn more skills and ultimately earn promotion and recognition for his performance.

Hussin (2011) examined the level of job satisfaction in job performance and identified the relationship between job satisfaction components, (which are pay, promotion, the work itself, supervision and co-workers) and job performance among employees of Trade Winds Group of companies. The study was conducted among 115 respondents. The study revealed that there was a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers except for pay towards employee job performance. The study further demonstrated that the job satisfaction dimension (pay, promotion, work itself, supervision and co-workers) can contribute up to 17.8% to increase job performance.

Some recent studies in Nigeria on the subject showed similar results. Omolase et al., (2010), during the annual congress of the Ophthalmological Society of Nigeria in September 2008 assessed job satisfaction amongst Nigerian ophthalmologists using a simple random technique. The study found that 78.5% of the respondents were satisfied with their careers while 84.5% were not satisfied with the remuneration, which forms a major component. The implication was that attention should be paid to remuneration as a major component of job satisfaction because it has the potential to influence performance.

Adekola (2012) investigated the impact of organizational commitment on job satisfaction among the employees at Nigerian Universities. Data were collected from 150 employees consisting of

academic, administrative and technical staff from both public and private Universities. The results revealed that employees in public Universities have a greater degree of organizational commitment in comparison to private Universities. Also, job satisfaction increases or decreases based on an increase or decrease in organizational commitment. In terms of organizational commitment, a significant difference was noticed between public and private universities. Contrary to expectations, the study found that employees of public universities exhibited a higher degree of organizational commitment as compared to those of private universities.

Oyewobi et al., (2012) studied job satisfaction and job commitment among quantity surveyors in Nigerian Public Service. Primary data were sourced through a survey of quantity surveyors in various ministries and parastatals by adopting job satisfaction questionnaires used by previous researchers to elicit information under the two headings for general satisfaction scale to indicate their satisfaction or dissatisfaction with researchers' variables along a five-point scale. The data were subjected to descriptive statistics. The researchers revealed that quantity surveyors in the public service are more satisfied with their job when adequate recognition is given and opportunities for advancement are encouraged. The result of the correlation also showed that a strong positive relationship existed between adequate recognition opportunities and feeling of accomplishment derived from the job with the R-value of 85%.

Fajonyomi (1997), after a thorough study of the decision-making process in Nigerian Local Governments, concluded that the process is fraught with difficulties due to the participation of many actors with obviously different objectives, for example, the objectives of council chairmen, the councillors and the senior administrative civil servants who are under the employment of the State Local Government Service Commission often differ in many respects. The conflicts contribute to the challenges of working in the Local Government Councils.

2.5 Theoretical Framework – One More Time: How Do You Motivate Employees?

This paper is predicated on Frederick Herzberg's theory titled: "One More Time: How Do You Motivate Employees" in Natemeyer and Gilberg (2011). The theory was first published in Harvard Business Review in January/February, (1968).

Herzberg in "One More Time: How Do You Motivate Employees?" identified two methods which he labelled negative and positive KITA (kick in the pants) which organizational leaders deploy to motivate their staff. A negative KITA is an action taken by a manager or supervisor which leads to movement but is not a productive or rewarding activity. According to Herzberg, a negative KITA offers the leader psychological satisfaction. It involves the use of threats and other things management feels the staff require; and is not based on empirical findings or feedback from the workers.

With the negative KITA, there is a lot of movement in the workplace but not a lot of work. There is excessive division of labour and extensive bureaucratic formalities with little or no room for innovation, creativity and value addition. The consequence is that there are no challenging engagements and, therefore, no room for special rewards and recognition.

The positive KITA on the other hand also leads to movement; however, the employee is complacent in the action taken by the supervisor. Herzberg argues that the action is not positive in the real sense of it; because it is "seductive" unlike the negative KITA which is "rape". Herzberg listed nine activities in the positive KITA family which have been developed as personnel practices to motivate workers. They are reduction in work hours; spiralling wages; fringe benefits, human relations training, sensitivity training, communication, two-way communication, job participation and employee counselling (Natemeyer & Gilberg, 2011).

For Herzberg, these actions lead to short-term movement; not motivation and, therefore, cannot result in psychological motivation. However, the study found that what is relevant to the employees of Esit Eket Local Government is not a psychological motivation but a movement in the things that matter to the staff such as increment in wage and fringe benefits and human relations training. Once these

benefits are provided for the staff, they feel satisfied hence, they do not express negative behaviour such as strikes nor are they inclined to quit in search of greener pastures.

