

Effect of Workplace Satisfaction on Employee Performance: Case Study of Federal Capital Development Authority Abuja

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Abstract. Workers who are unhappy with their jobs may intentionally cut back on their dedication. Because workers are an organisation's engine room, their job discontent can also negatively impact the company's functioning. Federal Capital Development Authority Abuja is used as a case study to explore the relationship between worker performance and job happiness. Data was acquired from primary and secondary sources for the previously described rationale. The participants were given 400 questionnaires, and 320 were successfully returned. The research analysis was built around these findings. Ordinary least square regression was the statistical technique used to analyse the data. This study also used broad observations and in-person interviews as information sources. The study's findings demonstrated a linear relationship between job satisfaction (type of work, job reward, and job security) and employee morale, a performance proxy for workers. According to the letter, workers are dissatisfied with the conditions under which the company employs them. The study recommended that the organisation's management create adequate working conditions to boost employee morale.

Keywords: FCDA; Job; Satisfaction; Questionnaire; Employee; Workplace.

INTRODUCTION

Job fulfilment is commonly understood to be a way of thinking about one's work, a passionate or emotional reaction to different aspects of one's work. Individuals who experience high levels of job fulfilment tend to have positive attitudes towards their employment, whereas those who ex-

perience low levels have negative attitudes towards it. Workers' perception of how well their employment provides those elements that they deem essential determines their level of work fulfilment. The reintegration of influences produced by an individual's judgment of fulfilling his requirements to his work and the encompassing is also known as work fulfilment.

Moreover, job satisfaction relates to many intricate emotions, dispositions, and thoughts. There are many ways to identify if a representative is satisfied or dissatisfied with their work, but there is no one correct technique to gauge work fulfilment. A survey can gauge an employee's level of work fulfilment. This method evaluates an employee's level of fulfilment using a variety of metrics or aspects of their work, and the total of all fulfilment scores is used to determine overall work fulfilment. Work fulfilment can be affected by almost every aspect of one's career, and a few factors influence work contentment.

By reviewing the metrics of work fulfilment, the primary ones – pay, the task itself, advancements, supervision, workgroup, and working conditions – can be summed up.

Furthermore, a crucial administrative suggestion regarding work fulfilment is that employees will perform better if the work fulfilment is high. However, there will be problems with execution if the work completion is mood-related. It is essential to divide the analysis into a collection of components when examining the outcomes of work fulfilment. Efficiency, attrition, absenteeism, and other effects (accidents, complaints, physical and mental health) are among them.

The main goals of compensation plans are to attract competent people who can help the company stay connected, which will keep employees coming to work, and to influence employees to perform at a high level. Even if the organisation provides the rewards, the individual evaluates them to the extent that they achieve a certain level of contentment if the awards are fair and satisfying.

Furthermore, their recognition, values, and manner greatly influence how a representative performs their job. So many variables are at play that it is almost impossible to sort them out. Execution is a person's capacity, expertise, and effort in each situation. Employee aptitudes and capacities are relatively stable in the short term. As a result, the analyst describes the execution in terms of effort extended to a worker's work for consideration.

Exertion is an individual's inner drive that prompts them to work quickly when their requirements are addressed, and they feel fulfilled. In other words, they connect to their work and strive for excellence, but more significant effort leads to better performances.

For an organisation, being productive and efficient to reach a high degree of execution has always been crucial. To do that, highly fulfilled job constraints are a must, but when workers are not happy with their work, they may intentionally lower their level of dedication. Employee dissatisfaction with the nature of their employment also seems to be a risk to the organisation's overall effectiveness since people are the organisation's engine. Employee performance may worsen when they have a mood resolve toward their work, which is more likely to occur among disgruntled personnel.

Furthermore, when workers of FCDA feel their advancement is long past due and nothing has been done about it by the administration, feel abused by their organisation or feel their pay is not commensurate with their work, they get disappointed with the work, and this will have antagonistic impacts on the employees' execution.

Also, when representatives of the organisation are not evident around the work depiction, assembly up with the organisational destinations and objectives becomes a challenge. When representatives cannot meet the organisational goals and objectives, they get disappointed with the work. In this respect, they seriously consider the effect of work fulfilment on employees' execution in Federal Capital Development Authority Abuja.

