
Evaluation of Job Satisfaction on Organisation Productivity of Ondo State Water Corporation

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Abstract: *The study empirically examined the impact of job satisfaction on employees' productivity. The specific objectives were; to investigate the impact of job safety and security on employees' productivity and to determine the extent to which promotion affect employees' productivity. This study employed survey research design. A combination of secondary and primary sources of data was adopted in this study. Primary source of data principally was extracted from the questionnaire. The data collected from the field survey was presented and analyzed in tables and simple percentage format. Also, the Chi-square statistical tool was used in testing the research hypothesis. The major findings of the study include: There was a significant impact of job satisfaction on productivity, Job safety and security had a significant impact of employees' productivity and there was a significant impact of promotion on employees' productivity in hospitality firms. The study recommended that management should set up effective strategies that will lead to goals and objectives of the organization. Management should improve on job safety and security so that it will enhance high level of productivity. Good working conditions should be implemented in order to improve workers' performance.*

Keywords; job satisfaction, productivity, job safety and security promotion

INTRODUCTION

There is no organization that will function well without people, and they must be satisfied for best performances. In every industrial set up, goals and objectives are stated for attainment through the concerted efforts of the workers. Therefore, organizations consider human resources in terms of their well-being and working condition in order to achieve the corporate goals.

People are more important element in an organization and if there are well motivated and are contented with their job, they can do whatever that is necessary to achieve the organizational goals and objectives. (Inyang, 2007).

Herzberg's two factors theory explained that motivation promote job enrichment and enlargement and this leads to job satisfaction and productivity. So, motivated and contented employee will be more likely to perform beyond the call of duty to meet organizational needs.

Workers are the main reason organization exist for a longtime, this is because they play a major role and also they make significant contributions to the organizational growth and productivity. So the condition of these workers, in terms of their state of mind in the organization, should be a thing of concern to management of organizations, because if an employee is happy on his or her job, he or she will be motivated to perform well. So the challenge in most organization today is that the managers are only interested in achieving organizational target at the expense of their workers wellbeing. Job satisfaction is an important social process factor that fosters organizational efficiency and effectiveness.

The relationship between job satisfaction and performance is a topic of ongoing dispute and controversy, and one position associated with the early human relations approach, according to Buchanan, (2007), is the contentment that leads to performance, and another viewpoint is that success leads to happiness. A few of research has looked into the link between job satisfaction and a variety of organizational factors; the extent to which workers view their work the levels and causes affecting job satisfaction; and employees' organization commitment and job satisfaction have all been studied in relation to organizational employees (Abwuano, 2005; Chanzo, 2005; Khainga, 2006). In its day-to-day operations and activities, every business strives for high levels of performance, production, and efficiency.

Indeed, if an employee is unsatisfied with his or her job, he or she cannot fully commit to that firm. In today's world, it's difficult to comprehend the impact of job happiness on job performance. Scholars have looked into a variety of research and studies to see if there is a link between job happiness and job performance. When Buchanan (2011) claimed that a happy worker is a good worker, he discovered that the two variables are linked in some way. Some experts, on the other hand, argue that the evidence is as ambiguous when it comes to the claim that no such link exists. Because of its uncertainty, this relationship continues to motivate investigation and re-examination of previous attempts (Buchanan, 2011).

Job satisfaction is a complicated and multifaceted notion that means different things to different people. Although the basis of this connection is uncertain, job satisfaction is commonly associated to inspiration. Of late, regard for work fulfillment has gotten all the more intently connected with more extensive to deal with improve work plan and work association, and the nature of workplace. The researcher, on the other hand, is unaware of any studies that have looked at the relationship between worker happiness and telecoms firm performance. Given the importance of job satisfaction, this study attempts to fill in the gaps by answering the following

basic questions: What is the relationship between job satisfaction and employees' performance in Ondo State Water Corporation.

Statement of the Problem

It has been observed that most workers are not happy on their job, which could be as a result of lack of fair promotion system, or a good working condition, or it could also be as a result of job insecurity and safety. Organizations are more concerned about better performance which is a product of individual performance through job satisfaction of employees.

Inability of management of organizations to understand and recognize human element in the workplaces has been a major source of dissatisfied workforce. When workers are unsatisfied, the quality and productivity of an organization are adversely affected. Management of organizations are faced with the challenge of appropriate strategies to adopt to ensure workforce satisfaction (Dunmade, Akindele, Oladejo, Asa, Ajao & Opaleye, 2021). There challenge in the workplace is how to channel efforts towards workforce's satisfaction so as to be able to increase retention rates and minimize the costs associated with high labour turnover as voluntary employees' turnover poses a very great danger to organizations' success since the labour market today is growing and changing fast...Dunmade et al, 2021. Retaining highly productive workforce, having their job proffers them with security, recognition, opportunity for career progression and elevation, working in atmosphere of mutual respect becomes a great challenge for organizations (Kuria, 2011).

Research Questions

- i. What is the impact of job satisfaction on organizational productivity in Ondo State Water Corporation?
- ii. What is the influence of Job safety and security on organizational productivity in Ondo State Water Corporation?