Irrespective of the dichotomy created by Herzberg with his concept of negative and positive KITA, the theory nonetheless proved that there is a relationship between job satisfaction and staff performance as the items contained in both the negative and positive KITA lead to job satisfaction and satisfied workers would not only perform their services better but also tend to be loyal to their employer in whose employment they remain for a long time. This is why the theory is appropriate to frame, review and explain the relationship between job satisfaction and staff performance in Esit Eket Local Government Council.

3. Methodology

The study used survey research to investigate the effect of job satisfaction on staff performance in Esit Eket Local Government Council of Akwa Ibom State, Nigeria. To enhance the computation of results, the Statistical Package for Social Science (SPSS) was used and the data was analysed using the analysis of variance (ANOVA) technique. All hypotheses were tested at 95% ($\alpha = 0.05$) level of significance with p – value less than 0.05 signifying statistical significance.

Data Presentation, Analysis and Discussions

This section presents the retrieval of the questionnaire, demographics of the respondent, Descriptive Statistics as well as the results of the test of hypothesis.

Table 1: Retrieval of the Questionnaire

S/N	Variables	Total Number of Questionnaire Administered	Total Number of Questionnaire Retrieved	Percentage of Retrieved Questionnaire
1	Job satisfaction	126	124	98.41
2	Employee Perf.	125	122	97.60
	Total	256	246	96.09

Out of the 256 copies of the questionnaire administered, 246 copies representing 96.09% of the administered copies of the questionnaire were retrieved. The number of questionnaires administered and retrieved from each of the variables are presented in Table 1. From the table, it can be seen that 98.4% and 97.6% of the questionnaire administered were retrieved for job satisfaction and employee productivity respectively.

Table 2: Distribution of Respondents by Gender

		Gender		
S/N	Variables	MALE	FEMALE	TOTAL
1	Job satisfaction	53 (43.1%)	70 (56.9%)	123
2	Employee performance	53 (43.1%)	70 (56.9%)	123
	Total	106 (43%)	140 (57%)	246

Results from Table 2 reveal that 106 respondents representing 43% of the respondents were male while 140 respondents representing 57% of the respondents were female. The implication of this is that the local government's recruitment system is gender friendly.

Table 3: Distribution of Respondents by Category

S/N	Variables	Senior Staff	Junior Staff	Total
1	Job satisfaction	145 (83%)	29 (17%)	174
2	Employee performance	144 (84%)	28 (16%)	172
	Total	189 (77%)	57 (23%)	246

From the results in Table 3, 77% of the respondents are senior staff while 23% are Junior Staff. The implication of this is that there are more people in the organization with better education, skills, knowledge and experience engaged in high-profile duties than those providing low-profile services.

Table 4: Distribution of Respondents by Age

Variables	20-30	31-40	41-50	51 and above	Total
Job satisfaction	66 (53.6%)	14 (11.4%)	22 (17.9%)	21 (17.1%)	123
Employee Performance	67 (54.4%)	13 (10.6%)	22 (17.9%)	21 (17.1%)	123
Total	133 (54.1%)	27 (10.9%)	44 (17.8%)	42 (17.2%)	246

The results in Table 4 indicate the age ranges of the respondents. It can be seen that employees with an age range of 20 - 30 have the highest percentage of 54%. The implication of this is that

the Council is full of a young and vibrant workforce with the potential to develop experience and build long-term careers in the Council. This is in agreement with Hasluck (2012) who opined that organizations are likely to experience a high rate of staff retention as they have their eyes on the future which spurs them to imbibe the organizational culture to attain those higher positions in this future.

Parameter Estimates

Table 5: Coefficients

Term	Coeff	SE.Coeff	T- Value	P-Value
constant	10.53	0.122	86.08	0.000
<i>Care</i>	-0.0178	0.0376	-0.47	0.045
<i>Job security</i>	0.0654	0.0955	0.69	0.048
<i>Promotion</i>	0.0160	0.0758	0.21	0.053
<i>Challenges</i>	-0.489	0.276	-1.59	0.113
<i>Recognition</i>	0.299	0.771	0.39	0.698

Table 6: Analysis of Variance

Source	Df	Adj Ss	Adj Ms	F-Value	P-Value
Regression	5	4.376	0.087528	0.58	0.719
<i>Care</i>	1	0.343	0.34264	0.23	0.045
<i>Job security</i>	1	0.715	0.71487	0.47	0.048
<i>Promotion</i>	1	0.068	0.06775	0.04	0.053
<i>Challenges</i>	1	3.856	3.85578	2.53	0.113
<i>Recognition</i>	1	0.229	0.22889	0.15	0.698
Error	240	365.087	1.52120		
Lack of Fit	8	20.521	2.5608	1.73	0.093
Pure Error	232	344.566	1.84520		
Total	245	369.463			

Regression Equation

$$\text{Job Sat.} = 10.533 - 0.0178 \text{ Care} + 0.0654 \text{ Job sec} + 0.0160 \text{ Prom.} - 0.439 \text{ chal.} + 0.299 \text{ Rec.}$$

From Tables 5 and 6, it can be seen that parameters such as care, job security and promotion are the main reasons for job satisfaction. The evidence of these can be seen in their respective p – p-values of 0.045, 0.048 as well as 0.053 which are significant.

