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Research Article

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Job Satisfaction and Employee Performance: A Study of NTA Staff in South-East Zone Nigeria

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ABSTRACT

Modern organizations today have become larger and complex, making it increasingly difficult for workers to achieve their intrinsic satisfaction and perform at optimal level at their work. This study investigated job satisfaction and how it interfaces with job performance in Nigeria Television Authority (NTA) in the South East zone of Nigeria. Abraham Maslow's hierarchy of needs theory was adopted as the theoretical framework. The survey design was utilized and sample comprises 280 personnel of NTA serving as the sample for the quantitative component, while 12 Management and union (RATTAWU) staff serve as the sample for the qualitative component. Result of the tested hypothesis shows that there is a significant relationship between the amount of satisfaction that NTA staff derive from their work place and their job performance at $p > .000$. This means that the happier the NTA staff are, the more they put in their best in the job. The qualitative findings however show some level of job dissatisfaction; a condition which hampers job performance. Consequently, the research recommends that, some form of motivations and incentives such as yearly bonus, best staff of the year award, annual increment, and outstanding performance award should be introduced to increase job performance.

Keywords: Job satisfaction, employee, performance, NTA

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INTRODUCTION

In Nigeria, there are work organizations in the public and private sectors all of which are expected to be managed efficiently, and this explains why huge budgets are made annually to run and sustain them. For Nigeria to realize the objectives for setting up industrial organizations, as well as the millennium Development Goals, efforts should be doubled by government parastatals, Ministries, Departments and Agencies (MDAs), as well as the private sector organizations, towards effective management and deliveries. There are several negative

factors that can militate against the success of an organization. They can be internal or external. The internal factors may include breach of bureaucratic principles, lack of requisite infrastructures and personnel, worker alienation, etc. The external factors may hinge on hostile government policies and regulations, changes in the international scene, environmental factors, emerging technological changes, change in government, etc. Organizations should pay attention to both factors, particularly the human factor, which is purely internal.

This is because of its pivotal role in organizational management. In his recognition of the significance of the human element in organizational success, Nwosu (2015) states; "human resources management is a composite of activities that engages managers to attract and retain employees to ensure they perform at high level and contribute to the accomplishment of organizational goals". It is important to underscore the necessity for all work organizations to give adequate attention to the human factor. When a workforce is well treated and given a sense of belonging by the employers/management, there shall be harmony, and performance will naturally appreciate. This stance is corroborated by Onwuika (2006) who says that, "the failure, wholly or partly, of an organization can result from its failure to produce and utilize human and non-human resources which are relevant to its needs. If any of these resources is lacking, whether in quantity or quality, or both, the situation is bound to have adverse effects on the goal(s) of the organization".

It then follows that efforts should always be made by managements to keep workers in a fulfilling work environment by creating a conducive work atmosphere for them. It also follows logically that factors predisposing workers to dissonant feelings and cynicism towards the organization should as much as possible be avoided or eliminated since this will ultimately lead to poor performance. To this end, one of the numerous factors that have the capacity to mar the efforts of an organization toward attaining success and delivering on its goals as mentioned earlier is alienation.

Alienation is a state in which a worker, for some reasons, despairs into a feeling of loss of meaning, identity and belongingness in his work as a result of him not seeing the impact or presence of his personal contribution in the product of his effort or contribution in the work. In other words, alienation is a condition in which workers are unable to find satisfaction and fulfillment in performing their labour or in the product of their labour. It is a condition where workers lose interest in their work and in themselves, and the work appears to them as a punishment. Alienation makes a worker's work appear strange (alien) to him and makes him a visitor and spectator to the product of his work. This is a human creation occasioned by removing emphasis from the workers and concentrating attention on the product. It is a serious inhibiting factor especially in work organizations of government ministries, agencies and parastatals as well as the private sector. It creates a divide between workers and an organization's set goals and objectives. It discourages workers' performance and commitment.