Research Objectives

The broad objective of the study was to evaluate job satisfaction on organizational productivity in Ondo State Water Corporation. The specific objectives were to:

- i. assess the effect of job satisfaction on organizational productivity in Ondo State Water Corporation
- ii. examine the influence of Job safety and security on organizational productivity in Ondo State Water Corporation

Research Hypotheses

The study was guided by the following hypotheses:

- i. there is no relationship between job satisfaction and organizational productivity in Ondo State Water Corporation
- ii. there is no significant relationship between Job safety and security and organizational productivity in Ondo State Water Corporation

LITERATURE REVIEW

Conceptual Clarifications

Job satisfaction:

The importance of job in the total life experience of an individual is a great interest to social and behaviour scientist. Every individual wants to work in order to have its financial ability to meet his need. Also, all organizations are concerned with what should be done to achieve high levels of productivity through people. This means giving close attention to how individuals can best be satisfied in doing their job, through such means as employees job satisfaction and security, poor working condition, promotion and job autonomy. Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. This shows that an employee that is highly satisfied holds a position attitude about his or her job, while an employee who is dissatisfied with his or her job holds a negative attitude about the job.

Job satisfaction is primarily concerned with the factors that influence people to behave in certain ways. The three components of job satisfaction are direction (what a person is trying to do); effort (how hard a person is trying); and persistence (how long a person keeps on trying). The process of job satisfaction suggests that job satisfaction is initiated by the conscious or unconscious recognition of unsatisfied needs. These needs create wants, which are desires to achieve or obtain something.

Job satisfaction is essential to the success of any business. This is because a high level of job satisfaction will directly affect performance level. Thus keeping employees satisfied with their careers should be a major priority for every employer. Employee satisfaction is of utmost important for any organization to remain in business and achieve its objectives. Jacob (2015) opined that happy employee is a good employee and the best ways to get someone's best work is to make them comfortable and happy. He further stressed that employees' retention is a product of job satisfaction and good working conditions.

Factors of job satisfaction

Mullins (2004) argued that job satisfaction is itself a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors. He further identified the factors as individual factors which include personality, education, intelligence and abilities, age mental status, orientation to work; social factors which include relationship with co-workers, group working and norms, opportunities for interaction, informal organization; cultural factors were identified to include underlying attitude, beliefs and values; organizational factors include nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, technology and work organization, supervision and styles of leadership,

management systems and working conditions; environmental factors include economic, social, technical and government influences.

From the perspective of Robbins (2004), an extensive review of literature indicates that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues. Factors of job satisfaction in an organization are being determined by several factors; some of these notable ones include: (i) Working condition: Spector (2008) states work environment as a significant factor of job satisfaction of employees that work. Working conditions have features about the job such as calm and easy work place, drying, lighting and temperature, bigger better and clearer work spaces, and office space. These factors have impact on workers' job satisfaction. Andrews (2001) stated that a good working condition contributes to employee's productivity. (ii) Promotion: The level of satisfaction is discriminatory with the level of pay and benefits and promotion system. Promotion is a vital feature. According to Frye (2004), there is positive connection between equity base on compensation and performance. So promotion is one of the factors that determine how an employee can be interested with his or her job.

(iii) Job autonomy: Is one of the most important factors that affect employees' satisfaction. It can be said to be degree to which employees feel. They can make their own decisions and influence what happens on the job. Most times, people earning high income typically enjoy the most autonomy in the job, which tends to make them happy. But if one looks at individuals who have equally autonomous job, then they appear equally happy with those jobs, regardless of any income to disparities among them. These tell us that job autonomy have impact on job satisfaction.

(iv) Job safety and security: Job dissatisfaction is the result of uncertainty among employees. When employee notices that his or her job is not secure, it affects his attitude towards work.

Employees' Job Satisfaction and Productivity: Attempting to understand the nature of job satisfaction and its effect on productivity is not easy. Some researchers argue that there exist relationships between the two variables while others argue that there is no relationship between them. Buchanan (2011) argued that job satisfaction is more of an attitude, an internal state. He also noted that it could for example be associated with a personal feeling of achievement, either quantitative or qualitative. However, it should be noted that a happy worker is a good worker. Happiness in a work place is most often as a result of the satisfaction experienced in such workplace. Most of the variables that bring about teachers job satisfaction can motivate them to improve their performance. Also, such improved level of performance leads to a higher job satisfaction which then motivates them to improve their performance and thereby increasing the company's productivity. Job satisfaction is closely related to productivity which is then related to firm profitability. It has a positive persuade an organizational performance. Beside this, firm profitability has a reasonable non-recursive effect on satisfaction. Employee job satisfaction plays considerable role in enhancing the firm's profitability and improving operational

performance of organizations and quality of goods and services. There is no doubt in it that job satisfaction is critical to attain quality and profitability in organization (Agbonika, 2003).