H₁: Staff of Esit Eket Local Government Council are not satisfied working in the local government council system.

Table 4.7 Descriptive Statistics for the Research Variables

Variables	Total count	Mean	Standard Deviation	Minimum	Maximum	Skewness	Kurtosis	Standard Error
Satisfaction	246	20.85	1.08	16.00	18.00	1.87	3.00	0.07
No option	246	12.52	2.84	14.00	16.00	0.58	-0.24	0.18
Recomen.	246	20.76	1.42	16.00	18.00	1.65	2.34	0.06

With a mean of 20.85 for people who are satisfied working in the local government area and 20.76 for people who can recommend other persons for local government work, we can reject the null hypothesis that the staff of Eit Eket Local Government Council are not satisfied working in the area, hence accepting the alternative hypothesis that, they are satisfied.

H₂: There is no significant relationship between job satisfaction and staff performance in Esit Eket Local Government Council.

Table 4.8 Correlation between Job Satisfaction and Staff Performance

	Job Satisfaction	Staff Performance	N	P-value
Pearson correlation (Y)	1	0.84	246	0.020
Pearson correlation (X1)	0.84	1	246	0.020

The data in Table 8 indicates a very strong positive relationship between job satisfaction and staff performance in Esit Eket Local Government Area. Evidence of these can be seen as the value of the Pearson correlation coefficient, and that it is statistically significant at a 95% confidence interval. Thus, the null hypothesis is rejected. Therefore, we can conclude that there is a significant relationship between job satisfaction and staff performance.

Discussion of Findings

Hypothesis One: The staff of Esit Eket Local Government Council are not satisfied working in the local government council system.

To test the validity of this hypothesis, we put forward two specific statements and asked the respondents to confirm the extent of their agreement using a Likert scale.

On the first statement: "I am satisfied to be an employee of the local government system" " of the total respondents in the last five years that is from 2019-2023, 198 answered "Strongly Agree" while 37 answered "Agree". The two groups of respondents totalling 235 represent 95.52% of the total respondents. Only 3 (1.21%) answered "disagree" while 8 (3.25%) answered "strongly disagreed". The second statement we put forward to the respondents to test the validity of the hypothesis was "I would recommend the Local Government council as a place of work to someone else". 193 of them representing 78.45% answered "strongly agree" while 45 (18.29%) answered "agreed". 5 (2.03%) and 3 (1.21%) however, answered "disagree" and "strongly disagree" respectively. The 96.74% of the respondents who also state they are willing to recommend the local government system as a place of work to someone else also strongly support their opinion that they are satisfied as employees of the local government system. A strong proof of their satisfaction is the absence of strikes unlike what is obtained in the oil and gas industry in Nigeria even though they are the highest-paid sector in Nigeria is bedevilled with incessant strike action.

The findings negate the impression of job dissatisfaction by people who work in the Local Government Council. The findings agree with Miller (2018), who based on data from the National Employee Survey for Local Government conducted by the United States National Research Center found that morale and modelling and employee contribution and fit contributed the greatest to job satisfaction ahead of ten other factors that were measured including wages and benefits.

Hypothesis Two: There is no significant relationship between job satisfaction and staff performance in Esit Eket Local Government Council.

For hypothesis two, we put forward two statements to the respondents and asked them to rate the extent of their agreement or disagreement. The statements and the breakdown of the responses is as shown in the Table 9.

Table 9: Responses to Hypothesis Two Test Statements

Statement	Rating					TO-TAL
	SA	A	D	SD	U	
There is a relationship between my satisfaction on the job and productivity.	172 (69.91%)	69 (28.04%)	0	5 (2.03%)	0	246
My satisfaction on the job can affect my performance.	42 (17.07%)	159 (64.63%)	34 (13.82%)	11 (4.47%)	0	246

As can be seen in Table 9, 98% of the respondents were positive that there is a relationship between their satisfaction on the job and performance (2% disagreed). On the second statement, 82% were positive that their satisfaction on the job can affect their performance. Only 18% disagreed. We can, therefore, conclude that there is a relationship between job satisfaction and performance. The finding is in agreement with Ofumbi & Bakashaba (2022) who found that there is a significant positive relationship between job satisfaction and the performance of employees of Kyakwanzi District Local Government of Uganda

Conclusions

Based on the findings, the study reached five key conclusions as itemized below.

