

**EMPLOYEE SATISFACTION ORGANIZATIONAL AND PRODUCTIVITY****Nneji, Onyinyechi Victoria & Enudi Austin O****Department of Management, Faculty of Management Sciences,  
Ignatius Ajuru University of Education. Port Harcourt, Rivers State, Nigeria****ABSTRACT**

*Employee attitude is very important for management to determine the behavior of workers in the organization. The usually judgment about employees is that "A satisfied worker is a productive worker". If employees are satisfied, it will create a pleasant atmosphere within the organisation to perform in a better and efficient manner. Therefore, employee satisfaction and its relation with organisational productivity has become a major topic for research studies. The specific problem covered in this study is to scrutinize the impact of employee satisfaction on organizational productivity. The study considered dimensions such as (working conditions, work teams and job training) as employee satisfaction of an employee and its relation with organizational productivity. The study was anchored on equity theory. The study concludes that employee job satisfaction affects organisational productivity. The study recommends that Organisations, irrespective of size should endeavour to consider the factors that are relevant to employee satisfaction which consequently lead to organizational productivity.*

***Keywords: Employee Satisfaction, Organizational Productivity***

**INTRODUCTION**

Organization's success mostly depends on the employees. The level of employee performance determines the level of organizational success in any industry (Armstrong, 20002). Chebet, (2015) argues that exploring and understanding those factors that affect the employee performance and hence productivity is of major concern in every Economy worldwide.

Employees are more loyal and productive when they are satisfied (Hunter & Tietyen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999).

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place." Susan M. Heath field (About.Com). Cranny, Smith & stone (1992) defined ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with he/she actually receives. According to Moyes, Shao & Newsome (2008) the employee satisfaction may be described as how pleased an employee is with his or her position of employment. It is observed that those employees who work in groups or teams instead of the conventional based workplace have higher satisfaction. Employees are being trained in teams to achieve their targets related to their job (Erdem et al. 2003). Work team refers to a group of individuals who work interdependently to solve problems or carry out tasks (Keller, 2001). Deming implies that a high degree of employee teamwork is vital to organizational performance and for the achievement of quality and productivity improvement (Costa, 2003).

The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations those have a friendly, trusting, and save environment, experience, Greater productivity, communication, creativity, and financial health (Kreisler, et al, 1997).

Teamwork is essential to make certain democracy on the workplace, enhance alternate, inspire innovation and creativity, and allow for powerful selection-making and networking (Jalal, & Putri, 2015). Teamwork includes forming teams which are expected to labor coherently towards the