Benefits of Job Satisfaction

Job satisfaction is vital because it has multiple positive organizational consequences as well as critical positive human benefits. As Cranny et al (1992) note, Job satisfaction creates positive high staff morale among employees. When an employee is dissatisfied, he spreads his displeasure to the rest of the team, either directly or indirectly. This can result in a significant drop in employee morale, as well as a significant drop in production. In fact, an unhappy and unmotivated employee poses a severe threat to any company's success. Job satisfaction increases employee loyalty to an organization. A content employee will want to stay in the job in order to provide his best to his employer, but an unsatisfied employee will be on the lookout for another job and will leave the company at any chance or opportunity. Furthermore, job satisfaction promotes employee motivation, as well as job quality and productivity (Ahmad et al., 2012; Seema & Maryam, 2013; Aaron et al., 2015). According to Noe et al. (2013), pleased employees are more passionate and willing to apply new information and innovation to their work, which helps organizations gain a competitive advantage. Job happiness is also a powerful tool for luring top personnel. This is because employees who are satisfied with all elements of their professions will strive to recruit people they know who the skills and competencies have needed to help the company grow. Furthermore, when current employees speak favorably and positively about their company, potential employees regard the company as a destination of choice. This assists them in attracting talented and experienced individuals to their organizations.

Furthermore, job satisfaction fosters positive employee attitudes, which are linked to lower employee turnover and absenteeism. According to Bass (1965), job happiness can have a considerable impact on a company's earnings. Because lesser turnover means cheaper recruitment and training expenditures, this is a good thing. Kasim and Ghaffar (2012) note that job satisfaction generate loyalty, self-confidence and high commitment to the organization and also lead to productivity improvement and eliminations of organizational deviant behaviors, as well as absenteeism and turnover (Linda & Michael, 2014). As a result, job satisfaction contributes to employee motivation and loyalty to the organization.

Job Satisfaction and Organizational Productivity

Although it is more common to explore employee attitudes on an individual level, researchers have begun to investigate similar links at the business unit and organizational levels. Individual employee attitudes have been successfully aggregated and explored in relation to both organizational and individual-level results in organizational climate research (Zohar, Luria, Schneider, White & Paul, 1998, 2005). According to studies by Brayfield and Crockett (1955), Fournet (1966), Lee and Chan (1996), job satisfaction and productivity are linked, and the higher the level of satisfaction, the greater the effort to increase productivity. Carroll, Keflas, and Watson (1964) discovered that job satisfaction and productivity are closely related, with each having an impact on the other. They recommend that performance prompts more work effort due to high apparent anticipation of rewards or other positive outcomes. The exertion prompts

powerful presentation, which again prompts fulfillment in urgent relationship. The sort of compensation framework in which workers operate has a major impact on the relationship between satisfaction and performance, according to David, Joseph, and William (1970). The final reason (performance leads to reward, which leads to satisfaction) says that a manager or management produces employee job satisfaction by first creating conditions that allow a worker to achieve high levels of performance and then delivering equal rewards for that performance. According to Baridam and Nwibere (2008), this perspective is critical for understanding and managing organizational behavior, not because it answers the satisfaction-performance conundrum, but because of the proactive research and managerial implications it contains. Ryan, Schmitt, and Johnson looked at similar relationships between aggregated employee attitudes, business productivity, and customer satisfaction (1996). The authors measured these relationships at two points in time from 142 branches of a vehicle finance company. According to the findings, employee morale was linked to subsequent business success indicators, customer satisfaction attitudes, and turnover ratios. These researchers sought to study the causal linkages between the factors, but their findings were largely inconclusive, demanding further research.

Theoretical Framework

Affect Theory

The affect theory was developed by Edwin A. Locke in 1976 and it is arguably the most famous job satisfaction model (Wikipedia, 2015). The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. The theory further states that, how much one values a given facet of work moderates how satisfied or dissatisfied one becomes when expectations are met or not met. That is when employee values a particular facet of a job, his satisfaction is more greatly impacted both positively, when expectations are met and negatively, when expectations are not met compared to an employee who does not value that facet.

Dispositional Theory

This is another well-known theory of job satisfaction. According to Shied (2010), the idea that people who are happy in life are happy in their job is called the dispositional theory. The theory actually suggest that people have innate disposition that cause them to have tendencies toward a certain of satisfaction regardless or approach became a notable explanation satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. An important contribution to the understanding of this theory is the judge's core self-evaluation model. Judge (1998) averred that, there are four core self-evaluations that determine one's disposition towards job satisfaction, and they include: Self-esteem, general self-efficacy, locus of control and neuroticism. Judge further argued that high levels of self-esteem and self-efficacy lead to higher job satisfaction and lower level of neuroticism lead to higher job satisfaction. Also, having an internal locus of control, that is believing that one has control over his over life as opposed to outside forces having control, leads to higher job satisfaction.

Two-Factor Theory

This theory was developed by Fredrick Herzberg in 1959. This theory attempts to explain satisfaction and motivation in the workplace. It is for this reason that this theory is also referred to as motivation hygiene theory. This theory states that employees are driven by different factors; motivation and hygiene factors respectively. According to Inyang (2004), the factors are consistently associated with job satisfaction are called the intrinsic factors such as achievement, recognition, work itself, growth, responsibility and advancement. These factors are also the motivators. Also, the factors that are associated with dissatisfaction include company policy, working conditions, salary, status, supervision, security, etc. these factors are the hygiene factors. However, this theory outlines a general tendency only. To some employees, some hygiene factors may be motivators while to some other employees; some motivating factors may only be hygiene factors.