If workers are alienated, they will need to be compelled to discharge their normal responsibility at work. Being compelled to work would rather be counterproductive as the willingness and commitment to work will not be there. The worker will see the work as something external to

himself, and as this becomes an attitude, the whole organization is soon enmeshed in the quagmire of retrogression and poor performance. Job performance means how well or how badly something is done, the act or process of carrying out a task or an action. Job performance is the extent to which an organization's member contributes to achieving the objectives of the organization. Clearly, and logically too, alienation and satisfactory job performance are strictly mutually exclusive and organizations' managers ought always to be guided by this reality for success.

If an organization must achieve its set goals and objectives, and deliver on its mandate, as the Nigerian Television Authority (NTA) is, efforts must be doubled to forestall staff alienation by raising the morale of workers at all times. The Nigeria Television Authority (NTA) is a parasternal of the ministry of information, established by the Television Act cap 24 of 1976. It is the national broadcasting network for Nigeria expressly mandated to provide independent and impartial television broadcasting for general reception within Nigerian and beyond. It is partly funded by the government, and is partly commercialized, but operates strictly within the enabling public service guidelines. Despite its role, it is clear that NTA grapples with a lot of challenges as the Director General of NTA, Mohammed (2016) writes: It is high time we stopped living in self- denial that all is well with NTA. It is no longer an issue of debate that the organization needs a revival in every sense of it, if the good old days when NTA stood as a giant in every sense in particular could come back.

Regrettably, NTA's performance is anything but optimal and this is antithetical to Nigeria's developmental goal as well as the purpose for setting it up as the image maker of government. Clearly, this trajectory is worrisome and is accentuated by the comments of Olubukola and Onyeukwu (2022) who write, "the morale of staff of NTA has highly depreciated as a result of poor internal performance appraisal method which they termed as purely subjective, as well as skewed to favour only some staff, and this has impacted negatively on the overall performance of the Authority". To this end, the focus of this research is to investigate if there are factors skewed towards worker alienation that frustrate performance and delivery on the set goals of NTA. This is because of the pivotal role and position of the Authority in facilitating the success of government programs.

Theoretical framework

Hierarchy of needs theory is a model propounded by Abraham Maslow (1970). According to Maslow, human needs can be classified in a hierarchical order starting from the basic needs to the higher needs. Once a particular need is satisfied, Maslow claims that need ceases to be a motivator of behaviour and another need

emerges. Maslow presented a hierarchy of five needs as follows:

Physiological needs

These are the most basic needs of the individual, which include need for food, shelter, clothing, sex etc. These needs are very necessary for the proper functioning of the body. Once they are satisfied, the next level of needs becomes important and dominant, but for as long as they are not met, they continue to motivate the individual to behave in a certain manner.

Safety needs

Safety needs include protection against bodily harm, danger of loss of job, deprivation, threat etc. To encourage performance, management could threaten the employee with the possibility of retrenchment. Safety needs can be waved to control work attitude.

Social needs

This is the third level of needs. The individual, having satisfied the two earlier needs wants acceptance, being a social animal. He needs love, affection, feelings of belonging etc.

Esteem needs

These are also called ego needs and they relate to individual reputation, needs for status, recognition, accomplishment, achievement, appreciation and for deserved respect from one's fellows. These needs produce power, prestige, status and self-confidence.

Self-actualization needs

This is the last in Maslow's needs hierarchy. This need is often called fulfillment need. It is the desire to become all one is capable of becoming, the maximization of one's potentials, the feeling to having arrived. The relevance of this theory is in the fact that, if the needs of NTA staff are not satisfied, there will be no motivation to perform their job.

METHODOLOGY

The survey design is adopted for this study among staff of the Nigerian Television Authority in the five south-east states of Abia, Anambra, Ebonyi, Enugu and Imo states. Each state has an NTA station located at the state capital with Abia State having an additional station located at the commercial city Aba. This brings to a total of six NTA stations in the South East. The population of this study is made up of all the 376 members of staff of NTA in the five states of the South East zone of Nigeria.

