

Examining the Relationship between Employee Job Satisfaction and Organizational Performance of Higher Education Institutions in Borno State, Nigeria.

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Abstract

This paper investigates the relationship between employee satisfaction and organizational performance of Higher education institutions in Borno State, Nigeria. A quantitative research design was used to collect data from 165 employees of 6 higher education institutions in Borno State. We analyzed the data using descriptive statistics, and regression analyses. The results showed that employee satisfaction was positively and significantly correlated with organizational performance. The study also found that employee satisfaction affected organizational performance through various mechanisms: pay, promotion opportunities, supervision, fringe benefits, coworkers' relations, task clarity, and internal communication. Based on the findings of this study, the following recommendations are made for higher education institutions in Borno State and other similar regions: Adopt effective human resource management practices that enhance employee satisfaction, such as fair compensation, recognition, supervision, task clarity, training, and opportunities for advancement; Create a conducive work environment that fosters employee satisfaction through safety, security, collaboration, communication, and diversity; Align their goals and objectives with the expectations and needs of their employees and other stakeholders. This study has some limitations, such as the small sample size, the cross-sectional design, and the self-reported measures of satisfaction and performance. The practical implications of this study are that it can provide valuable insights and implications for higher education institutions in Borno State and other similar regions that face similar challenges and opportunities. The study can be helpful for policymakers, managers, educators, researchers, and other stakeholders interested in improving the quality and effectiveness of higher education institutions in Borno State and other similar regions.

Keywords: Job Satisfaction; Organizational Performance; Employee; Higher Education; Institutions; Borno State.