Research Questions

While carrying out this investigation, the following queries are put forth:

How does work satisfaction affect the morale of employees?

What effect does job satisfaction have on workers' dedication?

How does job satisfaction affect workers' productivity?

Objectives of the Study. The main objective of this research is to examine, using the Federal Capital Development Authority Abuja as a case study, the relationship between job satisfaction and employee performance. The specific objectives are to:

1. Assess how job satisfaction affects workers' morale.
2. Assess the influence of job satisfaction on workers' dedication.
3. Assess how job happiness affects workers' output

A hypothesis is a claim that needs to be validated or refuted. In this instance, the hypothesis is expressed in null and alternate forms.

H₀: There is no discernible relationship between job satisfaction and staff morale

H₁: The morale of employees is significantly impacted by job satisfaction

The benefits that come along with a study determine its relevance. Consequently, the significance of this work is highlighted by the following:

1. The study will significantly expand our understanding of work fulfilment in Nigeria and add to the corpus of knowledge already available in academia.
2. The research also guides future analysts in related fields of study. The study is too crucial for employees of FCDA firms who need information about work fulfilment. The study would also help manage FCDA, especially regarding how it presents and approaches work details.
3. As a reference point for further investigative inquiry, The report will benefit other businesses, banks, offices, schools, parastatals, and other interested parties. It offers reference materials to students who wish to conduct a comparative study.

This study used the Federal Capital Development Authority Abuja as a case study to investigate the relationship between job satisfaction and performance. As a result, the study's scope is broadened to cover 2014–2022, which is adequate to assess the relationship between job satisfaction and performance.

While conducting the study, several constraints were faced. These constraints include:

Time: This is an inevitable factor in any exercise. It is the interval between two physical events. However, research of this nature requires enough time for full justification. Nevertheless, the researcher was compelled to work within the stipulated time for this research. Hence, this factor might have little or no effect on the research work since the researcher is equal to the task.

Researcher Labour: This implies the physical and mental effort put into the research by the researcher. The researcher was, however, restricted by specific stresses in the search for data from the sources (environmental stress, i.e., scorching sun and rain, energy exhaustion due to loss of strength at one point or the other).

However, the researcher absorbed the stresses and considered them to have little or no adverse effect on the research.

To ensure the precision and comprehension of this study and to avoid possible semantic difficulties, the following terms are at this moment defined:

Job Satisfaction: Job satisfaction is the level of contentment somebody has with their employment. The primary source of this feeling is a person's sense of joy.

Employees: The organisation's staff communicate with their employer for efficient performance.

Employee Morale: An employee's attitude and well-being at work is known as employee morale.

Employee Commitment: Workers are obligated to a goal or decide on it, irrespective of its source, having faith in it and a desire to realise it.

Employee Output: Employee output is the amount of energy, work, goods, or services produced by an individual in a period.

Performance: described as the completion of a task following predetermined, recognised standards for cost, speed, accuracy, and completeness.

Literature review

This chapter establishes the state of existing literature by identifying the authors' key contributions. However, it is deemed fit to establish the extent of the work by others to establish the latest discussion on the subject matter.

Concept of Job Satisfaction. As various scholars interpret it, "job satisfaction" is unexpected. For instance, work satisfaction was defined by [1] as an emotion that might influence one's obligations and tasks in either a favourable or unfavourable way. They added that there is no one technique to please every employee at work, which makes it crucial to comprehend the idea of work satisfaction. Job satisfaction can also be defined as an employee's enthusiastic reaction to a variety of work-related elements, such as joy, comfort, security, rewards, personal development, and other favourable opportunities, such as upward mobility, recognition, and evaluation conducted on a justifiable design with monetary value as compensation.

It was viewed as a positive attitude toward one's work by [1]. Authors [2] define this concept as a

combination of feelings and beliefs, including the emotional, mental, and physical domains. The following summarises the definition [3]: an employee's standard, deeply felt assessment of themselves within the framework of their work is known as job satisfaction.

According to [4], job satisfaction is an employee's feeling for their work after accounting for their expectations and actual experiences. When it comes to a particular task, a worker with low desires might be more satisfied than one with high desires.