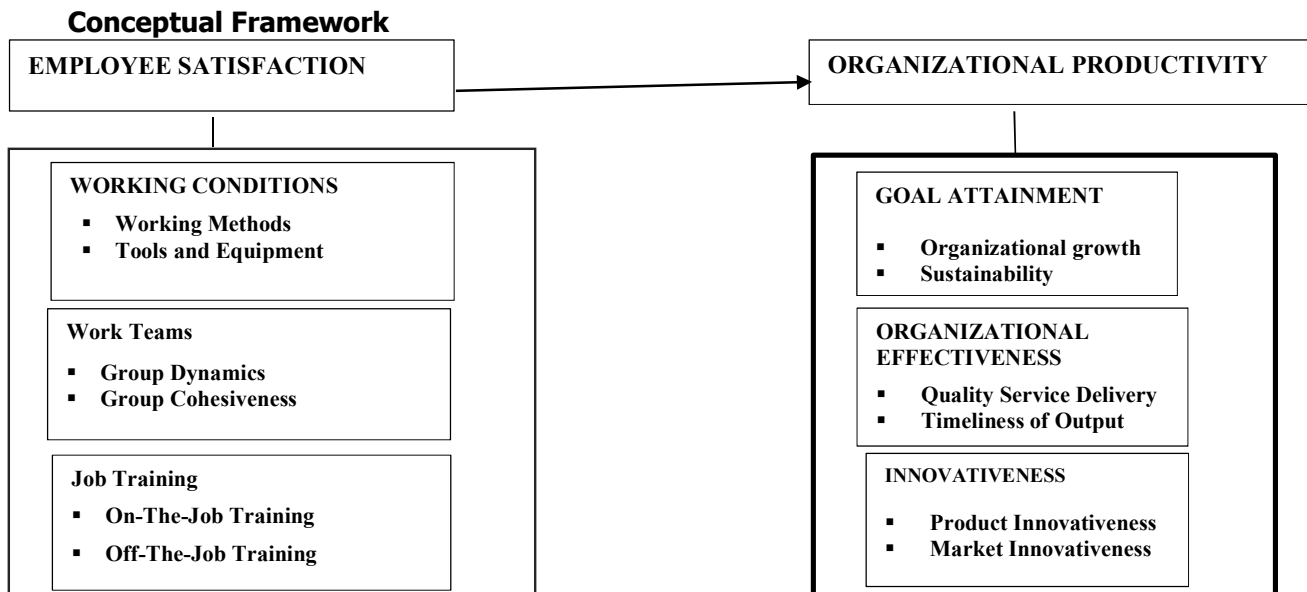
realization of organizational goals. Teamwork enhances organizational brotherly love or integration consequently giving upward thrust to synchronization of efforts amongst the employed thereby ensuing in higher effectiveness. Training is important not only to expand productivity but also to motivate and inspire workers by allowing them know how essential their jobs are and providing them all the information they require to carry out those jobs (Anonymous, 1998). The overall benefits received from employee training are: increased job satisfaction and increased motivation, morale, resulting in financial gain, increased efficiencies in processes, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover (Daniel, 2018).

### **Statement of Problem**

Employees in Nigeria have multiple needs based on their individual, family, and cultural values. These needs depend on the current and desired economic, political, and social status, career aspirations, the need to balance career, family, education, community, religion and so on. Satisfying these needs will not only lead to job satisfaction but also to life satisfaction bearing in mind that to some extent, a satisfied employee is a happy citizen. The challenges of employee satisfaction can affect organizational productivity. Ajayi and Ojo (1981) asserts that the collapse of most firms in Nigeria was due poor employee satisfaction and inexperienced personnel. When employees become dissatisfied with their current job, it tends to have overall impacts on their commitments and job productivity.

Consequently, personnel needs to be taken care of as they contributes towards the success of organization but the reverse is the case, because employees effort and contributions has not been taken into consideration and less attention have been given to the work force. As a result, employees perform lower than the expected standard and with most goals and targets not achieved. Every organizations greatest access is their work force and as such deserves to be properly taken care of and managed with utmost concern and attention. According to Jaja (2009), the human resource is the most important variables of a firm or an organization. no matter how efficient and technologically advanced the entire system is, and no matter the extent of available resources, personnel/ human resource function is needed to weave all the other variables together and effective productive system. Therefore, the human resource management of any organization is saddled with ensuring that the belief systems and values of the organization incorporates motivation and incentives that are very attractive to the prospective employee in order to attain the employer's objectives and goals. For any organization to survival and succeed job satisfaction factors has to be installed to determine the level of employee's commitment and attitude to work.

More so, research has shown that little has been done empirically and literally on the concept of employee satisfaction and organizational productivity (Dim et al., 2018). As such the researcher was posed to examine the relationship that exists between employee satisfaction and organizational productivity.



**Figure: 1.1** Conceptual Framework of Employee Satisfaction and Organizational Productivity  
**Source:** Elenwo (2019); Cornell Law School (2020); Wobodo et al. (2019) and Giti & Suhaidabte, (2012).

### **Aim and Objectives of the Study**

The main aim of this study was to examine the relationship between employee satisfaction and organizational productivity

The specific objectives were drawn from the objectives and itemized as follows:

- i. To examine the relationship between job satisfaction and employee performance.
- ii. To explore the relationship between working conditions and goal attainment
- iii. To determine the mutuality between work teams and organizational efficiency
- iv. To examine the relationship between job training and innovativeness.