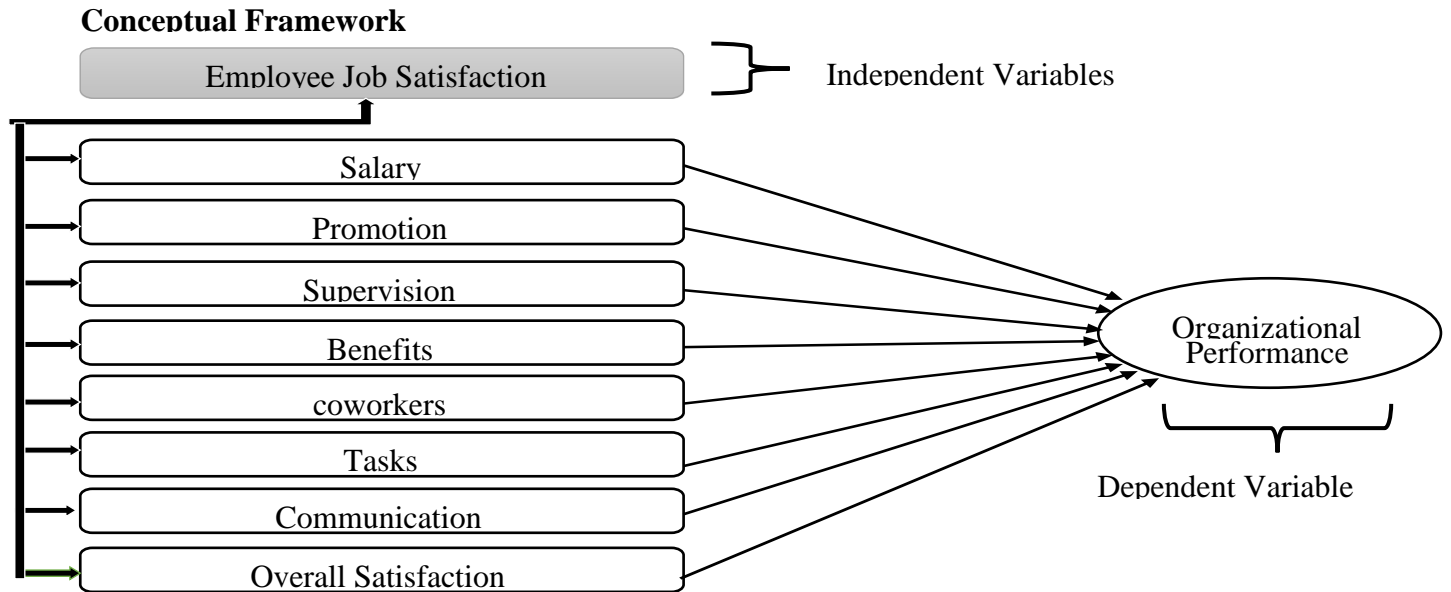
Introduction

Employee satisfaction is critical, not just for workers but for the business organization as well. (Ostroff, 1992). Employees that are satisfied and motivated in their work contribute to the organization's performance improvement. As a result, by ensuring that its personnel are happy in their jobs, an organization could experience incredible benefits. It is crucial to understand how to keep workers engaged and satisfied to retain them and that achieving both short-term and longterm goals and employees determines an organization's success and contributes to its growth by increasing productivity and improving service quality. (Latif et al., 2013).

According to Saari and Judge (2004), the significant variables influencing career fulfilment are inherent work characteristics. Organizational performance is a method for determining the extent to which an organization is effective. The most critical organizational goal is the capacity to define missions and targets in order to enhance productivity and organizational effectiveness (Pang & Lu, 2018). Researchers need help to define and measure performance due to organizations' numerous, frequently competing purposes (Chow et al., 1994).

This study will evaluate the correlation between employee satisfaction and the organizational effectiveness of Higher-education institutions in Borno State, northeast Nigeria. Considering the

preceding, we conceptualized this study to fill in the literature gap in the study area by exploring the association between job satisfaction and productivity of tertiary institutions in Borno State, Nigeria. Again, it is essential to mention that the connection between worker fulfilment and institutional effectiveness is complex, and they have yet to conduct such a study on the topic to the researcher's knowledge. Previous studies have yet to clearly explain the true strength of the link between employee satisfaction and organizational performance. Therefore, **this study** examined the relationship between employee job satisfaction and organizational performance at higher education institutions in Borno State, Nigeria.



The concept of Job Satisfaction

The study of job satisfaction has been a focus of scientific research since 1930 and has continued to be so. Management science, psychology, sociology, and economics use job satisfaction as critical research variable (Wyrwa & Kazmierczyc, 2020). According to (Kalleberg 1977: 142, cited in Wyrwa & Kazmierczyc, 2020), "An understanding of the relationship of people to their work can never be achieved using simply the conceptual tools offered by sociological theory." To comprehend people's responses to their employment and the structural labour market elements that control the matching process, sociology needs to be complemented by psychological and economic theory.

Hoppock (1935), the first scholar to establish the notion of employee satisfaction, posit that it is a fusion of mental, physical, and social factors that genuinely leads a person to say they are pleased with their job. Spector defines job happiness as "the degree to which people like their work."

Job Satisfaction (JS) and Organizational Performance (OP)

Many researchers have studied factors of employee fulfilment because these have been deeply connected with various organizational manifestations, including command structure, motivation, and incentive (Locke & Latham, 2004). Employee contentment is among the most critical topics when studying the management of people and organizational performance. The investigators have identified several factors that predict contentment in one's work environment. The review of the published material shows that salary, job, and recognition are the three components that add to the overall job satisfaction of any employee, colleagues, and the setting (Decenzo & Robbins, 1998;

p.152). Ellickson and Logsdon (2002) found that excellent tools, sufficient money, appropriate training opportunities, and contentment in one's employment are affected by a fair workload.

Most researchers study employees' happiness levels based on employee or worker factors such as attitude toward the workplace, relations with colleagues and supervisors, organizational culture, promotions, and salaries (DeVane & Sandy, 2003). Sseganga & Garrett (2005) used nine general questions to investigate academics' levels of job satisfaction throughout Uganda's universities. Components of their job responsibilities may include research, teaching, compensation, governance, or possibilities for promotion, supervision, working environment, the behaviour of coworkers, the workplace, and the job itself. According to Luthans (2006), the most important aspects of a workplace are its compensation, promotion, work, supervision, and fellow workers.

