

## **Job Satisfaction Dimensions and Organisational Effectiveness of Selected Petroleum Marketing Companies in Lagos State, Nigeria**

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**ABSTRACT:** Organisational effectiveness is a means towards the attainment of organisational goals and the degree to which objectives are achieved. Organisations try to flourish and adapt to various challenges they encounter in today's competitive environment by improving their performance. The level of an organization's effectiveness could be attributed to how satisfied their employees are. This study therefore investigate the effect of job satisfaction dimensions on organisational effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. Survey research design was adopted for the study. The population of this study consist of the employees of the three selected petroleum marketing companies (Forte Oil Plc, Conoil Producing Plc and Total Nigeria) located in Lagos state, Nigeria. The population was 2725 employees, sample size used for the study is 438, using Raosoft sample size calculator. The stratified random sampling technique was employed. The study used an adapted questionnaire and the data gathered was analysed using descriptive statistics, multiple linear regression analysis, which was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23 software to test the hypotheses. Findings revealed that job satisfaction dimensions had a positive and significant effect on effectiveness ( $F(4,377) = 31.532$ ,  $Adj R^2 = 0.243$ ,  $p < 0.05$ ). The study concluded that job satisfaction contributes immensely towards effectiveness of selected petroleum marketing companies in Lagos state, Nigeria. The study recommended that the human resource management team of the selected petroleum marketing companies should necessitate proper job satisfaction to its employees as it leads to high level of organisational effectiveness.

**KEYWORDS:** Effectiveness, employee empowerment, fringe benefit, job satisfaction, job security, petroleum marketing companies and promotion.

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### **I. INTRODUCTION**

The accomplishment of the goals and objectives of business organisations worldwide has elicited concerns from professionals especially in the oil and gas sector of most economies. These concerns become debatable due to the increasingly vital role the oil sector plays in the global economy to engineer growth and development. This cursory observation is evident in area of how satisfied the employees are with their job, which affects the level of their effectiveness and the organisation as a whole. Other obstacles in the oil and gas sector of developed countries include the aspect of innovativeness, productivity and rise of green technologies like the electric car market etc. (Mojarad, Atashbari & Tantau, 2018). Job satisfaction is a frequently studied subject in work and organisational literature. This may be because many authors agree that employee job satisfaction patterns may affect labor market behaviour, influence work efficiency, effectiveness and work commitment, could cause staff absenteeism and personnel turnover (Olorunsola, 2010). Total global reported deal value declined in 2015 to just under US\$380 billion, a reduction of 17% compared with 2014. While the total number of oil and gas transactions declined by almost 33%. Just as the present proves, it is clear that the changes that took place in the global economy over the past few years have not passed without consequence in a country especially in organisations (Mojarad, Atashbari & Tantau, 2018). Industries have found themselves in a globalized world in recent years, a housing market in which expertise and information are irreplaceable components to succeed.

Organizations are increasingly recognizing the crucial role employees' job satisfaction plays in the effectiveness of organizations. This has to do with the inevitable roles human beings play in the realization of organizational goals (Agbionu, Ogadi & Agbasi, 2013). In Africa, several conditions have limited the petroleum marketing industry, contributing to issues that affect their output and effectiveness in general, e.g. lack of constant promotion, inadequate benefits, low employee empowerment and even the working environment. This

issue differs according to political interference, uncertainty and delays in passing laws, energy policies and regulations into law are stifling growth, development and investment in a number of countries around Africa. The National Oil Corp (NOC) reported Libya's total revenues for 2019 to be at a sum of \$22.495 billion, down by 8.4% from 2018's \$24.55bn. The Organisation of Petroleum Exporting Countries (OPEC) spare capacity at the end of 2017 was 2.1m bbls/d, almost half of the 4m bbls/d it had in 2010. The Africa oil and gas sector has been through a torrid few years in the wake of oil price crash (Price Waterhouse Coopers, 2013)

