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Job Satisfaction and Employee Productivity among Academic Staff of Federal Polytechnic Ilaro (now FUTI), Ogun State

By

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Abstract:

This study examines the influence of job satisfaction on employee productivity among academic staff of Federal Polytechnic Ilaro, Ogun State, Nigeria. Using a descriptive survey design, data were collected from 223 academic staff selected from a population of 504. The study investigated the effects of pay and benefits, work environment, and job security on productivity. Reliability analysis produced a Cronbach's alpha of 0.71. Descriptive statistics and regression analysis were employed. The results of the study indicate that respondents generally reported satisfaction with salary administration, benefits, work environment, and job security. However, regression results showed that pay and benefits, work environment, and job security did not exert statistically significant effects on employee productivity. The study recommends strengthening employment stability, improving working conditions, and enhancing reward systems to sustain motivation and organizational performance.

Keywords: Academic staff, Job satisfaction, Productivity, Remuneration, Working condition

1.0 INTRODUCTION

Organizational survival, profitability, and growth depend largely on employee productivity, making effective human resource management a critical source of competitive advantage (Sopiah, 2023). Job satisfaction, which reflects employees' overall attitudes toward their jobs and work environment, plays a significant role in enhancing productivity. Satisfied employees are generally more motivated, enthusiastic, disciplined, and committed to achieving organizational goals (Evanda, 2017; Wibowo, 2015). High levels of job satisfaction also reduce absenteeism and support employee retention.

Career development opportunities further contribute to employee satisfaction by enabling personal and professional growth while aligning employee aspirations with organizational objectives (Mangkunegara, 2015). Employee loyalty, fostered by a positive work environment, also strengthens productivity and work commitment. Productivity itself refers to the efficient conversion of inputs into outputs and is influenced by employees' attitudes, skills, and motivation (Boyle, 2020; Mougheli & Azizi, 2021).

Research indicates that satisfied employees experience lower stress levels, better well-being, and greater willingness to exceed job requirements, thereby improving overall performance (Katebi et al., 2022; Muhammad et al., 2022). Factors such as fair compensation, supportive institutional policies, adequate facilities, and favorable working conditions are essential for sustaining job satisfaction and productivity. Consequently, organizations that prioritize employee satisfaction are more likely to achieve enhanced performance and long-term success.

Problem Statement

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Several studies have highlighted the challenges confronting Nigerian workers, particularly issues relating to job satisfaction and employee performance. According to Odembo (2023), employee turnover has become increasingly prevalent over the past decade, driven by declining organizational loyalty, job insecurity, and the effects of mergers and acquisitions. As a result, many employees focus more on seeking alternative employment opportunities than on improving their performance, thereby reducing organizational effectiveness. This trend underscores the need to examine the relationship between job satisfaction and employee productivity.

In educational institutions, productivity is equally important because it directly affects the quality of teaching, research, and service delivery. Employee motivation and job satisfaction are critical determinants of performance in such settings (Michael et al., 2019). Job satisfaction is influenced by several factors, including compensation, working conditions, communication, autonomy, recognition, and organizational commitment. Poor remuneration and declining living standards have negatively affected many Nigerian workers, reducing morale and productivity. Against this backdrop, this study investigates the influence of job satisfaction on the productivity of academic staff at Federal Polytechnic Ilaro, Ogun State, Nigeria.

This study's primary goal is to find out how employee productivity at Federal Polytechnic Ilaro in Ogun State, Nigeria, is affected by job satisfaction. Among the particular goals are:

- i. Analyze how salaries and benefits affect academic staff productivity at Federal Polytechnic Ilaro in Ogun State, Nigeria.
- ii. Determine how the work environment affects the academic staff's productivity at Federal Polytechnic Ilaro in Ogun State, Nigeria.
- iii. Assess how job security affects academic staff productivity at Federal Polytechnic Ilaro in Ogun State, Nigeria.