Employee satisfaction and organizational effectiveness are strongly correlated in profitable American organizations, according to Melián-González et al. (2015). They also suggested that a thorough investigation is needed to determine how job satisfaction and organizational success are related in a specific context. The remuneration a worker receives is the most significant factor in determining their level of happiness, regardless of whether they work for a person, a government, a micro, an intermediate, or a multinational firm. There is insufficient clarity in studies examining the relationship between salary and work happiness. As Bassett (1994) argued, there is a dearth of scientific data in the body of published work to support the proposition that salary can either increase a worker's level of contentment or decrease their unhappiness. Research carried out by Oshagbemi (2000) surveyed lecturers in the United Kingdom and discovered a significant statistical relationship between salary and level. Workers and the degree to which it satisfied them with their work. Grace and Khalsa (2003) researched at the University of Massachusetts. The college or university found that professional development and pay packages were the most important employee benefits and crucial elements of work motivation.

Young et al. (1998) carried out on the general population, and the sector could not find any substantial correlation between compensation and satisfaction levels. Studies suggest that advancement in a career is directly linked to feeling happy at work (Peterson et al., 2003). According to Ellickson and Logsdon (2002), who conducted a study, employee satisfaction with promotion possibilities was positively and statistically significant regarding how happy people feel at work. According to David and Wessons (2001), research, low prospects for advancement were prevalent in public sector companies, preventing qualified workers from staying in their positions. Advancement in an organization can occur because an individual actively seeks it or because their bosses decide to give them one for doing excellent work. There may also be monetary benefits, such as a raise in salary. Wan, Sulaiman, & Omar (2012) explained this by stating that workers who consider there is an exemplary process of promotional decision-making could most probably show dedication and devotion towards the organization, appreciate job satisfaction, excellently perform at work, and also have a reduced desire to leave their work. Lee et al. (2016) reported that workers who left previous companies cited a desire for professional growth as the primary motivation for looking for work elsewhere, which would further suggest that the business is not sufficiently attempting to advance workers, leading to a rise in training costs as the company had to recruit new staff

to replace those who have left. Not only would the company have to spend much money retraining new hires, but the existing workforce would also feel unappreciated, and their job satisfaction would suffer because of their perception of a promotion (Lee et al., 2016). According to Peterson et al. (2003), there is a strong linkage between work motivation and supervision. Robbins et al. (2003) argued that supervision plays a vital role in job satisfaction, and this is so because of the supervisor's ability to provide psychological guidance and direction regarding activities associated with the workplace. Graham and Messner (1998) argued that supervisors' assertive performance behaviour positively affects employee fulfilment. In a study by Packard and Kauppi (1999), workers with supervisors who used open and participatory techniques reported higher levels of job fulfilment than workers whose supervisors used authoritarian management approaches. Plachá (2020) researched to investigate the relationship between employee work satisfaction and fringe benefits. According to his research findings, fringe benefits comprise a sizeable portion of total remuneration, yet the extent to which they contribute to overall job satisfaction remains unclear. It is possible that having them around will lead to less job satisfaction and fewer opportunities for career advancement.

According to Anitha (2014), in his study, the most important factors influencing job satisfaction and how well these factors can be predicted and their effect on productivity. The researcher surveyed the microfinance institutions' upper and lower management divisions using a questionnaire survey produced using simple random sampling. The associations were expected and estimated using regression and structural equation modelling. These criteria were all discovered to be significant indicators of job satisfaction. The workplace and relationships with coworkers were the two most significant factors. According to him, elements substantially influenced his employees' commitment and productivity, such as their workplace and the quality of their group and peer relationships. Employers should put their efforts into providing workers with a beautiful place to be while promoting initiatives that enhance connections among coworkers.

Some researchers say helpful coworkers increase job satisfaction (Kreitner & Kinicki, 1989). Additional studies discovered that having positive interactions with coworkers increase job happiness (Luddy, 2005). Regular connections with coworkers significantly influence job satisfaction (Ting, 1997). Visweswaran, Deshpande, and Joseph (1998) conducted a study that validated previous results that showed a strong link between job happiness and colleagues.

According to Pizam and Neumann (1988), task qualities in the workplace significantly predict employee happiness with colleagues and managers. Feedback from peers and supervisors and the job's perceived meaning were the main predictors of these two components of Satisfaction. Second, they also argued that one sort of employee burnout, called emotional tiredness, was influenced by work features. Once more, the same task factors experienced job significance and feedback from peers and supervisors positively connected to contentment with the supervisors and colleagues were also adversely related to emotional strain.