Empirical Review

Altaf, Yousaf, Tahir, & Bagram (2013) investigated job satisfaction and employees participation in government sector organization of Pakistan. This study is conduct to find the relationship between participative management and job satisfaction in government organization. Survey questionnaire used to get data. For interpret relationship used multiple regression and correlation. The finding of this study is that there is positive relationship between participative management and job satisfaction. This study suggests that there is need to change traditional hierarchical structure of government organization to participative management and this relation is successful in presence of attractive pay package.

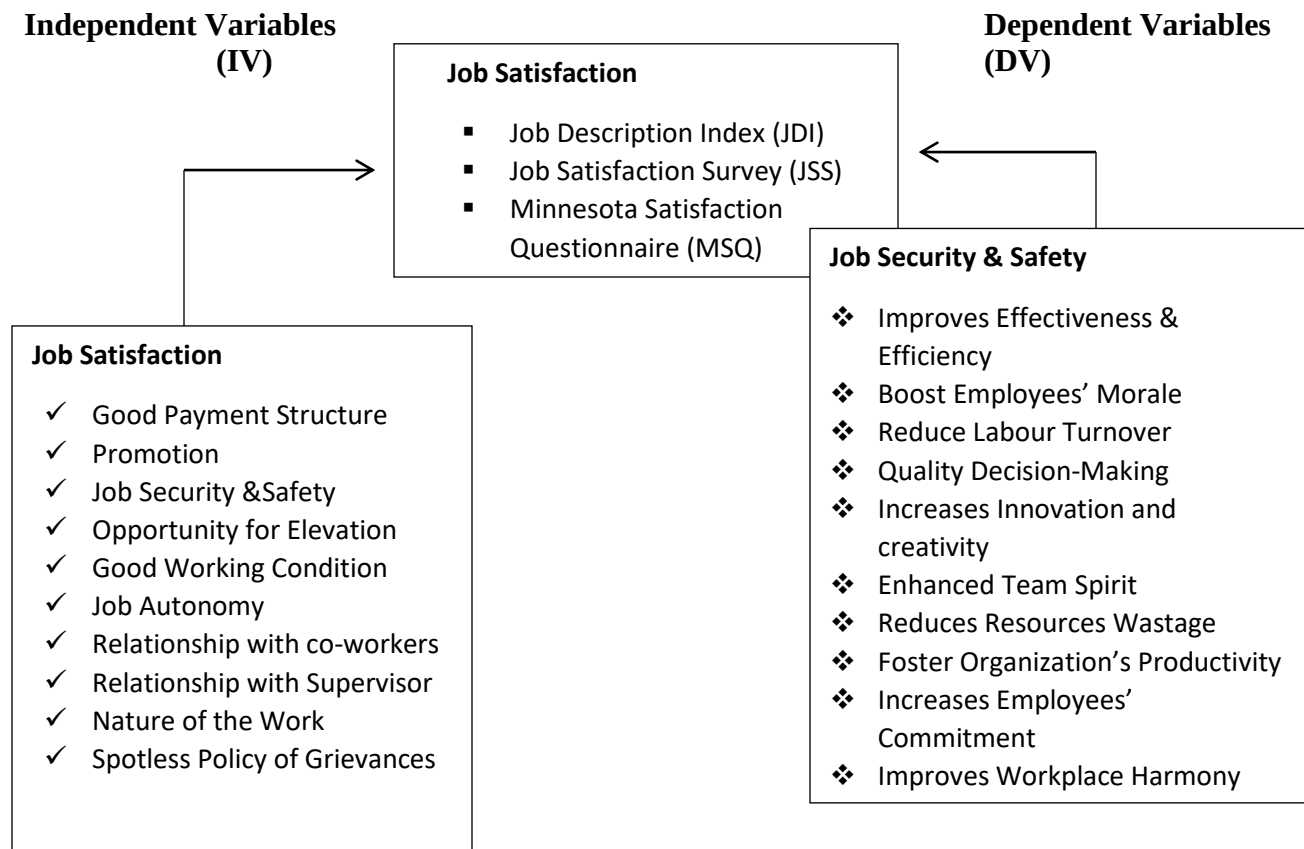
Heryanto (2012) examined job satisfaction and organizational citizenship behavior. This study is designed to measure the two dimensions of organizational citizenship behaviour and to examine how these organizational citizenship behaviours are related to the two facets of job satisfaction (intrinsic and extrinsic). To achieve the research objectives, the survey method is employed. Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behaviour. Implications and limitations of the study are discussed along with suggestions for future research.

Chiboiwa, Chipunza & Samuel (2011) conducted Evaluation of job satisfaction and organizational citizenship behaviour: Case study of selected organizations in Zimbabwe The purpose of the study was to evaluate job satisfaction and Organizational Citizenship Behaviour (OCB) amongst selected organizations in Zimbabwe. The research was aimed at achieving the following objectives: determine job satisfaction levels of employees in the selected organizations; determine the extent to which employees in these organizations engaged in OCB; analyze the correlation between job satisfaction and OCB and recommend job satisfaction measures that can be used by these organizations to enhance OCB. The study adopted the quantitative research design. Questionnaires were administered to 1,202 employees from 5 selected hospitality firms in Calabar. Employees in the organizations surveyed experienced intrinsic job satisfaction more than extrinsic job satisfaction. Furthermore, employees in these

organizations engaged more in altruism than other dimensions of OCB. Substantive correlation between job satisfaction and OCB was also found.