- i) there is a significant relationship between job satisfaction and staff performance in Esit Eket Local Government Council and increased job satisfaction will result in increased productivity which can lead to fewer staff and lower wage bills by the employer.
- ii) There is job satisfaction amongst the workers in Esit Eket Local Government Council as evidenced by the high level of staff retention.
- iii) Regardless of the negative social constructs associated with public staff performance especially those at the Local Government Council, they are performing real services that can be measured. This measurement must not be with the instruments for measuring the private sector; rather with social measurement instruments in terms of the impact of their services on society and the social values they create and pursue which ensure political stability as well as accessibility and affordability of key citizen services.
- iv) The predictability of promotion and strong job security guaranteed in the public service is an inducement for organizational loyalty and commitment despite the low remuneration compared to the private sector.

Recommendations

Based on the findings and conclusions reached in this study, the following recommendations are made:

- i. The employer of the local government staff i.e. the Local Government Service Commission should improve the working conditions of staff as a means of sustaining the existing satisfaction level, high staff retention, achieving staff optimization, increased productivity and lower wage bills for the sector.
- ii) The Local Government Service Commission should revise the service rules and regulations for the senior staff in a way that is enriching and gives room for value creation and addition such that innovation and creativity now attract reward and recognition including promotion.

References

- Aazami, S., Shamsuddin, K., Akmal, S., & Azami, G. (2015). The relationship between job satisfaction and psychological/physical health among Malaysian working women. *The Malaysian Journal of Medical Sciences: MJMS*, 22(4), 40–46.
- Abdulrahman, S. (2019). Organizational structure and academic staff performance in Yusuf Maitama Sule University, Kano, Nigeria. *KIU Journal of Social Sciences*, 5(4), 249-258.
- Adekola, B. (2012). The Impact of Organizational Commitment on Job Satisfaction: A Study of Employees at Nigerian Universities. *International Journal of Human Resource Studies*, 2 (2). <https://doi.org/10.5296/ijrs.v2i2.1740>
- Akwa Ibom State Local Government Rules & Regulations (2010).
- Azah, S. M. D. & Thirupalu, N. (2017). Scale for measuring job satisfaction – A review of literature. *EPRA International Journal of Economic and Business Review*, 5(3), 114-123. <https://www.eprajournals.com>.
- Bernardin, J. H. (2007). *Human resources management: An experiential approach*. (4th edition). McGraw Hill.
- City Population (2022). City Population – Statistics, maps & charts. <https://www.citypopulation.de>
- Coomber, B. & Barriball, K. L. (2007). Impact of job satisfaction on intent to leave and turnover for hospital based nurses: A review of the research literature. *International Journal of Nursing Studies*, 44, 297-314.
- Dizgah, M. R., Chegini, M. G. & Bisokhan, R. (2012). Relationship between job satisfaction and employee job performance in Guilan Public Sector. *Journal of basic Applied Scientific Research*, 2, 1735-1741.
- Encyclopaedia Britannica (2023), *Local government*. <https://www.britannica.com/topic/local-government>.
- Ezeamama, I. G. (2019). Job satisfaction and employee productivity in Anambra State, Nigeria. *European Journal of Research in Social Sciences*. Vol. 7 No. 2,
- Fajonyomi, S. (1997). *Governing the grassroots: An analysis of decision-making in Nigerian Local Governments*. Olu Akin Publishers.
- Haslam, S. A. (2001). *Psychology in organizations (the social identity approach)*. Sage.
- Hasluck, C. (2012). Why businesses should recruit young people. *UK Commission for Employment and Skills*. <https://www.dera.ioe.ac.uk>
- Henry, N. (2010). *Public administration & public affairs*. PHI Learning Private Ltd.
- Herzberg, F., Mausner, B. & Synderman, B. B. (2010). *The motivation to work*. (12th edition). Transaction Publishers.
- Hussin, A. B. (2011). *The relationship between job satisfaction and job performance among employees in Tradewinds Group of Companies*. Open University, Malaysia. <http://www.library.oum.edu.my/repository>
- Ibemere, D. (2023, June 27). As economy bites, sacked Nigerian workers turn to Pension savings before retirement to survive. *Legit*. <https://www.legit.ng>.
- Ikhenoba, W., Ibok, E. & Atakpa, O. E. (2023). Career structures and staff performance in Akwa Ibom State University, Nigeria (2017-2022). *International Journal of Research and Innovation in Social Science (IJIRSS)*. vii(xii), 37-51. <https://dx.doi.org/10.47772/IJRISS.2023.7012004>.
- Ivanovic, A. & Collin, P. H. Collin (2006). *Dictionary of human resources and personnel management*. (3rd edition). A & C Black Publishers Ltd.
- Islam, M., Rasul, M. T. & Ullah, G. M. W. (2012). Analysis of factors that affect job satisfaction: A case study on private companies Employee of Bangladesh, *European Journal of Business and Management*, 4 (4), 35-46.
- Kyumana, V. (2017). Measuring the level of job satisfaction of Library staff at the Institute of Finance Management, Tanzania: A case study. *Business*. <https://www.semanticscholar.org>