According to Ardiansyah (2016), excellent internal organizational communication can boost productivity, and open communication channels increase office productivity. Purwanto (2013) reported a clear and positive connection between the two and found it affected the output of the staff performance. According to Udayanto et al. (2015), internal communication within an organization can foster a pleasant work environment where employees can focus and produce better results with less effort.

Marta and Wijayati (2018) stated that corporate communication has both excellent and adverse effects and significantly affects productivity. Sunadji and Surachman (2013) argued that organizational communication produces specific, excellent workplace productivity results. A 2015 study by Squires et al. found that happy workers are more productive. Disgruntled workers rarely leave their jobs but can negatively influence the efficiency and effectiveness of the services rendered. Thus, they have shown that happy workers are more productive workers. A favourable and substantial influence of work satisfaction on the effectiveness of staff members shows that contentment in one's work environment affects productivity. Putrana et al. (2016) showed that a link between happy and productive workers is reflected in the state of affairs at work, where contented workers are more productive than in workplaces where

people are not happy to work. In addition, Smayling and Miller (2012) found that happy workers are more productive and have a close and substantial connection to the organization's efficiency. According to Zubair and Chair (2015), work happiness is positive and significantly affects productivity. Vrinda and Jacob (2015) reported that workers are more likely to be content if they can also enjoy benefits that influence their performance. Despite what Mathis and Jackson (2008) claim, the impact work satisfaction has on a company is the single most intriguing and crucial aspect of the topic that will affect productivity in the workplace. Staff members will be more motivated to give their best effort if people are happy in their jobs.

When workers are happy with their jobs, they experience laziness, leading to poor performance. The findings of prior studies by Renyut et al. (2017) confirm what we have long known—job contentment significantly boosts productivity. Prioritizing from a historical perspective based on previous theoretical work and existing empirical research. According to research by Melani et al. (2016), effective organizational communication significantly and positively affects job satisfaction among workers. Factors like open lines of communication inside the organization help achieve Satisfaction. Consistent with prior studies that may have achieved this by Handayani (2014), this shows the impact of favourable organizational influence on employee work satisfaction when organizational communication concerns contentment in one's employment. The positive effects of communication on work satisfaction are large enough that improvements in this area may be expected to pay off in spades. Employees will be more content with their jobs if they are well organized.

Pincus (1986) found that a person's level of contentment in their profession can be increased noticeably and favourably through improved lines of communication. According to Indah Marwani (2018), worker happiness is significantly affected by how well a business communicates with its staff. Based on the above, effective organizational communication significantly and positively affects job satisfaction. According to Hermawan and Suwandana (2019), work satisfaction strongly mediates the effectiveness of internal employee communication. It significantly affects employee performance and contentment in their work environment and ability to interact with coworkers regularly. According to Ardiansyah's (2016) research, work fulfilment can mediate between organizational expressions of concern or praise for staff members' efforts. A study by Carriere and Bourque (2009) demonstrates the importance of effective communication in changing employee loyalty to the company by a third factor.

Meanwhile, Gray and Laidlaw (2002) propose that the communication environment, horizontal and vertical feedback, and supervisory and subordinate relationships substantially impact morale and productivity in the workplace. Their result shows a tight relationship between happy workers, an open communication line between management and staff, and execution with no intervening medium. The Satisfaction a person, derives from their work can be significantly influenced by organizational communication favourably.

In Bakotic's (2016) study to explore the link between work happiness and organizational performance and to discover if there is an empirically proven relationship between these two variables, as well as the direction and the degree of this relationship, Bakotic found a positive correlation between job satisfaction and organizational performance. The empirical research was conducted on 40 big and medium-sized Croatian enterprises, and 5806 company employees were surveyed. The findings of this research show a definite link between employees' job happiness and the performance of organizations in both directions; however, the strength of this connection is relatively small. An in-depth investigation revealed a more significant correlation between job satisfaction and an organization's performance than between an organization's success and job satisfaction. Employee satisfaction determines organizational performance, as opposed to organizational performance being the factor determining job satisfaction.