Mohammed (2016) examined the impact of job satisfaction on employee's performance in Bauchi State University, random sampling techniques and SPSS were employed and found that there is positive and significant effect of job satisfaction on the performance of non-academic staff of the University.

Conceptual Framework



Source: Adapted From Thomas and Kelman, (1974)

METHODOLOGY

The study employed survey research design. Data were collected from employees of Ondo State Water Corporation to ascertain the relationship between Job Satisfaction (independent variable) and organizational productivity (dependent variable). The population of this study comprised of two hundred and fifty (172) staff. The study explored all employees of Ondo State Water

Corporation as the target population. In drawing the sample size of the study, the formula of Taro Yamane (1976) was used to determine the sample size. Therefore, a sample size of 153 was selected from target population (workers and management staff) to elicit information about the study.

The study used simple random sampling technique for respondents' selection. This gives every employee the best opportunity and equal chance of being selected. This study adopted combination of secondary and primary sources of data. Primary source of data principally was extracted from the questionnaire and interview. Secondary data sources include recorded reports in personal files, journals, and computer data presentations. The study used both questionnaires and interviews. Different respondents were interviewed to elicit information on possible causes of conflict, consequences of conflict and strategic measures employ for managing conflict. Questionnaire was designed to assess the effects of conflict management on employees' performance in Ondo State Water Corporation.

The researcher employed frequencies tables and descriptive statistics to present the findings and data collected were analysed through the use of tables and graph. The Chi-square statistical tool was used in testing the research hypothesis.

DATA ANALYSIS AND DISCUSSIO OF FINDINGS

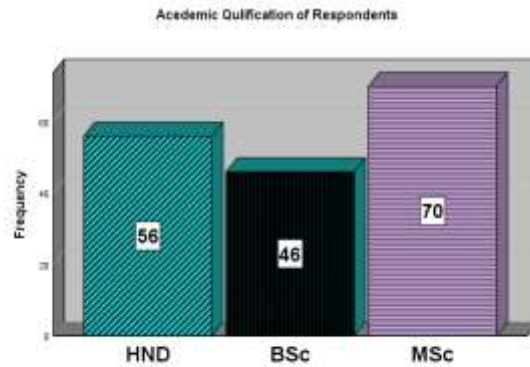
Presentation of Data

Table 1: Academic Qualification of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HND	56	32.6	32.6	32.6
	BSc	46	26.7	26.7	59.3
	MSc	70	40.7	40.7	100.0
	Total	172	100.0	100.0	

Source: Fieldwork, 2025

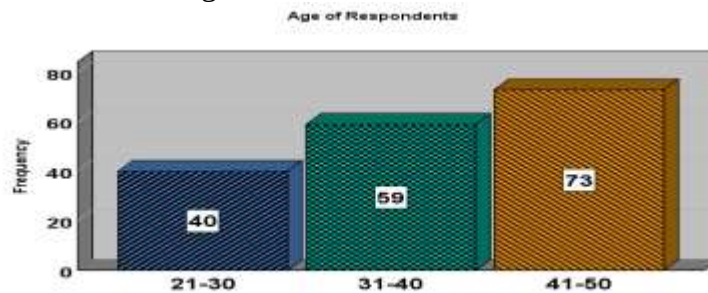
The present position showed the academic level of staff at Ondo state Water Corporate response that were captured in the table above; 56 of them were Higher National Diploma (HND) knowledge representing (32.6%), 46 of them were Bachelor (BSc) representing (26.7%), 70 of them were others (i.e. Master of Sciences level) representing (40.7%). The table showed that most of staff captured had educational background to the research work, this is captured below.

**Table 2: Age of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30	40	23.3	23.3	23.3
31-40	59	34.3	34.3	57.6
41-50	73	42.4	42.4	100.0
Total	172	100.0	100.0	

Source: Fieldwork, 2025

The table 2 above, showed that 40 respondents representing (23.3%) ranged between 21-30years, 59, (34.3%) of the staff captured were young. within 31-40years, 73, (42.4%) of them being within 41-50years. This implies that the most of staff were range between 41-50 years on the bases of their experience concerning staff issues. The structure is below.

**Table 3: Gender of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	94	54.7	54.7	54.7
Female	78	45.3	45.3	100.0
Total	172	100.0	100.0	

Source: Fieldwork, 2025

Out of 172 respondents captured among staff structure, 94 respondents representing (54.7%) of captured males, while 78, (45.3%) were female. This indicates that all most of response came from male fossil, because of their experience concerning matter. This is shown in the presentation below.

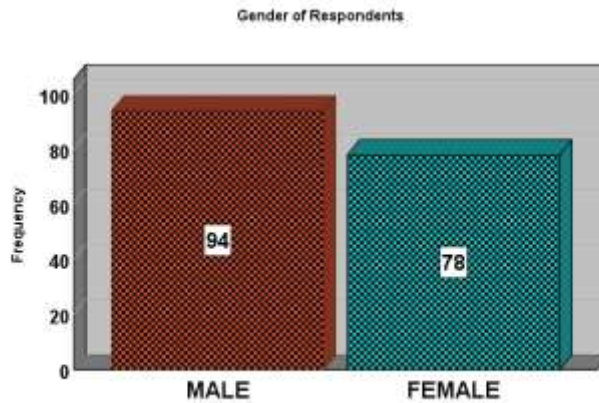


Table 4: Status/Cadre of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative	43	25.0	25.0	25.0
	Operational	57	33.1	33.1	58.1
	Management	72	41.9	41.9	100.0
	Total	172	100.0	100.0	

Source: Fieldwork, 2024

The department and unit of staff in Ondo state Water Corporation are in the table 4 above, 43 (25.0%) are in Administrative unit, 57 (33.1%) were in Operational unit of the corporation, while 72 (41.9%) of staff are in management unit.