## **LITERATURE REVIEW**

### **Conceptual Review**

#### **The Concepts of Employee Satisfaction**

Every organization irrespective the size aims to achieve its predetermined goals that can be achieved by maximum utilization of available resources in the organization. Of all the resources available within the organization, human resources are the most important and decisive. The potential of human resources affects the organization's success in achieving goal, because it is the human resource that needs to be fostered and maintained. However the rapid advancement of information and technology, availability of capital and inadequate materials but without skilled human resources and professionals would be difficult to achieve the goals of the organization. Organizational behavior theory explains that people do something if they are given stimulus or encouragement. Foster the urge employees to want to work in achieving the goals and objectives specific and efficient institutions can be different because of the behavior of each individual is different. There are some special factors that cause individual differences in behavior are: perception, attitude and personality of each individual. Achievement motive is an inner urge to employee for performing a task or activity to be able to achieve optimum performance.

According to Spector (1997), employee satisfaction is the satisfaction of employees toward their works. It is the degree to which employees like their jobs. Kidd (2006), defines employee satisfaction

as the feelings that employees have on the jobs; the experience of job in the relation to past experience, current expectation and the alternatives that exist in the future.

The concept also entails the degree of an individual's feelings both negative and positive on the job. Employee's satisfaction indicates various aspects like salary, the inter-relationship between employees and their job. With a high level of job satisfaction employee can improve performance because they are motivated to perform better.

## **Dimensions of Employee Satisfaction**

### **Job Satisfaction**

Job satisfaction means how an employee of an organization feels about work. These feelings may be positive or negative; more positive feelings mean an employee's level of job satisfaction is high. In other words, positive emotions of an employee towards the workplace also describe job satisfaction. Locke (2000) identified that there is a positive relationship between job characteristics and the need of individuals.

### **Working Condition**

According to business dictionary "Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training". Gerber et al (1998) Defined working condition as: "working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions. Working conditions refers to the working environment and aspects of an employee's terms and conditions of Employment.

Work should be a place where people look forward to coming every day. If they don't, their job satisfaction will be low, and worse; they'll eventually leave. They can earn the same paycheck elsewhere.

According to Yesufu (1984), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot and ill ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect.

### **Work Teams**

A group can be defined as several individuals who come together to accomplish a particular task or goal. A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility. No joint effort required here to bring out the desired result. In organizations, most work is done within groups. How groups function has important implications for organizational productivity. Groups where people get along, feel the desire to contribute to the team, and are capable of coordinating their efforts may have high performance levels, whereas teams characterized by extreme levels of conflict or hostility may demoralize members of the workforce.

**Group Dynamics:** Group dynamics refers to the attitudinal and behavioral characteristics of a group. Group dynamics concern how groups form, their structure and process, and how they function. Group dynamics are relevant in both formal and informal groups of all types. In an organizational setting, groups are a very common organizational entity and the study of groups and group dynamics is an important area of study in organizational behavior.

**Group Cohesiveness:** Group cohesiveness is defined as the processes that bind individual members of a social group. Such processes includes: interest, attraction, solidarity, morale which usually keep group cohesiveness. "It is one of the essential characteristics of a social group and has

been linked to group effectiveness and efficiencies; inter group conviction and therapeutic change (Miebi, 2014). According to Johnson, et al (2017) group cohesiveness can be defined as the keenness of individuals to stick together and believed that without cohesiveness a group could not exist. Furthermore, Lewin's research quoting Stanley Schachter sees group cohesiveness as the total field of forces which act on members to remain in the group.

### **Job Training**

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance

### **The Concept of Organizational Productivity**

The term organization is a very broad term and can be described in multiple ways. Traditionally an organization is intentionally designed social unit that consists of a team or a group of people that work together for the benefits of an organization on a continuous basis to get the organizational targets and goals. For example the manufacturing and service firms are organizations, and so are schools, hospitals, churches, military units, retail stores, police departments, volunteer organizations, start-ups, and local, state and federal government agencies (Hatch 1997).