2.0 LITERATURE REVIEW

2.1 Conceptual Review

Benefits and compensation

Compensation is widely recognized as a significant determinant of employee job satisfaction. Previous studies have shown that employees expect fair financial rewards in exchange for their contributions, making pay an important indicator of how much an organization values its workforce (Tessema, Ready & Embaye, 2023). To attract and retain talented employees, organizations must provide competitive and equitable compensation packages. Similarly, Younis et al. (2021) identified income as a key motivational factor influencing job satisfaction. Compensation consists of both direct and indirect rewards. Direct compensation includes salaries, wages, allowances, and other monetary payments, while indirect compensation covers non-monetary benefits such as welfare services, healthcare, and pension schemes (Odunlami & Matthew, 2024; Purnama, 2021). Together, these rewards contribute to employees' overall satisfaction and commitment.

In educational institutions, compensation and benefits play a crucial role in motivating staff. Although public-sector employees often receive lower salaries than their private-sector counterparts, they may benefit from greater job security and retirement benefits, which can positively influence job satisfaction and performance.

The Workplace

Lestari et al. (2018) state that the relationships that exist between workers and their surroundings come together to form the work environment. The physical location, immediate



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surrounds, behavioral processes, policies, rules, culture, resources, working relationships, and work location are all components of this environment, according to Oravee (2019), and they all have an impact on how employees carry out their duties. Commercial banks operate in dynamic situations with a multitude of possibilities and problems. The integration and management of the physical and psychosocial environments are two of the competitive issues that banks face (Sidabutar et al., 2020). The company is improving its reputation as a place to work and increasing profitability by establishing a well-balanced work environment. This helps to portray the company as a forward-thinking business, which can help you attract top personnel. Architectural designers have the power to construct surroundings that can direct, support, promote, impede, or improve user behavior (Yardiansah et al., 2020).

An organization's work environment is ever-changing. To be relevant in a changing context, an organization's culture must evolve when certain beliefs and presumptions result in subpar outcomes (Farh, Seo, & Tesluk, 2018). According to Yusuf and Metiboba (2020), the workplace environment is made up of three main sub-environments: the organizational, human, and technology environments. Tools, equipment, technological infrastructure, and other tangible or technical aspects of the workplace are all considered to be part of the technical environment, according to them.

Twelve elements of the work environment were found by Chandrasekar (2021) to either influence employee engagement or disengagement. Comfortability, accessibility, job aids, job congruity, performance feedback, specified processes, workplace incentives, supervisor assistance, mentoring/coaching, job aids, and environmental and physical variables are some of these factors. It is evident from a deep comprehension of these variables that Kyko (2021) recognized them alongside numerous other elements, honed them, and condensed them into six factors. Further research into which of these elements in work environments have a greater impact or contribute more to job satisfaction may be of interest. According to Sandri and Goveas (2018), this process relates to the degree of fulfillment, motivation, engagement, and dedication that people experience in their life at work.

Job security

Job security is frequently employed as a gauge of employee satisfaction and is a crucial component of worker productivity. The guarantee that an individual will remain employed by a company is known as job security (Namugenyi, 2022). The capacity of a person to keep their position in spite of changes in the organization or the labor market is another definition of job security. It is predicated on elements including employment contracts, the quality of the employee-employer relationship, and the availability of outside work opportunities (Okoth & Oluoch, 2019). According to Adifa (2022), job security refers to the experience of employees and the extent to which they have a certain amount of confidence and trust in their ability to stay with the company. Since job security can significantly affect an employee's motivation, dedication, and loyalty to an organization, it is crucial to take it into account while assessing employee efficiency. Given the guarantee of ongoing employment and the potential for career progression, Gichuki (2018) contended that job stability might motivate workers to put in extra effort. Increased job satisfaction can result from job security, and increased job satisfaction can result in increased efficiency and production. Furthermore, since workers are more inclined to stick with a company where they feel safe, job security can result in increased job commitment (Akamumpa, 2021). When analyzing job security and employee efficiency, factors including the work environment, interpersonal relationships, and career advancement are crucial to consider (Ponsonby & Mehta, 2018). According to a Fernández (2019) study, job security and employee productivity are impacted by employment features including the job environment



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and content. In particular, the study discovered a positive correlation between job security and the complexity and variety of the job context.

Employee Productivity

Employee productivity refers to the extent to which employees effectively complete assigned tasks and contribute to organizational objectives. According to Nmadu (2018), managers play a crucial role in ensuring that employee activities align with organizational goals through monitoring, feedback, and performance support. Productivity is commonly measured by factors such as output quality and quantity, timeliness, attendance, efficiency, and employee morale (Mathis, Fredrick & Kenneth, 2019). It also reflects how effectively employees utilize their skills and resources to achieve desired outcomes.