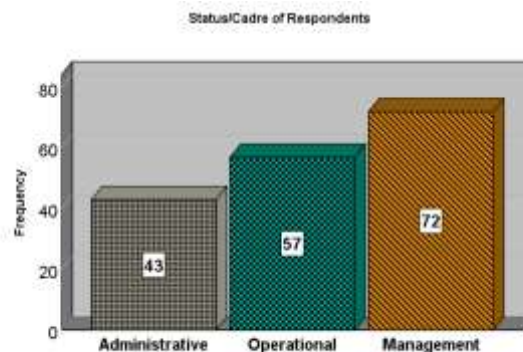
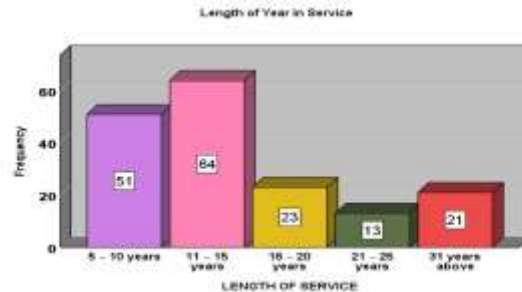


Table 5: Length of Service of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 – 10 years	51	29.7	29.7	29.7
	11 – 15 years	64	37.2	37.2	66.9
	16 – 20 years	23	13.4	13.4	80.2
	21 – 25 years	13	7.6	7.6	87.8
	31 years above	21	12.2	12.2	100.0
	Total	172	100.0	100.0	

Source: Fieldwork, 2025

The length of service of staff so far are show in table 5 above, 51 (29.7%) have spent 5-10 years as staff, 64 (37.2%) have spent 11-15 years as staff while 23 (13.4%) have spent 16-20 years as staff at Ondo state water corporation and 13 (7.6%) have spent 21-25 years as a staff, lastly, 21 (12.2%) have spent above 31 years is a staff..



Analysis of Responses

Table 6: The Impact of Job Satisfaction on Organizational Productivity in Ondo State Water Corporation

S/N	Responses	Yes	No	Mean (X)	SD
1	Good Payment Structure	137 (79.7%)	35 (20.3%)	0.88	.328
2	Steady Promotion	129 (75%)	43 (25.0%)	0.88	.321
3	Job Security & Safety	83 (51.7%)	89 (48.3%)	0.88	.328
4	Opportunities for Elevation	148 (86%)	24 (14.0%)	0.89	.314
5	Good Working Conditions	156 (90.7%)	16 (9.3%)	0.74	.845
6	Job Autonomy	140 (81.4%)	32 (18.6%)	0.56	.342
7	Relationship with Co-workers	170 (98.8%)	2 (1.2%)	0.94	.845
8	Relationship with Supervisor	172 (100%)	-	1.0	.000
9	Nature of the Work	172 (100%)	-	1.0	.000
10	Spotless Policy of Grievances	162 (94.2%)	10 (5.8%)	0.45	.984

Source: Fieldwork, 2025

The impact of job satisfaction on organizational productivity in Ondo state Water Corporation has been stated above alongside with responses from staff with mean (X) and standard deviation (SD). 137 (79.7%) agreed that good payment structure can bring Job satisfaction on organizational productivity in Ondo state water corporation, 129 (75%) agreed that steady promotion can bring Job satisfaction on organizational productivity in Ondo state water corporation, 83 (51.7%) agreed job security & safety can bring Job satisfaction on organizational productivity in Ondo state water corporation, 148 (86%) agreed that opportunities for elevation will bring about job satisfaction. 140 (81.4%) agreed that job autonomy will bring Job satisfaction on organizational productivity in Ondo state water corporation, 156 (90.7%) agreed that good working conditions serve as way for job satisfaction, 172 (100%) agreed that relationship with supervisor and nature of the work Job satisfaction on organizational productivity in Ondo state water corporation and finally 162 (94.2%) agreed that Job satisfaction on organizational productivity in Ondo state water corporation.