Authors [2] stated it was a constructive perspective on one's work. Authors [2] describe This idea as a blend of beliefs and feelings from the emotional, mental, and physical realms. The definition provided by [3] is summarised as follows: Job satisfaction is an employee's collective, deeply felt evaluation of themselves to their work environment.

Authors [4] define job satisfaction as an employee's attitude toward their work after considering their expectations and authentic experiences. A worker with low desires may be happier than one with solid desires regarding a given task.

Representatives also have ideas and objectives and are happy to work toward them if it helps them achieve them. The author [7] described work fulfilment as feelings associated with one's employment. Authors [8] defined "feelings or affective responses to features of the situation" as job satisfaction. The author [9] compares these emotions to optional occupations and claims the discrepancy between expectations and actuality causes them. Authors [10] defined work satisfaction as the degree to which professionals are content with their jobs.

Some academics say the Job Expressive File (JDI) is the most excellent tool for estimating work happiness. Since the late 1990s, this device has been the subject of much investigation and has proven to be a substantial, reliable, and viable gadget. Vroom acknowledged the JDI as one of the more carefully constructed job satisfaction indicators. The JDI had the following statistical pairings: male versus female, hourly versus salaried, and administration versus non-management. The JDI's longevity and continuous improvement since the 1950s have strengthened its reliability and validity.

Writing revealed that the 1990s saw the use of the updated JDI to examine the relationships be-

tween work satisfaction and gender. In this study, 480 state government representatives participated; 326 were women, and 154 were men. This study found that, aside from compensation, males were more satisfied with their jobs across the board. In terms of satisfaction, women lagged in every category.

Concept of Employee Performance

According to [12], an employee's effectiveness is assessed based on how well they accomplish the tasks or duties that make up their job. This description was in line with the definition given by the Business Dictionary, which says that a worker's performance is assessed according to pre-established criteria for precision, thoroughness, speed, and fetches. Directors ensure that representatives engage in work-related activities and contribute to the company's objectives. To provide support, guarantee employee assurance, and satiate wants. This preparation necessitates knowledge of the stated workouts and yields, monitoring their occurrence, and feedback [12].

Employee execution, however, is correlated with efficiency, which translates to yield quantity, quality, opportuneness, proximity or involvement on the job, assurance at work, productivity of the completed work, and sufficiency of the completed work [13]. It is the benchmark by which an individual completes a task or test. When managers or bosses see that an employee is performing well, they usually reward them with money and other advantages. While unnecessary, execution plays a significant role in future career advancement and success in the job market.

Tall entertainers grow more efficiently within a company and generally have more excellent career opportunities than moo entertainers; however, exceptions may exist [12].

According to [14], representative execution measures an employee's confidence in their ability to persuasively and productively carry out tasks generally agreed upon and assigned by the boss. According to [12], truancy, turnover, work satisfaction, and efficiency are the metrics used to evaluate execution. Furthermore, the authors agreed that it is necessary to distinguish between an activity (i.e., behavioural) perspective and a result angle when conceptualising an employee's execution [15].

The behavioural perspective refers to an individual's actions within the workplace. Furthermore, it is believed that an employee's execution consists of measurable and scalable tasks [15].

Moreover, factors other than an individual's behaviour also affect the execution result angles. Consider a teacher who teaches a culminating reading lesson (behavioural perspective of execution). Still, despite this, one or two of his students cannot improve their reading skills due to mental deficiencies (outcome angle of execution).

Consider a sales representative in the media transmission industry who, despite appearing to have unremarkable performance in the coordinated interaction with prospective customers (behavioural perspective of execution), manages to achieve high sales figures for mobile phones (result angle of execution) due to a widespread high demand for mobile phone equipment. It could be challenging to show the execution angle of an activity on a phone without considering the outcome angle. Since execution is defined as any activity that is, in fact, significant for achieving corporate goals, criteria are required to determine how well an individual's execution aligns with those goals. Therefore, emphasising execution as an activity does not fully resolve every problem.

The execution of employees refers to a person's capacity to carry out tasks that support the organisation's specialised centre [12]. Depending on the type of organisation, employees carry out different types of employment. Their main tasks include creation, capability, manufacturing, shipping, advertising, procurement, distribution, trade promotion, accounting, human resources, research, and building relationships. Reaching the goals is connected to each of these activities. For the representatives to do their jobs as effectively as possible, they must be carried out by them legally.