The hypothesis of the study

H01: Employee satisfaction does not significantly affect the organizational performance of higher education institutions in Borno State, Nigeria.

Research Design and Methodology

A survey research design was used, and we sourced data using the quantitative data collection method. The researchers used Krejcie and Morgan’s (1970) method and a proportionate stratified random sampling technique to select 165 samples for the study. We included the Employees of the six tertiary institutions in Borno State that are operating in the same category viz; Ramat Polytechnic Maiduguri, College of Education, waka-Biu, College of Education, science, and Technology, Bama, Borno State, College of Business Administration and management, Konduga, College of Agriculture, Maiduguri, and College of Legal and Islamic Studies, Maiduguri, Borno State in the study.

A questionnaire with eight factors was developed: salary, promotion, supervision, fringe benefits, coworkers, tasks, communication, and overall job satisfaction. These elements described 36 items of a 6-point Likert scale (numbered 1-6) "strongly disagree to agree strongly," the scale had a reliability value of 0.7020. The reliability is determined using Cronbach's alpha. The tool dimensions and the Likert scale used for the study are given in Annexure A.

Analytical tools include a Likert Scale (numbered 1-6), "strongly disagree to agree strongly," and multiple regression analysis using JMP statistical software. In this investigation, the researchers used descriptive statistics, such as percentages, mean, and median, to organize, summarize, and analyze the data.

DATA ANALYSIS AND RESULTS

Data were collected from 165 employees of higher education institutions in Borno state. We provided detailed demographic information on the sample population in Table 1.

Table 1: Detailed demographic information

N= 165	Males	% Male	Females	% Female	Total %
Age Group					
18–25 Years	11	6.60	12	7.27	23 (13.94)
26–35 years	23	13.94	25	15.15	48 (29.09)
36–45 years	26	15.76	31	18.79	57 (34.54)
46–55 years	11	6.60	09	5.45	20 (12.12)
Above 55	11	6.60	06	3.64	17 (10.30)
The category of employees					
Teaching	42	25.45	24	14.55	66 (40)
Non-teaching	56	33.94	43	26.06	99 (60)

Field Survey, (2022)

We conducted a self-administered survey. The respondents completed all questionnaires and returned them. Between 18 and 25, 13.94%, of which 6.60% were male and 7.27% were female. 29.09% (13.94% males) (15.15 females) of respondents were between 26 and 35 years. Similarly, 34.54% (15.76% males) (and 18.79% females) participants were between the ages of 36–45. Also, 12.12% (6.60% males) (5.45% females) of respondents were between 46 and 55 years, and 10.30% (6.60% males) (3.64% females) of respondents were above 55 years. As for the category of employees, 40% (24.45% males) (14.55% females) of respondents belonged to the teaching category, and 60% (33.94% males) (26.06% females) of respondents belonged to the non-teaching category.

Table 2: The effect of “JS” variables on “OP” (Tasks)

Parameters	Estimate	SE	t-Ratio	P-values
Pay	0.35	0.15	2.37	0.0236
Supervision	0.35	0.16	2.20	0.0346

Field Survey, (2022)

Table 2 shows the effect of "JS" Variables on "OP" (Tasks). We performed a multiple regression analysis to predict the effect of "JS" Variables on "OP.." The significant regression equation is: Because the model has a 0.05 level of significance (R2 = 75.85%) and has P-values of "0.0236, and 0.0346," the model is significant at that level (P 0.05). It shows that the dependent and independent variables have a positive connection.

Table 3: The effect of "JS" Variables on "OP" (Tasks)

Parameters	Estimate	SE	t-Ratio	P-values
Overall Satisfaction	0.34	0.12	2.73	0.0100
Pay	0.25	0.11	2.21	0.0337
Supervision	0.33	0.13	2.57	0.0146
Tasks	0.28	0.12	2.43	0.0206
Benefits	-0.43	0.20	-2.08	0.0452

Field Survey, (2022)

Table 3 shows the effect of "JS" Variables on "OP" (Tasks). We performed a regression analysis to predict the effect of "JS" Variables on "OP.." The significant regression equation is: Because the model has a 0.05 level of significance (R2 = 79.15%) and has P-values of "0.0100, 0.0337, 0.0146, 0.0206, and 0.0452," the model is significant at that level (P 0.05). It shows that the dependent and independent variables have a positive connection.