- Lewis, G. & Sorongon, J. (2022, August 11). Industries with the highest (and lowest) turnover rates. *LinkedIn*. <https://www.linkedin.com>.
- Marchington, M & Wilkinson, A. (5th ed.). (2012). *Core personnel and development*. The Cromwell Press.
- Mbah, S. E. & Ikemefuna, C. O. (2021). Job satisfaction and employees' turnover intentions in Total Nigeria Plc. *International Journal of Humanities and Social Science*, 2 (14), 275-287.
- Khosrow-Pour, D.B.A. (Ed.) (2012). *Human resources management: Concepts, methodologies, tools and applications*. Business Science Reference (an imprint of IGI Global)
- Miller, T. (2018, January 25). Local Government employees reveal what makes for job satisfaction. *Polco News & Knowledge*. <https://www.blog.polco.us>.
- Moreth, T. (2018). EVLN Model Behaviour: Employee response to job dissatisfaction. *Hrprofessional Now*. <https://www.hrprofessionalnow.ca>
- Mubarok, T. M. S., Lindayani, L. & Farizah, S. N. (2022). The relationship between job satisfaction and employee performance. *Advances in Economics, Business and Management Research*, Vol. 657, 459-464. <http://dx.doi.org/10.2991/aebmr.k.220701.085>
- Natemeyer, W. E. & Gilberg, J. S. (2011). *Classics of organizational behaviour*. Interstate Printers & Publishers
- Ofumbi, A. & Bakashaba, E. (2022). Job satisfaction and employee performance in Local Government: A case study of Kyankwanzi District, Uganda. *Students Journal of Health Research Africa*, Vol. 3(12). 16. <https://doi.org/10.51168/sjhrafrica.v3i12.280>
- Omolase, C. O., Seidu, M. A., Omolase, B.O. & Agborubere. (2010). Job satisfaction amongst Nigerian ophthalmologists: An exploratory study. *Libyan Journal of Medicine*, Vol. 5, No. 1. <https://doi.org/10.4176/091010>
- Oyewobi, L., Suleiman, B., & Muhammad-Jamil, A. (2012). Job satisfaction and job commitment: A Study of Quantity Surveyors in Nigerian Public Service. *International Journal of Business & Management*, 7(5), 179-292. DOI:10.5539/ijbm.v7n5p179
- Osayimwen, E. & Okikiolu, B. (2022, March 31). Is corporate loyalty dead? 4 reasons employees call it quits. *Jobberman*. <https://www.jobberman.com>.
- Parker, K., and Horowitz, J.M. (2022, March 9). Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected. *Pew Research Center*. <https://www.pewresearch.org>.
- Sindhulakshmi, B. (2022). Job satisfaction and big five personality – Correlational study. *International Journal of Creative Research Thoughts (IJCRT)*, 10 (1), 549-553.
- Talbot, C. (2010). *Theories of performance, organizational and service improvement in the public domain*. Oxford University Press Inc.
- Tidwell, V. M. (2005). A social identity model of prosocial behaviors within nonprofit organizations. *Nonprofit Management & Leadership*, 159(4), 449–467.
- Towler, A. (2020, May 30). The job characteristics model: What it is and why it matters more than ever. *CQ*. <https://www.ckju.net>
- The Nigeria Constitution*. (<https://www.nigeria-constitution.com>).
- Trading Economics* (2022). Nigeria youth unemployment rate. <https://www.tradingeconomics.com>.
- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12, 173–194.
- Wright, B. & Davis, B. (2003). Job satisfaction in the public sector. *American review of public administration*, 33. 70-90. DOI:10.1177/0275074002250254