Several factors influence employee productivity, including the work environment, availability of tools and resources, performance expectations, feedback systems, rewards, and employees' knowledge, skills, and attitudes (Stup, 2013). Research has consistently shown that job satisfaction positively affects productivity, as satisfied employees tend to be more motivated, committed, and willing to perform their duties effectively (Miah, 2018; Noercahyo et al., 2021). Similarly, Moges and Amentie (2022) found that the satisfaction of higher-order needs significantly enhances employee performance, ultimately contributing to improved organizational productivity.

2.2 Theoretical Review

This study is anchored on Herzberg's Two-Factor Theory developed by Herzberg, Mausner, and Snyderman (1959). The theory explains that job satisfaction and job dissatisfaction are influenced by two distinct sets of factors. Hygiene factors, such as salary, working conditions, company policies, supervision, and interpersonal relationships, help prevent dissatisfaction but do not necessarily motivate employees to perform better. Their absence may lead to dissatisfaction, while their presence only creates a neutral state.

In contrast, motivator factors—including achievement, recognition, responsibility, advancement, and the nature of the work itself—promote higher levels of satisfaction, commitment, and performance. These factors address employees' intrinsic needs for growth, accomplishment, and self-development.

The theory suggests that organizations should not only eliminate sources of dissatisfaction but also create opportunities for employee motivation and personal growth. Herzberg's framework is particularly relevant to this study because it provides a basis for understanding how different aspects of job satisfaction influence employee productivity. By addressing both hygiene and motivator factors, organizations can enhance employee satisfaction and improve overall performance.

2.3 Empirical Review

Empirical studies consistently demonstrate a positive relationship between job satisfaction and employee productivity across different sectors and countries. For instance, Utami et al. (2024) found that job satisfaction significantly improved teachers' productivity in Indonesia. Similarly, Inuwa (2024) reported a positive and significant relationship between job satisfaction and the performance of non-academic staff at Bauchi State University, Nigeria. Studies by Laosebikan et al. (2023) and Maida (2023) further confirmed that employee satisfaction, compensation, leadership style, and supervisory support contribute significantly to enhanced productivity and performance.

Research has also identified compensation, promotion opportunities, working conditions, and interpersonal relationships as major determinants of job satisfaction (Parvin & Kabir, 2022; Bonaventure, 2021). In the Nigerian context, Michael et al. (2021), Okeke (2020), and



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Ezeamama (2019) emphasized the importance of fair remuneration, conducive work environments, and employee development in improving productivity. Beyond direct performance outcomes, Chiboiwa et al. (2019) found that job satisfaction positively influences organizational citizenship behaviour, while Adam and Majid (2019) established that job satisfaction mediates the relationship between organizational factors and employee performance. Collectively, these studies provide strong evidence that improving employee job satisfaction is essential for achieving higher productivity and organizational effectiveness.

3.0 METHODOLOGY

This study adopted a descriptive survey research design because it is effective for collecting data from a large population and describing existing conditions. The population comprised 504 academic staff members of Federal Polytechnic Ilaro, Ogun State, selected because of the institution's significance in Nigeria's higher education sector.

The sample size was determined using the Taro Yamane formula at a 5% margin of error, resulting in a sample of 223 academic staff members. A simple random sampling technique was employed to ensure that every member of the population had an equal chance of selection, thereby minimizing sampling bias.

Data were collected from both primary and secondary sources. Primary data were obtained mainly through a structured questionnaire, while secondary data were sourced from relevant literature. The questionnaire contained 20 items divided into two sections: demographic information and questions on the relationship between job satisfaction and employee productivity. Responses were measured using a four-point Likert scale.

To ensure data quality, the instrument was subjected to validity and reliability tests. A Cronbach's alpha coefficient of 0.71 confirmed that the questionnaire was reliable and suitable for the study.

Analysis of Variance (ANOVA) in the form of regression analysis and quantitative display techniques like frequencies and percentages were used to illustrate the research findings. Finding the degree of correlation between the study variables and the contributions of each predictor variable to predicting changes in the predicate were the goals of the regression model.