The study is to be conducted on the NTA transmission stations in the five states of the South East zone of Nigeria. With the exception of Abia State, which has two functional stations, each in Aba and Umuahia the state capital, each of the other four states has one NTA transmitting station which is located in the state capital (Table 1). On the whole, there are six functional transmitting stations that were covered by this study. The sample size of this study was statistically determined, using the Yamane (1967) formula as follows:

Table 1: Population of the Study by Department and Location of Staff.

Division	Umuahia	Owerri	Enugu	Abakaliki	Awka	Aba	Total
Administration	5	15	16	16	11	6	69
Engineering	7	8	19	18	8	8	68
Finance	4	7	7	6	5	6	35
Marketing	6	9	9	8	6	6	44
News	6	17	17	12	13	6	71
Programmes	8	16	17	24	13	11	89
Total	36	72	85	84	56	43	376

Source: field Survey, June 2024

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

Where: n = sample size.

N = Population of study

1 = Unity of constant (1)

e = Error margin (It could be 0.10 down to 0.01, but in this study, 0.03 will be used)

Applying the formula,

$$\begin{aligned}
 n &= \frac{376}{1+376(0.03)^2} \\
 n &= \frac{376}{1+376(0.0009)} \\
 n &= \frac{376}{1+0.3384} \\
 n &= \frac{376}{1.3384} \\
 n &= 280.93 \\
 n &= 281
 \end{aligned}$$

The multi-stage sampled was used in the study. This includes the proportional stratified sampling and simple random sampling in selecting 376 employees. The qualitative component of the population of this study composed of the 6 General Managers of the six NTA stations, as well as the 6 union (Radio Television Theatre and Arts Workers Union, RATTAWU) leaders of the stations. Therefore the total sample size for this study is 281 (Table 2). Furthermore, the structured questionnaire was analyzed through the weighted mean score in a four point likert scale, where a mid-point of 2.5 is the criterion mean, while the study hypothesis was tested using a 0.05

Table 2: Sample size of respondents.

Station	No. of employees	Sample
Umuahia	36	27
Owerri	72	54
Enugu	85	63
Abakaliki	84	63
Awka	56	42
Aba	43	32
Total	376	281

Source: Field Survey, June 2024

level of significance.

Test of hypothesis

Ho: There is no significant relationship between the amount of satisfaction/joy that NTA staff derives from their work place and their job performance.

H1: There is a significant relationship between the amount of satisfaction/joy that NTA staff derives from their work place and their job performance.

The result of the hypothesis is presented in (Table 3).

The result of the hypothesis shows that there is a significant relationship between the amount of satisfaction that NTA staff derives from their work place and their job performance at $p > .000$. This means that the happier the NTA staff are, the more they put in their best in the job (Table 3). This means that H_1 is accepted and H_0 is rejected.

RESULTS AND DISCUSSION

Presentation of quantitative data

Out of a total of 281 copies of the questionnaire distributed, 280 (99.64%) were returned, among which 118 (42.14%) are males, while 162 (57.86%) are females. Also, 47(16.79%) respondents are junior staff, 22(7.86%) are intermediate level staff and 211(75.36%) senior staff, this is an evidence that majority of the respondents are senior staff. Data also show that majority of the respondents fall within the age brackets of 30-49 years, representing 86.43%. 44(15.71%) respondents in the sample are single, majority 232 representing 82.86% are married, one (1) respondent (0.36%) is divorced while 3(1.07%) are widowed. This shows that majority (232) are married.

Findings also show that respondents with first degree/HND, 194 (69.29%) dominate the sample, 34 (12.14%) possess advanced level GCE/ordinary diploma or NCE, while those with WASC or GCE O' level are 26 (9.29%). Those with Master's Degree and above are 21(7.50%), and only 5 respondents (1.78%) are working

with first school leaving certificate (FSLC). This shows that majority of the respondents have first degree and HND. With regards to years in service, 37 (13.21%) of the respondents have been in the employment of NTA for less than 10 years, 187 (66.79%) have served for between 10 and 19 years. Those who have been in employment for between 20 to 29 years, as well as 30 years and above are 52 (18.57%) and 4(1.43%) respectively. This means that majority of the respondents, 239 (85.36%), have worked in NTA for between 10-29 years.