Factors Responsible for Employees' Job Satisfaction

According to [16], several factors, including pay, culture, an intriguing work environment, rewards, mood, regard, belief, job stability, and so on, can affect an employee's level of work satisfaction in a company.

When workers spend many waking hours at work, money can sometimes be the primary source of job happiness. As a result, they need

more money than they need to be satisfied. Representatives will be glad to show up each day to contribute to the company's exceptional success since it will use their strengths, engage them in challenging projects, advertise motives, and create a neighbourly and aware environment with mood and wonderful remuneration.

Culture: Employees are likelier to be happy when they get along with their co-workers and find something in common with their superiors. Representatives are typically happier when they interact with co-workers and build personal relationships. The degree to which representatives get along with their coordinating administrators is also correlated with work happiness. Small business owners and contract supervisors should look for candidates who share the same values and preferences as their current employees and choose individuals who will successfully integrate into the company's current culture.

Exciting Work: According to a Human Resource Administration article, workers are happiest when they approach their work curiously. Possessing a certain amount of independence enables experts to formulate their claims, issues and find solutions to obstacles, leading to a more fulfilling work engagement. Difficulties and variations in the daily grind also pique curiosity. Even while the nature of the jobs may not often result in a varied workday, successful directors should look for methods to increase the challenges for experts and change their regular routines to offer them more responsibility.

Rewards: money does not hurt, even though it might not always be the main factor in a worker's job satisfaction. Motivating factors that include periodic wage increases and prizes might aid workers in overcoming depressed moods toward other, less enjoyable aspects of their jobs. Experts typically feel happier in their careers when rewarded for a well-done job. Gaining better office space, getting a few extra paid vacation days, and other benefits are examples of incentives that can significantly increase employees' job happiness.

Low Stress: Workers who experience constant pressure to perform well at work may become irritable and tired, experience migraines, mishandle substances, and have elevated blood pressure. According to Helpguide.org, employees are more satisfied with their jobs when they work in a stress-free atmosphere where they feel valued and don't have to worry about losing their jobs if they make a mistake. Workers can employ

self-care practices, including maintaining a healthy diet, eliminating evil thoughts, and resolving conflicts as they arise.

Respect and Trust: According to [13], representatives treat every employee with awareness as the most critical factor in determining their work satisfaction. Workers also showed that an essential component of their level of satisfaction was their belief in senior administration and themselves.

Job Security: Businesses can provide employees with a sense of security by being open and honest about the health and long-term viability of the business. If you have ever had to worry about your job security every day when you report to work, you know how extremely stressful this can be.

However, some disagree, linking job happiness with the quality of work [17, 18]. Though renunciation seemed more common in disappointed workers, some researchers suggested that the relationship between efficiency and satisfaction revolved around bliss [19]. Satisfied representatives tended to be more solid when appearing at work than disappointed representatives. The decision of an employee to split up or terminate their employment (i.e., intentional turnover) eventually affected an organisation's ability to maintain consistency in efficiency and cohesion within working units, increased the need for organisations to replenish diminishing information pools, and ultimately negatively impacted the organisation's reputation [20].

Subsequent insights on the subsequent waste of skilled and knowledgeable specialists included persistent nursing and administrative deficiencies [21], a severely low budgetary charge of well-being for restorative offices standing to lose 50% of Medicare & Medicaid salary, and doctor deficiencies expected to reach 20% of the workforce.

The Conference Board Shopper Investigate Centre's Lynn Franco claims that there has been a significant decline in work satisfaction that can be broken down by age and income level. One-fourth of the 5,000 families in the study were suggested to be those who showed up for work to receive their paychecks. In 1995, the percentage of respondents who were content with their employment was above 60%; now, just 50% expressed this level of pleasure. According to the TCB survey, the group with the most minor decline in job satisfaction was 65 and older, which

included the most significant proportion of baby boomers who intended to leave the workforce.

Contrary to the commonly held belief that this group was highly dissatisfied with their jobs because of increased demands for efficiency and innovative pushes, the survey confirmed that they felt more at ease – possibly because they knew the company so well.