Table 7: Influence of Job Safety and Security on Organizational Productivity in Ondo State Water Corporation

S/N	Responses	Yes	No	Mean (X)	SD
1	Improves Effectiveness & Efficiency	155 (90.1%)	17 (9.9%)	.85	.895
2	Boost Employees' Morale	142 (82.6%)	30 (17.4%)	.43	.854
3	Reduce Labour Turnover	172 (100%)	-	1.0	.000
4	Improves Quality Decision Making	172 (100%)	-	1.0	.000
5	Increases Innovative & Creativity	172 (100%)	-	1.0	.000
6	Enhance Team Spirit	172 (100%)	-	1.0	.000
7	Reduce Resource Wastage	172 (100%)	-	1.0	.000
8	Foster Organizational Productivity	172 (100%)	-	1.0	.000
9	Increases Employees' Commitment	147 (85.5%)	25 (14.5%)	.32	.784
10	Improves Workplace Harmony	142 (82.6%)	30 (17.4%)	.67	.965

Source: Fieldwork, 2025

The influence of job safety and security on organizational productivity in Ondo state Water Corporation has been stated above alongside with responses from staff with mean (X) and standard deviation (SD). 155 (90.1%) agreed that improves effectiveness & efficiency can bring Influence of Job Safety and Security on organizational productivity in Ondo State Water corporation, 142 (82.6%) agreed that boost employees' morale that Job safety and security on organizational productivity in Ondo State water corporation, 172 (100%) agreed that reduce labour turnover, improves quality decision making, increases innovative & creativity, enhance team spirit, reduce resource wastage and foster organizational productivity can bring about job safety and security on organizational productivity in Ondo state water corporation, 147 (85.5%) agreed that increases employees' commitment can Job Safety and Security on Organizational Productivity in Ondo State Water Corporation and finally 142 (82.6%) agreed that improves workplace harmony can bring job safety and security on organizational productivity in Ondo State Water Corporation while 30 (17.4%) disagreed with the statement.

Table 8: The Effect of Promotion on Organizational Productivity in Ondo State Water Corporation

S/N	Responses	Yes	No	Mean (X)	SD
1	Increased Productivity/Profitability	147 (85.5%)	25 (14.5%)	.82	.404
2	Boost Employees' Loyalty	150 (87.2%)	22 (12.8%)	.72	.434
3	Reduction of Employees' Turnover	151 (87.8%)	21 (12.2%)	.49	.501
4	Motivational Factor	146 (15.1%)	26 (15.1%)	.81	.348
5	Enhanced Resources Management	151 (87.8%)	21 (12.2%)	.91	.291
6	Optimal Self-Improvement	153 (89.0%)	19 (11.0%)	.81	.390
7	Improves Leadership Skills	132 (76.8%)	40 (23.2%)	.99	.108
8	Reduction of Industrial Disputes	138 (80.2%)	34 (19.8%)	.70	.435
9	Precursor for High Performance	148 (86.0%)	24 (14.0%)	.72	.972
10	Enhance Equity & Fairness	116 (67.4%)	56 (32.6%)	.94	.235

Source: Fieldwork, 2025

The effect of promotion on organizational productivity in Ondo State Water Corporation has been stated above alongside with responses from staff with mean (X) and standard deviation (SD). 147 (85.5%) agreed that increased productivity/profitability can promote organizational productivity in Ondo State Water Corporation, 150 (87.2%) agreed that boost employees' loyalty can bring promotion on organizational productivity in Ondo State Water Corporation, 151 (87.8%) agreed that reduction of employees' turnover can bring promotion on organizational productivity in Ondo State Water Corporation, 146 (15.1%) agreed that motivational factor can improve can bring promotion on organizational productivity in Ondo state water corporation, 151 (87.8%) agreed that enhanced resources management can bring promotion on organizational productivity in Ondo state water corporation, 153 (89.0%) agreed that optimal self-improvement can bring can bring promotion on organizational productivity in Ondo State Water Corporation, 132 (76.8%) agreed that improves leadership skills can promote organizational productivity in Ondo State Water Corporation. 148 (86.0%) agreed that precursor for high performance can bring promotion on organizational productivity in Ondo State Water Corporation and 116 (67.4%) agreed that enhance equity & fairness serve as a promotional mean on organizational productivity at Ondo State Water Corporation.

Test of Hypotheses

H₀₁: There is no relationship between job satisfaction and organizational productivity in Ondo State Water Corporation

Table 9: Chi-Square Tests for Hypothesis One

	Value	Df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)
Pearson Chi-Square	10.425 ^a	1	.515	
Continuity Correction ^b	.000	1	1.000	
Likelihood Ratio	.808	1	.369	
Fisher's Exact Test				0.010
Linear-by-Linear Association	.422	1	.516	
N of Valid Cases	172			

Source: Fieldwork, 2025

As shown in Table 9, a chi-square technique of independence was performed to investigate relationship between job satisfaction and organizational productivity in Ondo State Water Corporation. The table exposed that the relationship between job satisfaction and organisational performance was significant since calculated χ^2 (10.425) was greater than the critical χ^2 (3.84) at the 0.05 level of significance ($\chi^2 = 10.425$, $df=1$, $p<0.05$). This implies that there is a significant predication of various factors identified on the effect job satisfaction and organizational productivity, hence the null hypothesis was rejected.

H₀₂: There is no significant relationship between Job safety and security and organizational productivity in Ondo State Water Corporation.

Table 10: Chi-Square Tests for Hypothesis Two

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.865 ^a	1	.352
Continuity Correction ^b	.087	1	.768
Likelihood Ratio	1.592	1	.207
Fisher's Exact Test			
Linear-by-Linear Association	.860	1	.354
N of Valid Cases	172		

Source: Fieldwork, 2025

As shown in Table 10, a chi-square technique of independence was performed to investigate Job safety and security and organizational productivity in Ondo State Water Corporation. The table exposed that the relationship between job safety and security and organizational productivity was significant since calculated χ^2 (10.865) was greater than the critical χ^2 (3.84) at the 0.05 level of significance ($\chi^2 = 10.865$, $df=1$, $p<0.05$). This implies that there is a significant predication of

various factors job safety and security and organizational productivity, hence the null hypothesis was rejected.