4.0 RESULTS

Table 1: Reliability test

Cronbach alpha	No of items
0.71	26

Source: Field Survey, December 2025

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.106 ^a	.011	-.002	.30232

a. Constant, job security, working conditions, compensation, and benefits are predictors.

Source: Field Survey, December 2025

The link between the dependent variable (employee productivity) and the independent variables (job security, working environment, and salary and benefits) is depicted in the model summary. The predictors and employee productivity have a weakly positive association, as indicated by the correlation coefficient (R) of 0.106. With a coefficient of determination (R Square) of 0.011, the three independent variables account for just 1.1% of the variation in



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employee productivity. The model may not be a good match and does not increase employee productivity prediction, according to the adjusted R Square, which is negative (-0.002). The average difference between the actual and anticipated values is displayed by the standard error of estimation (0.30232). Overall, the model shows that employee productivity within the sample is not significantly predicted by job security, working conditions, or compensation and benefits. This suggests that other characteristics not included in the model may be a better way to explain variability in productivity.

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.226	3	.075	.825	.481 ^b
	Residual	20.016	219	.091		
	Total	20.242	222			

a. Dependent Variable: Productivity of Employees

b. Constant, job security, working conditions, compensation, and benefits are predictors.

Source: Field Survey, December 2025

Additional information about the regression model's statistical significance may be found in the ANOVA table. 20.016 is the residual sum of squares, while 0.226 is the regression sum of squares. Since the residual variance is much more than the explained variation, this suggests that factors outside the model account for the majority of the variance in employee productivity. The residual mean square is 0.091, and the regression mean square is 0.075. With a significance level (p-value) of 0.481, the F-statistic is 0.825. As the p-value is significantly higher than the standard cutoff point of 0.05, the model is not considered statistically significant. This indicates that in this study, employee productivity is not significantly predicted by job security, working conditions, compensation, and benefits. In essence, it is impossible to reject the null hypothesis, which holds that employee productivity is unaffected by the independent factors. The outcome implies that although these factors might have a conceptual impact on productivity, this dataset did not provide statistical evidence for their relevance. As a result, researchers ought to look into additional factors that can influence worker productivity or experiment with various variable combinations. It might also suggest that organizational or contextual elements unique to the sampled workers have a greater impact on productivity than the investigated predictors.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.801	.473		5.920	.000
	Pay and Benefits	.042	.059	.049	.714	.476



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Working Environment	-.003	.100	-.002	-.027	.979
Job Security	.101	.068	.101	1.485	.139

a. Dependent Variable: Productivity of Employees

b. Constant, job security, working conditions, compensation, and benefits are predictors.

Source: Field Survey, December 2025

The coefficients of a regression analysis are shown in the table, with employee productivity as the dependent variable and pay and benefits, working environment, and job security as the independent factors. To comprehend how these elements, affect an organization's efficiency, a thorough analysis of the data is essential. First, at $p = 0.000$, the coefficient (B) of 2.801 for the constant (intercept) is statistically significant. This indicates that employee productivity is expected to have a baseline score of 2.801 when all independent variables are held constant (at zero). In other words, employees have a good baseline productivity level even in the absence of the effects of compensation, work environment, and job security. When examining the independent variables, Pay and Benefits has a standard error of 0.059 and an unstandardized coefficient (B) of 0.042. With a normalized beta value of 0.049, it has a negligible beneficial impact on worker productivity. This link is statistically negligible, according to the t-value (0.714) and the significance threshold ($p = 0.476$). This implies that compensation and benefits have little to no impact on production in the organization under study. The evidence shows that disparities in pay and benefits do not substantially influence differences in production levels, even if employees may value compensation.

With a standardized beta of -0.002 and a standard error of 0.100, the coefficient for the working environment is -0.003. It is further confirmed by the t-value (-0.027) and the p-value (0.979) that this factor does not significantly affect productivity. The coefficient's negative sign indicates a slight adverse link, but because the effect is so little and not statistically significant, it can be said that the working environment as it was examined in this study had no discernible impact on employee productivity. Lastly, Job Security has a p-value of 0.139, a standardized beta of 0.101, and a coefficient (B) of 0.101. Among the three predictors, this variable has the biggest beneficial influence, while not being statistically significant at the traditional 0.05 threshold. Although the effect is too weak to be deemed definitive in this analysis, the result suggests that workers who feel more safe in their positions typically exhibit higher productivity. In conclusion, as all p-values are over 0.05, the regression findings show that none of the factors in this model significantly explain employee productivity. While the working environment seems inconsequential, job security exhibits the biggest potential influence, followed by compensation and perks. This implied that in order to improve employee productivity, firms might need to reconsider how these elements are framed and interpreted.