Item 1 on (Table 4) presents data to unearth the extent in which NTA workers are provided with adequate training and development programmes to improve their joint performance. Forty-one (41) respondents strongly agree that they receive such training, 107 agree, 121 disagree, while 11 of them strongly disagree. These responses yield a total weighted score of 738 points and a mean score of 2.64 which is an affirmation that the workers are provided with adequate training and development programmes for optimal job performance.

Regarding the level of staff satisfaction with their job security as an index of meaninglessness in NTA, the responses are as shown on the data in item 2. Those who strongly agree are 73 respondents and those who agree with the assertion are 175. Twenty-five (25) people disagree and only 7 strongly disagree, giving a total weighted score of 874 points and a mean score of 3.12. This means that the respondents are satisfied with their job security in NTA.

The data on items 3 and 4 present the researcher, information on respondents' opinion on their promotion prospects and regularity of their promotions. On regularity, 77 people strongly agree and 160 agree that they are satisfied with the regularity of their promotions. The numbers that disagree are 39 and only 4 of them strongly disagree. The total weighted score is 870 points and a mean score of 3.11, meaning that the respondents are happy with the regularity of their promotions in NTA. Similarly, with respect to their promotion prospects, as is revealed by the data on item 15, 74 respondents strongly agree that they are comfortable, while 171 agree, those who disagree and strongly disagree are 32 and 3 respectively. These responses give us a total weighted score of 876 points with a mean score of 3.13 affirming that the respondents are comfortable with their promotion prospects.

Item 5 presents data on the level of discipline among management staff of NTA. Interestingly, 178 of the respondents agree that there is discipline among the management staff while 89 strongly agree, 5 people disagree while 8 strongly disagree. This gives a total weighted score of 908 points and a mean score of 3.24, meaning that the respondents are happy with the level of discipline among their management staff. In the same vein, data on item 6 is to enable the researcher find out

Table 3: Cross Tabulation between satisfaction at work place by NTA staff and job performance.

Job performance	Participation in Decision-making				Total	χ^2
	SA	A	D	SD		
SA	73	59	0	0	132	$\chi^2 = 147.422$ (N = 280), df = 1, P = .000
A	0	117	24	0	141	
D	0	0	0	4	4	
SD	0	0	0	3	3	
	73	176	24	7	280	

Source: Field Survey, June 2024

Table 4: Responses as to whether NTA Staff are satisfied with their Job.

Item No	Item Caption	SA(4)	A(3)	D(2)	SD(1)	No of Resp.	Total score	Mean score
1	I receive adequate training and development for optimal performance of my job	41(164)	107(321)	121(242)	11(11)	280	738	2.64
2	I am satisfied with my job security in NTA	73(292)	175(525)	25(50)	7(7)	280	874	3.12
3	I am happy with the regularity of my promotions in NTA	77(308)	160(480)	39(78)	4(4)	280	870	3.11
4	I am comfortable with my promotion prospects in NTA	74(296)	171(513)	32(64)	3(3)	280	876	3.13
5	I am happy with the level of discipline among management staff in NTA	89(356)	178(534)	5(10)	8(8)	280	908	3.24
6	I am happy with the level of staff discipline in NTA	120(480)	136(408)	15(30)	9(9)	280	927	3.31
7	I am happy with the way staff disengagement and other benefits are paid in NTA	12(48)	138(414)	112(224)	18(18)	280	704	2.51
	Groups Mean							3.01

Source: field work

whether the respondents are happy with the level of discipline among the rank and file of the NTA. Overwhelming, 136 respondents agree and 120 strongly agree. Those who disagree and strongly disagree are 15 and 9 respectively. The total weighted score is 927 and a mean score of 3.31, meaning that there is discipline among the rank and file of NTA staff.