Petroleum marketing companies are facing challenges in carrying out their tasks and responsibilities. Some of these challenges are negatively affecting the development of organisations. According to the study of Abuhashesh, Al-Dmour and Masa`deh (2019), it is evident that lack of proper attention being shown to the dimensions of job satisfaction is responsible for various organisational problems. Their study revealed that when proper attention is being shown to the benefits, job security and promotion, the performance of the employees will increase. Lévy-Garboua, Montmarquette and Simonnet (2007) demonstrate that job satisfaction is an indicator of quits and non-attendance in like manner wages because people leave low-satisfaction jobs for high-satisfaction jobs. Increased militant attacks in the Niger Delta resulting in a substantial amount of onshore and shallow offshore output, and frequent declaration of force majeure by oil and gas companies in Nigeria. The Nigerian National Petroleum Corporation (NNPC) reported that Nigeria has lost \$7billion, over 700,000 borderline personality disorder to militancy and pipeline vandalism in the Niger Delta in 2016 alone (Eluozo, 2018). Managers and administrators have realized that having capable staff makes them have competitive advantage over other firms. Effective workforce makes an organisation not only survive but flourish (kumar & Arora, 2012). Studies on job satisfaction and performance has established the truth that job satisfaction provides input for better organizational effectiveness (Torlak & Kuzey, 2018). Some organisations especially in developing and developed nations of the world are yet to see the critical role the dimensions of job satisfaction plays in ensuring that organizations are effective in the performance of their duties. This study therefore examines the effect of job satisfaction dimensions (employee empowerment, fringe benefits, promotion and job security) on effectiveness of selected petroleum marketing companies in Lagos State, Nigeria.

### **1.1 Statement of Problem**

Employees are important asset in any organisation and employers have to ensure that their needs are met to allow for maximum performance and satisfied workforce. However, 40.9% of workers in Nigerian petroleum marketing sector reported having intention to quit the present workplace within 1 year due to lack of job satisfaction and motivation by majority of them, which is having a great negative effect on the effectiveness of the firms (Onuegbu, 2016). The financial report of Arдова Plc has also been declining overtime. The company had a profit sum of ₦4, 456,617 as at 2014 which progressed to ₦5, 794,055 the following year (2015). Their annual profit decline from ₦5, 794,055 to ₦2, 890,430 in year 2016. The year 2017 was good for the company but did not reflect on their annual profit for 2018 as it declined to ₦8, 344,406 (Forte Oil, 2019). Such inconsistency is evident based on the report provided by the company's annual report from 2014 to 2018. The employees of the company seem to be dissatisfied, as we can assume their dissatisfaction is causing them to be less effective to the organisation which in turn negatively affects the effectiveness of the organization. According to study of Zirra, Mambula and Anyatonwu (2019), a negative provision of employee benefit has resulted in employees' increased lack of interest to work, decreased morale and effectiveness.

## **II. LITERATURE REVIEW**

This section discusses job satisfaction dimensions (employee empowerment, fringe benefits, promotion, and job security) and organisational effectiveness.

### **2.1 Job Satisfaction**

Job satisfaction of the employee is as a result of situations, polices, factors, environment and conditions which are either favorable or unfavorable to him or her at the workplace. Job satisfaction is a positive attitude, sentiment, mind-set, inclination that individuals may have towards work or work related activities. Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organisation (Al-dalalmeh, Masa`deh, Abu-Khalaf, & Obeidat, 2018). Moreover, Cronley and Kim (2017) defined job satisfaction as a pleasurable emotional state that results from the achievement of job values. Each employee has different parameters for assessing job satisfaction that includes factors such as payment, salary, working hours, schedule, benefits, level of stress, delegation, promotion opportunities, age and flexibility etc. According to Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem (2013), job satisfaction of employees is quite an essential factor that affects organisational performance and therefore should be of major concern to businesses, implying that it is necessary to know how employees can be retained through their satisfaction in the workplace. They further explained that organisational aim and achievement depend on employee job satisfaction and therefore, it is indispensable for an organisation to exactly feel as to what employees feel, think, wish and

make strategies to increase satisfaction of employees, which in turn will enhance organisational effectiveness. Bakotić (2016) acknowledged that the number of studies focused on the connection between employee job satisfaction and organisational performance is much smaller in relation to the number of studies dealing with the relationship between employee job satisfaction and individual performance. Job satisfaction dimensions to be discussed are: employee empowerment, fringe benefits, promotion and job security.