Table 4: The effect of "JS" Variables on "OP" (Tasks)

Parameters		SE	t-Ratio	P-values
Supervision		0.16	2.28	0.0288
Communication	0.41	0.11	3.75	0.0007
Supervision	-0.37	0.17	-2.18	0.0361
Coworkers	0.79	0.21	3.68	0.0008
Supervision	-0.53	0.16	-3.30	0.0023
Tasks	-0.28	0.12	-2.38	0.0232
Benefits	0.47	0.21	2.24	0.0316

Field Survey, (2022)

Table 4 shows the "JS" Variables on "OP" (Tasks). We performed a regression analysis to predict the effect of "JS" Variables on "OP.." The significant regression equation is: Because the model has a 0.05 level of significance (R2 = 70.79%) and has P-values of "0.0288, 0.0007, 0.0361, 0.0008, 0.0023, 0.0232,

and 0.0316," the model is significant at that level (P 0.05). It shows that the dependent and independent variables have a positive connection.

Table 5: The effect of “JS” variables on “OP” (Overall Satisfaction)

Parameters	Estimate	SE	t-Ratio	P-values
Overall	-0.43	0.16	-2.76	0.0093
Coworkers	0.37	0.15	2.52	0.0167
Tasks	-0.47	0.20	-2.34	0.0254
Benefits	0.59	0.26	2.27	0.0294

Field Survey, (2022)

Table 5 shows the effect of "JS" Variables on "OP" (overall Satisfaction). We performed a regression analysis to predict the effect of "JS" variables on "OP.." The significant regression equation is: Because the model has a 0.05 level of significance (R2 = 69.73%) and has P-values of "0.0093, 0.0167, 0.0254, and 0.0294," the model is significant at that level (P 0.05). It shows that the dependent and independent variables have a positive connection.

Table 6: The effect of “JS” Variables on “OP” (Tasks)

Parameters	Estimate	SE	t-Ratio	P-values
Coworkers	0.48	0.19	2.45	0.0197
Supervision	0.39	0.16	2.49	0.0180
Tasks	-0.33	0.11	-2.94	0.0058

Field Survey, (2022)

Table 6 shows the effect of "JS" Variables on "OP" (Tasks). We performed a multiple regression analysis to predict the effect of "JS" Variables on "OP.." The significant regression equation is: Because the model has a 0.05 level of significance (R2 = 80.84%) and has P-values of "0.0197, 0.0180, and 0.0058," the model is significant at that level (P 0.05). It shows that the dependent and independent variables have a positive connection.

Findings and Discussions

The results showed a positive association between "job satisfaction" and "organizational performance." Even though the supervisory aspects of the job are sufficiently influential, the management influence on job motivation and implementation of resources is deplorable. The results are consistent with the conclusions made by Javeria et al. (2013), who discovered that dedicated employees are essential to accomplishing organizational goals and that characteristics that increase work satisfaction do not always translate into commitment and job satisfaction positively correlated with interpersonal relationships with coworkers, the office environment, autonomy, salary, and advancement. The research outcome also agrees with the finding of Srivastava (2004), which investigated the impact of welfare programs on employee motivation and organizational attitudes of employees in the formal and informal sectors. The findings show that welfare activities impact employees' views toward management and job satisfaction in both sectors.

In contrast to the private sector, the public sector offers more excellent amenities to its employees. Employee satisfaction is high, and friendly attitudes play a significant influence on the growth of a firm.

The analysis further shows that the variables (Supervision, tasks, and fringe benefits) heavily influence job satisfaction. Based on the findings, the head of institutions needed to influence each job satisfaction factor to boost organizational performance meticulously. The research of Borowska-Pietrzak supported the findings (2013), in which she reported that employers should attach great importance to workers' employee satisfaction, as it is a crucial personal strategy that enables them to build and enhance organizational strategies. She also found that considering workers' views when creating effective human resources choices is a topic and a current framework for managing people.