Theoretical Framework of the Study

Like inspiration theories, job satisfaction theories have progressed. Substance theories of motivation, as previously said, ignored identity differences in favour of similar needs for human beings. Authors [22] state that situational evidence suggests that work factors determine job satisfaction and that everyone experiences the same level of pleasure from a specific job.

According to the Dispositional Theory, an individual's degree of job satisfaction is determined by their traits rather than by the nature of the employment itself. Considerations that support dispositional show frequently make use of five identity variables. As authors [23] state, the centre self-evaluation narrows the focus of dispositional theory. Self-efficacy, locus of control, neuroticism, and self-esteem are the four constricted central self-evaluations [22].

Two-Factor Idea: According to this idea, there are two categories below which human needs fall. The creature's basic needs, like its physiological requirements, fall under the first category, and higher-level demands, like development, fall under the second. Cleaning variables are the angles of the task related to the needs category at the beginning, and spark factors are the angles related to the needs category at the time.

Job Characteristic Theory: Authors [24] present their theory of job characteristics and elucidate five primary measures of work that give rise to three mental states in some individual and career outcomes: expertise assortment, which measures the extent to which a job requires a different set of assignments; assignment personality, which measures the extent to which a work involves finishing a whole work from beginning to end; task significance, which measures the extent to which a job is essential to the lives of other individuals in society or the organisation; independence, which measures the extent to which a job allows the worker to plan and choose how to execute it; and input, which measures the extent to which a work results in receiving feedback.

Every organisation strives to create a happy work environment to maintain the organisation's health. In any event, the effectiveness of an organisation's execution hinges on how well each employee performs. In this way, every organisation heavily depends on the performance of each employee to increase overall organisational efficiency. Employee effort is crucial in determining how well an individual will be executed. Employees are motivated to put in more effort to accomplish their jobs when they feel almost fulfilled.

METHODOLOGY

Research is the preparation of dependable solutions to issues through an arranged and precise collection, investigation, and elucidation of information. This chapter will allow a nitty-gritty account of the strategy of the inquiry utilised, examining method, information collection strategy, populace measure, examining estimate, sources of information collection, defence of the strategy utilised, unwavering quality and legitimacy of the information.

This study made use of the overview research strategy. The overview inquiry regarding the plan was used to help the researcher draw more firm findings about job satisfaction and its impact on employee performance. Because of the population features and the agent nature of the population test for the study, the study inquiries about the adopted plan become basic.

The population comprises potential components, subjects, or perceptions about the wonder of interest to the analyst. That is, the subjects or components that comprise the population are personal. Because of this thought, the people hired employees from the Federal Capital Development Authority Abuja. As a result, the estimated population for this consideration is 1500.

Sampling Size and Sampling Techniques. A particular subset of the population is called a sample. The examining strategy is the method used to choose tests from a population. The company used the stratified arbitrary testing method to determine its employees; respondents were split into discrete groups, and tests were randomly selected from each group. This method controls every aspect of the test, increasing the likelihood of being selected while minimising inclination.

The top managers, centre directors, supervisors, and junior specialists are among the strata in this

case. To complete and submit the survey, 400 representatives were selected for the study. Test measure assurance technique was used to calculate the test estimate.

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

where n – sample size; N – population size; 1 – constant; e – margin of safety or error margin.

$$\frac{1500}{1+1500(0.05)^2} = \frac{1500}{1+1500(0.0025)} = \frac{1500}{1+3.75} = \frac{1500}{4.75} = 316$$

Sources of Data Collection. Both primary and secondary data were utilised to carry out this research. It must be expressed that the analyst depended more on primary than secondary data. Hence, The analyst relies significantly on this source (primary data) to investigate the data, test the suspicion and make conclusions and recommendations.

Primary data for the investigation were collected utilising questionnaires given to the bank's clients. Follow-up interviews were employed to assist clarification and request more data from the organisation's employees beneath the study. The surveys were managed by and by, but in a few cases, it became essential to utilise staff in the bank for the distribution.

Certain critical bank administrators, moreover, allowed the analyst interviews. A parcel of data was assembled from this source.