Employee empowerment is granting employees a certain degree of sovereignty, self-determination and responsibility for decision making regarding their specific activities to the organisation. It allows decisions to be made at the lower levels of an organisation where employees have unique views of the issues and problems facing the organisation at certain levels (Rathore, 2015). People talk about employee empowerment in many different ways, but the basic theme remains: give your employees the means for making important decisions, and making those decisions the right ones. The results, when this process is done right, are heightened productivity and a better quality of work life (Ulutas, 2018). Employee empowerment is creating a working environment where an employee is allowed to make his own decisions in specific work-related situations. The decisions can be big or small, and the size and effect of the decision is up to the employer (Krolikowski, 2017).

Fringe benefits are used sometimes employers to attract and retain top talent in the workplace. Fringe benefits may include a company vehicle, dental and eye care, paid holidays, pension and retirement plans, housing allowance or free meals. Some fringe benefits are considered to be part of taxable income. Nisar and Siddiqui (2019) defined fringe benefit as any benefit provided or deemed to be provided by reason of an employment or office. Their study also provided examples of fringe benefits such as health protection benefit, recreation leave, annual leave, sick leave, maternity leave and flexible working hours. Fringe benefits includes benefits and services, being a part of wage and salary administration, include all expenditure incurred to benefit employees over and above regular wages and direct monetary incentives related to output (Zirra, Mambula and Anyatonwu (2019).

Promotion is an occurrence of labor transferred from a current position to a higher position or figure in terms of wages, responsibilities, rank or organisational levels as a reward to employees for good performance. According to Sikula (2000), technically, promotion within an organisation is a movement of one's position which involves either an increase of pay or an increase in status. Understanding of the above definition that technically promotion is a movement towards an organisation of one position of another that involves both wage and status increases. Promotion will provide an important role in every employee because the promotion means trust and recognition of the ability and skill of employees to maintain a high position. Dessler (2015) asserts that promotion occurs when an employee makes a shift in the upward direction in organisational hierarchy and moves to a place of greater responsibility. Naveed, Usman and Bushra (2013) assert that promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organisational goals. Thus, it serves as a means of synchronizing organisational goals with personal goals.

Job security has to do with the prospect of an employee to keep his or her job. The higher the probability of keeping once job, the higher the sense of job security felt by the employee and vice versa. Employees in the workplace today all have fears of losing their jobs especially with any due cause or explanations. Employment is a significant source of material, as well as personal satisfaction and security. High rates of unemployment are one of the hallmarks of present day society. According to Turner and Lingard (2016), job security is a condition in which employees feel a lack of assurance on their work to remain stable from day to day, week to week and year to year. Geishecker (2012) on the other hand defines job security as individuals who keep working with the same organization without weakening the aspect of seniority rights, wages, and retirement. De-Witte (2005) defines it as a stressor which consists of the cognitive possibility of losing one's job and the affective experience which is related to it.

## **2.2 Organisational Effectiveness**

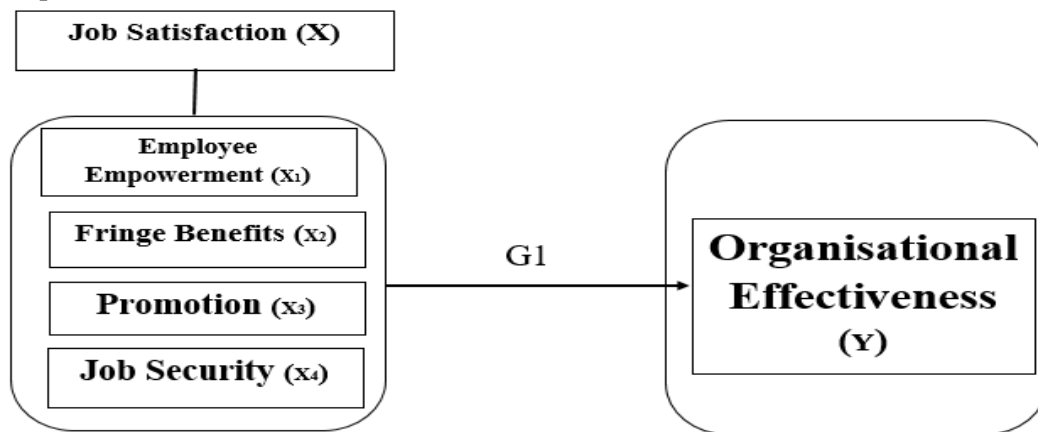
Effectiveness according to Ololube (2018); Moon-Gi (2004); Vasudevan (2014); Malik, Ghafoor and Sir (2011) is a broad concept that is difficult to measure in organisations. It takes into account a wide range of variables at both the organisational and departmental levels. Organisations are large, diverse and fragmented and tend to perform many activities simultaneously with various outcomes and therefore need to be effective to cope with the above challenges (Daft & Weick, 1984). Organisational effectiveness tests how good companies use their key approaches to accomplish their missions. The extent to which an organisation is effective can be measured using goal approach, internal process approach, system resource approach, constituency approach and domain approach (Rhalid, Salim & Loke, 2011). Organisations can use one or more approaches to achieve the main objective of effectiveness which is meeting organisational objectives and prevailing societal expectations in the near future, adapting and developing in the intermediate future and then surviving in the distant future (Oji, 2001). This cannot be achieved without the most critical factor in achieving organisational goals being understood and respected, and this is the human resource factor. Therefore, work satisfaction of workers is very important in terms of organisation effectiveness.