Organizations can be located in the public sector or in the private sector, they can be unionized or not, they can be publicly traded or they can be privately held. If they are publicly traded, senior managers typically are responsible to a board of directors, which may or may not take an active role in, how the firm is running. The managers themselves may or may not own shares of the firm. If the firm is privately held, it may be run by the owners or the manager's report to the owners. Firms can also operate in the profit or the non-profit sector (Robin & Langton 2010).

Organizational productivity is one of the most studied terms in management sciences. Pitcher Partners Growth (2016) opined that organizational productivity relates to how successful an organized group of people with a particular purpose perform a function. It comprises the actual output or results of an organization as measured against its intended outputs, objectives, or goals. However, high organizational productivity exists when all the parts of an organization work together to achieve great results. Eyenubo (2013) claimed that productivity is the success of meeting predefined objectives, targets, and goals within a specified time target. Productivity is defined as the record of outcomes produced on a specified job function or activity during a specified period (Bernardin and Russel cited in Obiageli, Uzochukwu, and Ngozi, 2015).

The organizational productivity of companies is driven by the quality of allocation to tangible and intangible assets, including ERM (Onafalujo, 2012). Liao, Lu, Huang, and Chiang (2012) opined employee productivity as workers" complete ability and productiveness in the attainment of the projected value and realization of everyday jobs in line with the prescribed procedure and timeline of the organization. In the same way, Liao et al. (2012) see employee job productivity as an index for improvements, idleness, recompenses, retributions, reviews, and remuneration changes. It also gratifies the desires for employees to realize themselves.

## Measures of Organizational Productivity

### Goal Attainment

Goals are specific targeted achievements of an individual or organization. Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002). "Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high performance work practices (HPWPs), management information systems (MIS), benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals". Furthermore, Fred opined that goal setting which aids employee's goal attainment is the underlying explanation for all major theories of work motivation. Managers widely accept goal setting as a means to improve and sustain performance (DuBrin, 2012).

Employees perform at higher levels when asked to meet a specific goal target. Requesting employees to improve, to work harder, or to do their best is not helpful, because that kind of goal does not give them a focused target. Goal specification enables members know what target to attain and allow them to measure their own progress. Research indicates that specific goals help bring about other desirable organizational goals, such as reducing absenteeism, tardiness, and turnover (Locke & Latham, 2002). Employee becomes more loyal and stay in the organization, meeting the work targets when they identify themselves within a group and contribute to the performance as a group. This suggestion relies on work performed by Locke and Latham goal setting theory. The goal is team performance and the individual feeling part of the group.

**Organizational Growth:** Organizational Growth is any form of activities undertaken to expose an employee to perform an additional duties and assume position of importance in the hierarchy. According to Nelson and Winter (2000), organizational growth is a process through which the structure of a multigent system of organization increases the number of its roles and links. Organizational Growth is a way to introduce innovation and is a leitmotiv of technological change (Pagano and Schivardi, 2003). According to Hakkert and Kemp (2006), organizational growth is an increase in certain attributes sales, employment, profit of a firm between two points in time. Organizational growth can be determined by the degree of effectiveness and capability with which firm-specified resources. Organization growth represents the planned opportunity that provided for training, educating, directing and planning, experiences for those who perform the management function. It is a process of building up human resources to meet the needs of organization.

**Sustainability:** Sustainable performance of an organization refers to its ability to meet the needs and expectations of customers and other stakeholders on long-term, balanced by an effective management organization by organization staff awareness by learning and applying appropriate improvements, innovation.

### Organizational Effectiveness

Organizational effectiveness is concerned with the ideology of how effective an organization is in achieving the outcomes the organization intends to produce (Herman & Renz, 2008). Organizational effectiveness can be defined as the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste. Organizational effectiveness is about each individual doing everything they know how to do and doing it well; in other words organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational effectiveness and efficiency, it will achieve its goal of making a profit by producing and selling a

product without waste. In economics and the business world, this may be referred to as maximizing profits (Zollo & Winter, 2002).