Methods of Data Collection Questionnaire. The survey instrument is a structured format that combines questions intended to elicit respondents' assumptions and perspectives on the core research areas under consideration. The questions are vital for inquiring about the study's topic.

The planned survey was used as the basis for this investigation to gather all the necessary information to complete the work effectively. The instrument is used to elicit conclusions and perspectives from respondents. Respondents can provide more considered conclusions and more suitable data; respondents can review their data after recently filling out the questionnaire.

Methods of Data Analysis. According to this study, the predominant strategy used in information assessment is the graphic approach. In summary,

the material was examined using the overview technique and a stratified arbitrary determination of responders.

The descriptive technique for data analysis has been augmented using a few factual variables, such as tables, introductory rate, and relapse. Relapse is one of the most common and widely used methodologies for data analysis. However, this is generally used to determine whether one variable is subservient to another or a combination of other factors and to test the study's theories. The demonstration is defined as follows:

According to this survey, pictorial is the most employed strategy for assessing information. In summary, the content was reviewed utilising the overview technique and a stratified random selection of respondents.

The descriptive technique for data analysis has been supplemented with a few factual factors, including tables, introductory rate, and relapse. Relapse is a popular and commonly used methodology for data analysis. However, this is typically used to assess whether one variable is subordinate to another or a combination of other factors and to test the study's theories.

The demonstration is defined as the following:

$$EM = \alpha + \beta_1 NJ + \beta_2 JR + \beta_3 JS + \mu \quad (2)$$

where EM – Employee Morale; α – denotes the intercept; β_1 represents the independent variable; μ – Error term; NJ – Nature of the job; J.R. – stands for Job Reward, and J.S. for Job Security.

Nonetheless, all the analyses are done using the E view statistical software package, which is used to analyse statistical tests.

Validity and Reliability of Data. Conceptually speaking, reliability is the degree to which a research instrument produces consistent results, whereas validity is the degree to which research instruments measure what they are supposed to test. Management and psychology experts validated the validity of the measure.

RESULTS AND DISCUSSION

The questionnaire aimed to study the relationship between work happiness and output at the Federal Capital Development Authority in Abuja. To guarantee demographic representation, the

sample comprised employees from all departments within the organisation (Table 1).

Table 1 – Response Rate

Categories of Employees	Distributed	Returned	Not Returned	Valid (%)
Top managers	12	9	3	4.11
Middle managers	20	11	9	5.20
Supervisors	30	20	10	6.23
Junior Workers	338	280	58	74.34
Total	400	320	80	89.88

Table 1 shows the survey return percentage for participants in the organisation's four worker groups. Four hundred copies of the survey were distributed to firm workers. The rate of return appears to be as follows. Nine respondents addressed finest supervisors at a significant rate of 4.11 %, 15 spoke about centre directors at a substantial rate of 5.20%, 20 spoke about administrators at a considerable rate of 6.23%, and 280 spoke about junior labourers at a significant rate of 74.34%. Adding these figures appears to yield an 89.88% population-representative reaction rate.

Table 2 – Educational Qualification of Respondents

Qualification	Frequency	%
O' Level	158	49.38
OND/NCE	106	33.13
First Degree	40	12.5
Graduate (MS/MBA)	10	3.13
Doctorate	6	1.86
Total	320	100

Table 2 displays the instructive capacities of the company's responders. According to the table above, most of the respondents, 158, represent 49.38% of the total number of respondents; 106 represent 33.13% of the total number of respondents; 40 represent 12.5% of the total number of respondents; 10 represent 3.13% of the total number of respondents; and 6 represent 1.86% of the total number of respondents as Doctorate Degree certificate holders. Most staff appear to be O' Level and OND/NCE certificate holders, often junior labourers and non-skilled in their field.

Table 3 – Departmental Composition of Respondents'

Department	Frequency	%
Finance/Accounting	19	6.9
Engineering/URP	135	42.19
Personnel	30	9.38
Technical	76	23.75
Human Resources / Management	60	17.78
Total	320	100

Table 3 displays the departmental breakdown of the company's responders. According to the table above, most respondents (135) work in the Production department, 76 work in the technical department, 60 work in the HR department, 30 work in the Personnel department, and 19 work in the Finance department. This demonstrates that respondents from the many areas of the organisation were adequately represented in the study, as conflict must be managed in all departments when it happens.