Concerning the way disengagement and other staff benefits are paid, the data on item 7 contain the responses. A good number of the respondents (138) and 12 agree and strongly agree respectively, while 112 people disagree and 18 strongly disagree. The total score is 704 and a near marginal mean score is 2.51, meaning that they are happy with the way disengagement and other benefits are paid in NTA. From the data collected and analyzed on (Table 4) with a group mean of 3.01, therefore, we reach the conclusion that meaningfulness, as an indicator of alienation, is not experienced by NTA staff in the South-East zone.

Presentation and analysis of qualitative data (Key Persons Interview)

On job satisfaction, the interviewer asked the question, "Would you say staff of this station derives joy and satisfaction from their job"? All the responses point to the fact that the staff are not in any way near satisfied because the salaries are poor. Beyond that, the interviewees complained passionately about lack of incentive, motivation, poor and dilapidating infrastructure, as well as non-recognition of staff efforts. The marketing

manager (male) in Abakaliki answered: "For me there is no job satisfaction, the issue of day-to-day routine work, without mental exertion is dissatisfying to me". Asked whether he would be willing to leave NTA should an opportunity arise in another media outfit, he answered, "the same minute".

The story is different with the secretary of RATTAWU (Male) in Aba, who said:

The management is trying especially with the current Director General who has improved on some of the allowances, but it is still a far cry from what can give satisfaction. There are hazards in this work, but there are no hazard allowances or incentives. There is health insurance but when you go to hospital you will be told that your ailment is not covered by National Health Insurance Scheme (NHIS), so you end up paying your hospital bills. How then can staff be satisfied?

An administrative manager (female) in the same station responding to the issue of satisfaction, said:

Yes, the pay is inadequate and infrastructures are poor, we the staff still have passion for NTA, and will not leave NTA for another better-paying media house. For us, NTA is a brand and commands confidence and respect in the industry. NTA birthed all those other media houses you are talking about.

Another management staff (male) who represented the

General Manager in Umuahia said he is not maximized and his potentials not challenged by the job and so he is not satisfied. He said:

The issue of being satisfied with the job is a subjective question, depending on the angle from which you are looking at it. Satisfaction is relative. My skills and potentials are quite under-utilized. The system does not give me the challenge I need when I come to work. The work is routinely and monotonous. That is because I know what I have to offer. But for someone whose need is bread and butter, he may be satisfied that he has a federal government job that pays him salary every month. I am looking beyond extrinsic satisfaction.

Furthermore, a list of 8 negative job performance indices such as absenteeism, lateness, unruliness, sabotage, gossiping, work avoidance behaviour, endangering co-workers and truancy was used to find out if and whether staff of NTA in the zone of study would be said to vent their dissatisfaction with the organization in ways that are listed out.

A senior Admin management staff (female) Owerri replied:

As I told you earlier, it is not as if those indices do not occur here, they do, but negligible. Don't forget, we have checks and control measures. We have attendance register, query register, as well as registers for various offences, including disciplinary register. But, the truth remains, the frequency of occurrences is negligible.

Another admin manager, female in Umuahia said, "If you talk of gossiping, I can say yes, after all people gossip everywhere. But these other indices no, we do not experience them here on a level worthy of mention. Besides, we have control measures in place".

The union (RATTAWU) president, Owerri (male) said; "Every staff is assigned a work schedule, and we work 24 hours. If you fail to do your work, it will throw you up as a negligent staff, and you will be issued a query".

A senior management staff (female) Awka also gave her opinion thus:

You cannot have a hundred percent error-free behaviour anywhere, even in the family, not to talk of in an organization like NTA. But we have measures in place to contain such behaviors. However, the frequency of their occurrence is very minute, and therefore negligible.

Considering the indices of performance employed in this study, NTA workers in this zone can be said to be of good performance even though they are not satisfied with their jobs.

Recommendations

This study recommends that members of staff should be given some form of motivation and incentive such as yearly bonus, best staff of the year award, annual increment, outstanding performance award, etc. This would boost their morale and engender a sense of commitment and hard work. Furthermore, from the recurring complaints by all the interviewees on poor salaries, effort should be made to review the salaries of workers of NTA to reflect current economic realities and boost their job satisfaction.

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