H₀₃: There is no relationship between promotion and organizational productivity in Ondo State Water Corporation

Table 11: Chi-Square Tests for Hypothesis Three

	Value	Df	Exact Sig. (2-sided)
Pearson Chi-Square	11.634 ^a	1	
Continuity Correction ^b	.644	1	
Likelihood Ratio	2.967	1	
Fisher's Exact Test			.004
Linear-by-Linear Association	1.625	1	
N of Valid Cases	172		

Source: Fieldwork, 2025

As shown in Table 11, a chi-square technique of independence was performed to investigate relationship between promotions on organizational productivity. The table exposed that the relationship between promotions on organizational productivity was significant since calculated χ^2 (11.634) was greater than the critical χ^2 (3.84) at the 0.05 level of significance ($\chi^2 = 11.634$, $df=1$, $p<05$). This implies that there is a significant predication of various factors promotions on organizational productivity, hence the null hypothesis was rejected.

DISCUSSION OF FINDINGS

The extent of the relationship between job satisfaction and performance has been basically evaluated in different organizational settings. From the hypothesis one the relationship between job satisfaction and organisational performance was significant since calculated χ^2 (10.425) was greater than the critical χ^2 (3.84) at the 0.05 level of significance ($\chi^2 = 10.425$, $df=1$, $p<05$). This implies that there is a significant predication of various factors identified on the effect job satisfaction and organizational productivity, hence the null hypothesis was rejected.

From the hypothesis two the relationship between job safety and security and organizational productivity was significant since calculated χ^2 (10.865) was greater than the critical χ^2 (3.84) at the 0.05 level of significance ($\chi^2 = 10.865$, $df=1$, $p<05$). This implies that there is a significant predication of various factors job safety and security and organizational productivity, hence the null hypothesis was rejected.

From the hypothesis three, the relationship between promotions on organizational productivity was significant since calculated χ^2 (11.634) was greater than the critical χ^2 (3.84) at the 0.05 level of significance ($\chi^2 = 11.634$, $df=1$, $p<05$). This implies that there is a significant predication of various factors promotions on organizational productivity, hence the null hypothesis was rejected.

CONCLUSION AND RECOMMENDATIONS

The findings of this research prove that job satisfaction highly associate with organizational commitment in the studied organizations. It is a fact that employee satisfaction is the most important problem in the company. It's a multi- factorial construction. Employee happiness comprises fundamental elements, energy elements. Basic factors are the minimum criteria which trigger dissatisfaction. Excitement factors improve employee happiness and success factors result in excitement only when success is large. Employee happiness is directly tied to efficiency, which is then tied to company profitability. Employee happiness has a positive effect on corporate efficiency. In comparison, business profitability has fair non-recursive impact on the productivity of workers. Employee happiness plays a major role in maximizing the firm's sustainability and increasing the organizational efficiency of companies and the quality of goods and services. There is an essential partnership between employee and organization. The employee association partnership plays a significant role in the success of each organization. There is a need for innovations. Managers are supposed to establish a job relationship in which actions and decisions can support the interests of the company.

Conclusion

The study aimed to investigate the relationship between job satisfaction and employee productivity in the public sector of Nigeria using the Ondo State Water Corporation as a study. The study thus, determined the job satisfaction and productivity levels of the employees to be very satisfactory. It can be concluded from the study that facets of job satisfaction such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of work significantly affect the level of job satisfaction among employees of Ondo State Water Corporation. More so, the employees are significantly productivity. Furthermore, it was found that there is a very weak but insignificant relationship between job satisfaction and employee productivity in the Ondo state Water Corporation. This suggests that job satisfaction is not a contributor to the employee productivity in the public sector of Nigeria. This further indicates that the institution does not cue her plans towards satisfying the need of the employee. Employees indicate that most of the components of job satisfaction are met by most organizations, resulting in high levels of job satisfaction. As a result, telecoms companies have a high level of employee satisfaction. The study does, however, reveal that work satisfaction has a favourable impact on company success. Job satisfaction is high in telecommunications companies, and it has a significant impact on the company's performance.

Recommendations

- i. In the light of above result, it is recommended that in order enhance the employee productivity in Ondo state Water Corporation, the government should focus on all facts of job satisfaction. The government should consider all factors like promotion, working

- condition, co-workers and nature of the work which have significant impact on the job satisfaction level as proved in this study.
- ii. it is recommended among other measure that the management Ondo state water corporation need to improve the system of communication with their employee; should create a motivating climate to increase productivity and clear reward system to all members of the organisation; since work environment is the key determinant of job satisfaction, emphasis should be on how to improve the work environment, making it more conducive to employees in providing loans and other scheme that uphold and sustain employees` commitment and dedication to their jobs. Lastly, management should clearly set structures and work system as to achieve goals and objectives. This way, the job satisfaction level could be marched with reasonable level of employee productivity.
 - iii. The study also recommend that advancement opportunity in career progression and professional development such as in house training should be encouraged to improve quality service and delivery and also practice of job development and job enrichment in the work place.

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