Table 4 – Working Experience of Respondents'

Working experience	Frequency	%
Less than 3 years	45	14
Between 3 & 8 years	78	24
Between 8 & 15 years	85	27
Above 15 years	112	35
Total	320	100

Table 4 reveals that 112 respondents have been with the company for over fifteen years, 85 for 8 to 15 years, 78 for 3 to 8 years, and 38 for less than two years. This illustrates that most of the company's employees have witnessed further disagreements and how the organisation has handled these conflicts.

Table 5 – Does the Organisation Promote Staff as When Due?

Response	Frequency	%
Yes	50	15.62
No	270	84.38
Total	320	100

Table 5 shows that while 50 respondents, or 15.62% of the total respondents, agreed with the organisation's decision to promote personnel as needed, 270 respondents, or 84.38%, disagreed. This indicates that most respondents disap-

proved of the company's practice of not promoting employees when appropriate.

Table 6 – Does the Nature of Employees' Job Commensurate With their Pay?

Response	Frequency	%
Yes	95	29.69
No	225	70.31
Total	320	100

Table 6 demonstrates that whilst 95 respondents (29.69%) agreed, most respondents, 225 (70.31%), disagreed that the nature of the employee's employment was comparable with their salary. This indicates that most respondents did not think an employee's pay was commensurate with the nature of their work.

Table 7 – Employees are dissatisfied with the Working Conditions of the Organization

Response	Frequency	%
Strongly Agree	32	10
Agree	51	16
Undecided	64	20
Disagree	80	25
Strongly Disagree	93	29
Total	320	100

According to Table 7, 83 respondents (or 26% of the sample) agreed that workers are not happy with their working circumstances at the company, 64 respondents (20%) were unsure, and 80 and 93 respondents (25% and 29% of the sample, respectively) disagreed and strongly disagreed. This indicates that most respondents disagreed with the claim that workers are unhappy with their working conditions at the company.

Table 8 – Is fulfilling employees' needs regarding their work and the surrounding environment satisfactory?

Response	Frequency	%
Strongly Agree	38	12
Agree	80	25
Undecided	64	20
Disagree	64	20
Strongly Disagree	74	23
Total	320	100

According to Table 8, 118 participants (37%) agreed that employees' demands about their work and surroundings are met to a satisfactory degree; 64 participants (20%) expressed indecision, while 64 and 74 participants (26% and 23%), disagreed and severely disagreed, respectively. This shows that most respondents did not think that employees' needs regarding their work and surroundings were being satisfied satisfactorily.

Table 9 – Are employees rewarded when their performance improves?

Response	Frequency	%
Yes	97	30.25
No	223	69.75
Total	320	100

Table 9 shows that while 97 respondents (30.25%) agreed that employees should be rewarded when their performance improves, most respondents (223/69.75%) disagreed. This shows that most respondents do not believe workers are paid more when their performance improves.

Table 10 – Has Employee Morale in the Organization Improved Over Time?

Response	Frequency	%
Yes	23	7.24
No	297	92.76
Total	320	100

Table 10 shows that while 23 respondents, or 7.24%, agreed that staff morale in the company had increased over time, most respondents, 297, or 92.76%, disagreed. This indicates that most staff did not think employee morale had improved.

Table 11 – The Organization Ensures that Employees are Committed to their Jobs?

Response	Frequency	%
Strongly Agree	96	30
Agree	150	47
Undecided	10	3
Disagree	38	12
Strongly Disagree	26	8
Total	320	100

Table 11 shows that, out of the total responses, 246 (or 77%) agreed that the organisation ensures that workers are dedicated to their work; 10 (or 3%) were unsure; and 26 or 38 (or 12% and 8%) disagreed and severely disagreed, respectively. Most respondents agreed that the company ensures workers are committed to their work.

Table 12 – Is the Organization's Job Description Very Simple and Clear?