The research by Parvin and Kabir (2011) on the employment happiness of personnel corroborated this finding in various pharmaceutical industries, which revealed that the key components influencing employment happiness are pay, task efficiency, perks, oversight, and colleague relationships. They examined how age, sex, and work experience disparities affect people's feelings about their jobs. They must achieve management efficiency by improving staff happiness in the workplace to succeed with a competitive edge and cope with the radically altering world. The results were also consistent with the research of Tiwari and Tiwari (2020), which they conducted in the Agra-Mathura area of Uttar Pradesh, on the influence of work settings on employee motivation of academic staff employed in private colleges. They discovered in their research that understanding the academicians' proximity to their academic reputation would be helpful for academic institution holders and ultimately drive them to execute their duty constructively. Finally, their research shows that while other criteria did not substantially influence the work satisfaction metrics of the prospective academics, collaboration, appreciation, reward systems, and loyalty to non-public institutions did.

Conclusion

This study examined the relationship between employee job satisfaction and organizational performance of higher education institutions in Borno State, Nigeria. The study used a quantitative research design and collected data from 165 employees of 6 higher-education institutions in Borno State. We analyzed the data using descriptive statistics, correlation, and regression analyses. The results showed that employee job satisfaction was an important factor influencing the organizational performance of higher education institutions in Borno State. There was a positive and significant relationship between employee job satisfaction and organizational performance of higher-education institutions in Borno State. Higher levels of employee job satisfaction led to higher levels of organizational performance of higher-education institutions in Borno State. Employee job satisfaction affected the organizational performance of higher education institutions in Borno State through various mechanisms, such as pay, promotion opportunities, supervision, fringe benefits, coworkers' relations, task clarity, and internal communication.

Recommendations

Based on the findings of this study, we suggest the following recommendations for higher education institutions in Borno State and other similar regions:

- Higher education institutions in Borno State should adopt effective human resource management practices that enhance employee job satisfaction, such as fair compensation, recognition, supervision, task clarity, training, and opportunities for advancement.
- Higher education institutions in Borno State should create a conducive work environment that fosters employee job satisfaction through safety, security, collaboration, communication, and diversity.
- Higher education institutions in Borno State should align their goals and objectives with the expectations and needs of their employees and other stakeholders, such as students, faculty, staff, the government, and society.
- Higher education institutions in Borno State should monitor and evaluate their organizational performance regularly and use the feedback to improve their processes and outcomes.

Limitations of the study

This study has some limitations that should be acknowledged and addressed in future research. The limitations are:

- This study may not be generalizable to higher-education institutions in other regions or countries with different characteristics and conditions.
- This study may only capture some factors influencing employee job satisfaction and organizational performance of higher education institutions in Borno State.
- This study may not account for other variables' potential confounding or moderating effects, such as motivation, ability, and incentives, on the relationship between employee job satisfaction and organizational performance of higher education institutions in Borno State.

Practical Implications

The practical value of the study is that it can provide valuable insights and implications for higher education institutions in Borno State and other similar regions that face similar challenges and opportunities. The study can help higher education institutions in Borno State and other similar regions improve their organizational performance by enhancing employee job satisfaction. The study can also contribute to the existing literature on the relationship between employee job satisfaction and organizational performance in different contexts and settings. The study can be helpful for policymakers, managers, educators, researchers, and other stakeholders interested in improving the quality and effectiveness of higher education institutions in Borno State and other similar regions.

Declaration of conflict of interest

The author(s) declared no potential conflicts of interest concerning this article's research, authorship, and publication.

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Annexure A

Dimensions of the Job Satisfaction Survey (Spector, 1985)

- 1. Salary:** Amount of pay and pay policies.
- 2. Promotion Opportunities:** Chances to be promoted.
- 3. Supervision.** Focuses primarily on the direct supervisor.
- 4. Fringe Benefits.** Benefits provided other than salary.
- 5. Coworkers.** The people with whom the person works.
- 6. Tasks.** The enjoyment of the things done at work.
- 7. Communication.** How well employees are kept informed.
- 8. Overall Satisfaction.** The overall Satisfaction with the job.

The scale used for the survey.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly agree	Agree	Strongly Agree