**2.3 Theoretical Review**

The theoretical framework for this study would be based on the Equity Theory. Adams (1965) articulated the construct of the equity theory on job motivation and job satisfaction in 1965. The theory stated that the way individuals are treated at work affects their behavior and attitude to work. According to Kannan (2005), equity theory is founded on the assumption that workers expect justice, fair play, or equity in treatment by their employers. An employee seek a fair balance between what he or she puts into the job and what he or she gets out of it. Adams (1965) calls these inputs and outputs. Individuals form perceptions of what constitutes a fair balance or trade of inputs and outputs by comparing their own situation with other “referents” (reference points or examples) in the workplace. Theory fundamentally is a social comparison theory, which focuses that people always assess themselves in comparison to others (Mukherjee, 2009).

This theory is relevant to this study as it asserts that employees are induced by a desire to be treated fairly. The implementation of the theory provides guidelines for enhancing employee job satisfaction by improving the employees’ individual sense of derived equity which then could enhance the organisations effectiveness. The equity theory focuses on people’s sense of justice and fairness. According to this theory, a person’s motivation depends on the degree of equity that people perceive in their work situation. An employee’s sense of satisfaction comes about when he perceives that his inputs are in balance with the outcomes i.e., when pay is commensurate with productivity. Inputs are generally referred to as a person’s qualification, experienced and special abilities while outputs include pay and benefits (Perry, 1993). According to equity theory people can readdress states of inequity cognitively, for instance, altering their beliefs about the outcomes they received from their jobs. Equity theory asserts that workers who are underpaid financially may be able to reestablish overall level of equity by convincing themselves that they are well compensated with respect to other outcomes.

**2.4 Conceptual Model**



**Fig 1:** Job satisfaction dimensions and Organisational Effectiveness

The figure above presents the conceptual model based upon the review of literature and it shows the effect of job satisfaction dimensions (employee empowerment, fringe benefits, promotion and job security) and organisational effectiveness.

**III. METHODOLOGY**

The research design that was used for this study was cross-sectional survey research design. The population of this study consist of the employees of the three selected petroleum marketing companies (Forte Oil Plc, Conoil Producing Plc and Total Nigeria) located in Lagos state, Nigeria. The population was 2725 employees, sample size used for the study is 438, using Raosoft sample size calculator. The stratified random sampling technique was employed. The study used an adapted questionnaire, it was administered to the respondents, while the research instrument was validated and the data gathered was analysed using descriptive statistics, multiple linear regression analysis which was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23 software to test the hypotheses.

**IV. RESULTS AND DISCUSSION**

**H0<sub>1</sub>:** Job satisfaction dimensions has no significant effect on organisational effectiveness of selected petroleum marketing companies in Lagos State, Nigeria.