Effectiveness Companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually, effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, Yang, & McLean 2010). Meyer and Herscovitch (2001) analyzed organizational effectiveness through organizational commitment. Commitment in the workplace may take various forms, such as relationship between leader and staff, employee's identification with the organization, involvement in the decision-making process, psychological attachment felt by an individual.

**Quality Service Delivery:** Quality is the keyword for survival of organisations in the global economy. Services are produced, delivered and consumed during – in time and space –overlapping processes in which customers have a role as co-producers carrying out activities and deeds as well as being part of interactions for instance with front-line employees, other customers and technology which will influence or decide both process quality and outcome quality (MBA, 2020). Quality is product performance which results in customer satisfaction freedom from product deficiencies, which avoids customer dissatisfaction.

In today's business environment, the quest to deliver quality excellence service to customers has become very essential due to its ability to create room for increased success and survival in the ever increasing competitive banking sector (Mandal & Bhattacharya, 2013). In their contribution to the relevance of improved customer service, Anand and Selvarej (2013) observed that delivering exceptional services enhances a firm's ability to react to the pressures of competition. Narteh and Kuada (2014) posits that high net worth customers have a greater expectation, better and more convenient service options than lower-income customers in most logistic firms. This is because most logistic firms use customer's net worth to segment them thereby offering first class services to them in search of their loyalty retention and long-term relationship (Kombo, 2015). Amudha, et al, (2012), posits that the measurement of quality of service and offering of excellent customer services determines the effectiveness of the service delivery approach.

**Timeliness of Output:** Timeliness reflects the ability of the organization to produce a response within an allotted time determined by the task requirements. According to AFREC (2008) timeliness of output is described as a provide constraints for how often, or within what time frame, outputs will be delivered. It also measured by turnaround times, waiting or response time either deliver services or production yearly or quarterly.

Delays in completing a task are due both to the time required for processing information and making decisions and to the time required to effect communications among decision makers (Andreadakis & Levis, 1987).

### **Innovativeness**

The word "innovation" is originated from Latin word, innovare which means "to make something new". Drucker (1985) had defined innovation as the entrepreneurs' specific tool to exploit change for a diverse business or service. He added, this innovation can be presented as a discipline which can be learned and practiced. In other words, innovation is also said as "an idea, practice, or object that is perceived as new by an individual or other unit of adoption" (Daugherty et al., 2011). Meanwhile, Tidd, Bessant, Pavitt, and Wiley (1998) defined innovation as a process of transforming an opportunity into fresh ideas and being widely used in practice. Quite similar to Bentz (1997) who assumed that innovation is to bring out a new or enhanced process, service or products for the marketing. Afuah (1998) suggested innovation is the "use of new technical and administrative knowledge to offer a new product or service to customers". Thus, many authors concluded that innovation is "any practices that are new to organizations, including equipment's, products, services,

processes, policies and projects" (Lin, 2007). Khazanchi, Lewis, and Boyer (2007) also extended the conclusion where they said that innovation is one of major relevance for companies, as it can be the source of additional revenues from new products or services, can help to save costs or improve the quality of existing processes.

**Product Innovativeness:** Product innovation is the introduction of a good or service that is new or significantly improved regarding its characteristics or intended uses; including significant improvements in technical specifications, components and materials, incorporated software, user Friendliness or other functional characteristics (Abba, et al 2004). Product innovation relates to both existing companies who develop new products and new ventures which bring new products to the market Abba, et al (2004) defines product innovation as the introduction of a new or significantly improved product or service that advances the range and quality of the product that is offered currently.

**Market Innovativeness:** A marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing (OECD Oslo Manual, 2015). Marketing innovations target at addressing customer needs better, opening up new markets, or newly positioning a firm's product on the market with the intention of increasing firm's sales. Marketing innovations are strongly related to pricing strategies, product package design properties, product placement and promotion activities along the lines of four P's of marketing.