Discussion of Results

The results demonstrate that employee productivity is not much impacted by job security. This finding implies that job security may not be a powerful incentive in the sampled firm, despite the theoretical expectation that it will increase commitment and motivation by lowering fear and uncertainty. Workers may believe that job security is a given, which lessens its impact on output, or they may be more focused on issues other than job retention. This is consistent with some research showing that job security does not always translate into increased productivity when it is taken for granted.

Additionally, employee productivity was not strongly predicted by the workplace. Better concentration, less stress, and more productivity are typically linked to a supportive work environment. However, its impact seems to be negligible in this study. This could indicate that workers have adjusted to their existing working environment, whether it is good or bad, and



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that personal motivation or outside forces have a greater impact on productivity than the actual working environment. On the other hand, non-factual elements of the workplace, such as managerial style, acknowledgment, or interpersonal connections, could influence productivity more than environmental factors alone.

Despite being frequently seen as important factors in motivating employees, pay and benefits had no discernible impact on productivity in this study. This result would suggest that workers place a higher value on non-monetary factors like possibilities for advancement, acknowledgment, or fulfilling employment than they do on cash pay. It might also imply that while the current pay scale is thought to be equitable, it is insufficient to raise productivity above a certain threshold. This is in line with theories of motivation, which contend that although compensation meets basic needs, it is not necessarily sufficient to maintain long-term productivity unless paired with internal motivators.

This finding, however, is consistent with research by Brock-Utne (2018) and Veronica et al. (2020), which show that compensation and perks have no discernible effect on Nigerian workers' job satisfaction. According to Gupta and Sharma (2021) and Alzalabani (2017), the work environment in Nigeria has no discernible effect on employee productivity. In Nigeria, Sari, Bendesa, and Antara (2019) highlight the connection between organizational culture and work environment. The conclusions of Ziniyel, Otoo, and Andzie (2018), Gedion and John (2021), and Ezejiofor and Okolocha (2020) that job happiness does have a major impact on employee productivity in Nigeria are not supported by these findings.

5. CONCLUSION AND RECOMMENDATIONS

Considering the study's results, the analysis demonstrates that

- i. Organizational and human resource management research have long discussed employee productivity, pay, and benefits. Although a number of theories, like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, contend that financial incentives are crucial for motivating employees, empirical research occasionally shows that compensation and perks have little influence on output.
- ii. It is widely accepted that an employee's performance and productivity are greatly influenced by their working environment. Efficiency is anticipated to increase in a favorable work environment that is defined by sufficient infrastructure, safety, interpersonal relationships, and a supportive corporate culture. The impact of the workplace on productivity, however, seems to be minimal and statistically insignificant in certain empirical research.
- iii. It is often acknowledged that job security has a significant impact on employee dedication, morale, and performance. Employees are more inclined to concentrate on long-term organizational goals and put effort into their work when they feel confident about their future employment. However, despite having the largest positive correlation, job security was found to have a statistically negligible impact on productivity.

The following suggestions were made in light of the aforementioned findings:

- i. Therefore, by minimizing needless layoffs, ensuring long-term contracts, and offering clear professional progression prospects, organizations should concentrate on fostering stability and confidence. Employees are more inclined to give their jobs their all and produce reliable results when they feel safe.
- ii. Businesses should make investments in establishing ergonomic workspaces, upholding high health and safety regulations, and encouraging cooperation and teamwork.



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- iii. Management ought to think about implementing allowances, performance-based incentives, and non-cash benefits like training or health insurance. Even though this study's effect on production was statistically insignificant, better compensation structures may increase employee satisfaction, lower attrition, and indirectly increase long-term productivity.
- iv. To increase worker commitment, motivation, and long-term performance, the organization should offer competitive compensation and benefits, create a positive work atmosphere, and guarantee job security.