Response	Frequency	%
Strongly Agree	38	12
Agree	58	18
Undecided	64	20
Disagree	86	27
Strongly Disagree	74	23
Total	320	100

Table 12 shows that 38 and 58 respondents, representing 12% and 18%, respectively, strongly agreed and agreed that the organisation's job description is elementary and straightforward; 64 respondents, representing 20%, were undecided; and 86 and 74 respondents, representing 27% and 23%, disagreed and strongly disagreed, respectively. This demonstrates that most respondents disagreed that the organisation's job description is clear and straightforward.

The e-view of the OLS Regression Result is presented in Table 13.

Table 13

Dependent Variable: E.M.				
Method: Least Squares				
Sample: 15				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
NJ	1.063118	0.430207	2.471175	0.2448
JR	0.287130	0.520773	0.551355	0.6792
JS	0.102346	0.118325	0.864958	0.5460
R ²	0.981995	Mean dependent var	71.40000	
Adjusted R-squared	0.927982	S.D. dependent var	21.03093	
S.E. of regression	5.643908	Akaike info criterion	6.289593	
Sum squared resid	31.85370	Schwarz criterion	5.977143	
Log-likelihood	-11.72398	Hannan-Quinn critter.	5.451009	
F-statistic	18.18048	Durbin-Watson stat	2.435211	
Prob(F-statistic)	0.170331			

According to the investigation, Federal Capital Development Authority Abuja uses nature of work (N.J.) and job reward (J.R.) coefficients to promote job satisfaction. These coefficients are significant and favourable for employee morale. This indicates that increasing job satisfaction through job security (J.S.) and the nature of the job (N.J.) improves employee morale.

Job reward (J.R.) had a t-statistic value of 0.55, which is greater than the standard error value of 0.52 and the p-statistic value of 0.67; job security (J.S.) had a t-statistic value of (0.86), which is less than the standard error value of 0.10 and less than the p-statistic value of 0.54. The nature of the job (N.J.) as a measure of job satisfaction had a t-statistic value of 2.47, more significant than the standard error value of 0.43 and the p-statistic value of 0.24.

The tested hypothesis results demonstrate evidence of a linear link between employee performance proxy, or morale, and job satisfaction (type of work, job reward, and job security). For this reason, we agree with the alternative hypothesis, which shows a strong correlation between staff morale and job satisfaction. According to Table 7, most respondents disagreed that workers are unhappy with their employers' working conditions. According to Table 8, most respondents did not think that employees' demands in relation to their workplace and surroundings were satisfactorily met. According to Table 9, most participants disapproved of the idea that workers receive bonuses for improving performance.

Table 10 demonstrates that most employees did not feel that the organisation's employee morale had increased over time. According to Table 11, most respondents concurred that the company ensures its workers are dedicated to their work.

CONCLUSIONS

The material studied shows a direct relationship between employees' execution intermediary – their resolve – and work fulfilment (kind of employment, pay, and security). For this reason, the ponder accepted the optional theory, which states a significant correlation between an em-

ployee's confidence and job contentment. Thus, Chapter One introduces the topic by providing background information on job satisfaction and representative execution in the FCDA sector. The chapter also discusses explaining problems, asking questions, formulating hypotheses, and seeking clarification on difficulties. The chapter also discusses the significance and range of the research.

The notions of job fulfilment, the reliable factors for determining an employee's work fulfilment and the importance of work fulfilment to managers and employees were thoroughly examined. The study asked about the strategy used by the analyst for the ponder, the population and inspecting strategy of the ponder, information gathering methods, the process for examining information, and the discussion of the legitimisation of techniques used.

Employees' answers reveal how unhappy they are with their working conditions at the company; furthermore, their reactions show that they are satisfied with the environment and their work; most employees of the company receive pay for performance advancements; employees' commitment to the company has increased; these conclusions are supported by the positive coefficient relationship between employee performance and work fulfilment, as well as the hypothesis that work fulfilment (nature of work, work compensate, and work security) has a significant influence on employees' resolve.

Employee responses show that while they are unhappy with the organisation's working circumstances, they are also pleased with how well the company attends to their demands regarding their work and overall experience. Workers' responses show that their resolve within the firm has progressed beyond extra minutes. The majority of the organisation's employees receive pay for their efforts, which aids in their advancement. Theorised work suggests that work fulfilment – which encompasses the nature of labour, compensation, and security – significantly impacts workers' resolve and that there is a positive association between work fulfilment and employee performance.

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