**Table 1: Result of Multiple Regression on The Effect of Job Satisfaction dimensions on Organisational Effectiveness.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.308	0.783		32.323	.000
	Employee empowerment	0.242	0.046	0.384	5.309	.000
	Fringe benefits	0.173	0.055	0.244	3.168	.002
	Promotion	0.002	0.018	0.006	.113	.910
	Job security	-0.338	0.035	-0.571	-9.667	.000

a. Dependent Variable: Organisational Effectiveness

b.  $R = 0.501$ ,  $Adj R^2 = 0.243$ ,  $F_{(4,377)} = 31.532$

Source: Researcher`s Field Survey Results, 2020

The analysis in Table 1 reveals the result of multiple regression analysis conducted to investigate the effect of job satisfaction dimensions (employee empowerment, fringe benefits, promotion and job security) on effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. Overall, the result of the analysis revealed that employee empowerment ( $\beta = 0.242$ ,  $t = 5.309$ ,  $p = 0.000$ ), fringe benefits ( $\beta = 0.173$ ,  $t = 3.168$ ,  $p = 0.002$ ) and job security ( $\beta = -0.338$ ,  $t = -9.667$ ,  $p = 0.000$ ) have a positive significant effect on effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. From the table above, adjusted R square is 0.243, which indicates that 24.3% of the variations in effectiveness of selected petroleum marketing companies in Lagos State is accounted by only employee empowerment, fringe benefits and job security. However, the regression does not explain the 75.7% of the variation in effectiveness which was not captured in the model. This indicates that there was a statistically significant effect of employee empowerment, fringe benefits and job security on effectiveness ( $F = 31.532$ ,  $Adj R^2 = 0.243$ ,  $p < 0.05$ ). The regression model equation indicates that employee empowerment, fringe benefits and job security were all positively correlated to effectiveness of selected petroleum marketing companies in Lagos State ( $R = 0.501$ ). The analysis showed that for the coefficient (parameter estimate) results, when employee empowerment, fringe benefits and job security are improved by one unit, effectiveness would increase by 0.242, 0.0734, -0.338 units respectively. This implies that an increase in employee empowerment, fringe benefits and job security would lead to an increase in effectiveness in selected petroleum marketing companies in Lagos State, Nigeria.

## V. DISCUSSION

The findings in Tables 1 revealed that based on the aggregate result, job satisfaction (employee empowerment, fringe benefits and job security) has a significant effect on organisational effectiveness in selected petroleum marketing companies in Lagos State, Nigeria. The findings were in line with the study of Ololube (2018); Mohamad, Wan-Hanafi and Hanapiyah (2017) which affirmed that job satisfaction has a positive impact on organisational effectiveness. Corroborating the study findings, Agbionu, Ogadi and Agbasi (2013) in their study indicated that it is among the most crucial functions of managers to motivate the employees successfully and influence their behaviour to achieve greater organizational efficiency. They also argued that if an employee performs successfully, it leads to an organizational reward and as a result, the motivational factor of employees lies in their performance. The study of Vasudevan (2014) which is also in line with the findings of the current study also found out that job satisfaction has a positive significant on effectiveness of an organisation. He further pointed out that employees who lack satisfaction in a workplace will cease to be effective in the organisation, and this will hinder the organisations effectiveness since the organisation will need man power (employees) to be effective.

Corroborating further, the findings of Ololube (2018) revealed that job satisfaction has an impact of organisational effectiveness. The study also pointed out that an employees` sources of job satisfaction seem to have a greater impact on his or her performance which in turn develops the organisation to be more effective in carrying out its goals and objectives. Agbionu, Ogadi and Agbasi (2013) discovered a positive association of job satisfaction and organisational effectiveness. Their further explained that the extent of job satisfaction an employee derives from the performance of their job, which consequently influences the effectiveness of the organisation, has continued to attract the attention of managers, academia and other professionals globally. The study of Abuhashesh, Al-Dmour and Masa`deh (2019) recommended that organisations should consider the studying promotion and job security, so they do not miss out on talented people or lose good employees. Olufade (2019) revealed that individuals may have things that personally motivates them but managers are bound to apply measures of universal application. A well thought out and implemented employee motivational measures, engenders sustainable organisational effectiveness.

## VI. CONCLUSION AND RECOMMENDATION

The study determined the effect of job satisfaction on organisational effectiveness in selected petroleum marketing companies in Lagos State, Nigeria. The study revealed that job satisfaction dimensions (employee empowerment, fringe benefits, promotion and job security) have a significant effect on organisational effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. The study therefore concludes that job satisfaction is important to the effectiveness of an organisation because the more the employees are satisfied with their jobs, the more they tend to be more determined to accomplish their task which will make the organisation achieve its stated goal. The study recommends that the management team of the selected petroleum marketing companies should ensure that they enforce a proper job satisfaction policy to increase effectiveness behaviour.

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