#### **Relationship between Employee Satisfaction and Organizational Productivity**

Ahmad and Shahzad (2011) argued that the seeming productivity of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the organization's goals and mission.

#### **Job Satisfaction and Employee Performance**

Robbins (2006) states that satisfied employees will speak positively about the organization, helping each other that will ultimately improve performance. Job satisfaction creates positive emotions among employees about their occupation. Robbin & Judge (2008). Higher job satisfaction creates more positive emotions in the mind of employees about their job. Luthans (2006) indicated that job satisfaction creates positive emotional feelings that result from work evaluation. Nasaradin (2001) specified that job satisfaction might be an enjoyable or positive emotional state which is resultant from the review of one's job or his or her job experience. Fu and Deshpande (2013) defined job satisfaction as "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." In the perception of Wicker (2011), the concept of job satisfaction can be understood in various ways. It depends upon the nature of the organization and the attitudes of the employees. Job satisfaction may be regarded as the extent to which an employee is content with the job, which he/she is performing, and the various aspects and facets of the situation, which motivates an employee to like or dislike his careers, such as supervision or the nature of the work performed.

**Working Conditions and Goal Attainment:** A good working conditions will enable employees to attain the goals of the organization. This in turn helps to reduce absenteeism in the workplace. All of these things are related to how people are trained, encouraged and generally treated within the system (Hamilton, 2007). Good working conditions helps employee to be creative and gives them the enablement to attain firm's objectives.

### **Job Training and Innovativeness**

According to Hassan (2015), offering employees training and empowerment programmes not only has a positive impact on employees' efficiency, work satisfaction, quality, and customer satisfaction but also helps to increase the demand and efforts to create innovation by authorizing employees and increasing their competence (Bolat, 2008). Giving employees enough time, education and resource make a positive impact on the perception of employees' self-sufficiency, work satisfaction, confidence, and the meaningfulness of work. Innovation is very important in business, either for large firms or Small and Medium Enterprises (SME). For large firms, new innovative business development and the 'training/ educating' of their organizations on innovation is significant for their firms' strategic competency (Vanhaverbeke & Peeters, 2005).

### **Theoretical Review**

#### **Equity Theory**

Equity theory, as reviewed by Walster, Berscheid & Walster (1973) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam (1965) theory, Huseman, Hatfield & Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills. Output (outcomes) on the other hand is the positive and negative consequences that an individual (employee) perceives a participant has incurred as a consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, and stimuli and so on. The major concern in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations. In any position in the organization, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid, he would be dissatisfied and therefore becomes hostile towards the organization and co-workers which may ultimately result to lack of motivation and low performance. Equity is multidimensional in nature. For example, it does not depend on our input-to-output alone. It depends on people's comparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other 'referents' in the market place as they see it. From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others (Ball, 2014). According to Adams (1963), when a person becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is 'proportional to the magnitude of inequity present'. It is because of this tension that an individual might react in a way that reduces the tension in him.

#### **Literature Findings**

An important literature finding for organizations to note is that employee satisfaction has a relationship with organizational productivity which is tenuous. This serves as a piece of information to managers, businessmen and researchers. The review also found that employee satisfaction predicts productivity, goal attainment, effectiveness and innovativeness suggesting that increasing job satisfaction and organizational commitment.

## CONCLUSION

This study explored the effects of employee satisfaction on organizational productivity since organizational performance is an aggregate of the employees' satisfaction in the organization. Employee satisfaction influences organizational performance by creating high productivity, effectiveness, goal attainment as well as innovativeness among the employees thus propelling them to give their best in their place of work thus affecting the overall performance of the organization.

## RECOMMENDATIONS

Based on the conclusion the study concludes that:

1. Organizations, irrespective of size should endeavour to consider the factors that are relevant to employee satisfaction which consequently lead to organizational productivity.
2. Organizations show use incentives to motive employee to commit employee efforts.
3. Though poverty and unemployment rate in Nigeria is very high, organizations should strive to satisfy employee needs to enable them to perform effectively.

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