

Abolade, Dupe Adesubomi

Article

Impact of selected factors on employees' satisfaction and organisational performance

Trends Economics and Management

Provided in Cooperation with:

Faculty of Business and Management, Brno University of Technology

Suggested Citation: Abolade, Dupe Adesubomi (2020) : Impact of selected factors on employees' satisfaction and organisational performance, Trends Economics and Management, ISSN 2336-6508, Brno University of Technology, Faculty of Business and Management, Brno, Vol. 14, Iss. 35, pp. 9-24, <https://doi.org/10.13164/trends.2020.35.9>

This Version is available at:

<https://hdl.handle.net/10419/308912>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/4.0/>

Impact of Selected Factors on Employees' Satisfaction and Organisational Performance

Dupe Adesubomi Abolade

Abstract

Purpose of the article: The general objective of this study was to examine the impact of working tools, training, organisation's physical environment, organisational communication and organisational structure on employees' job satisfaction and organisational performance.

Methodology: The study adopted random sampling technique in selecting the participants. Self-structured questionnaires were used to elicit information from a sample size of one hundred and thirty-two respondents. One hundred and twenty-five instruments were properly completed and fit for analysis.

Scientific aim: This study investigated the impact of some selected factors (working tools, training, organisation's physical environment, organisational communication, and organisational structure) in determining job satisfaction of employees and organisational performance.

Findings: The study found out that working tools, training, work environment, organisational communication and organisational structure significantly affected employees' satisfaction and organisational performance.

Conclusions: It was recommended that management and other decision makers in organisations should pay good attention to effective communication, conducive work environment, and appropriate organisational structure, provide appropriate tools for the employees, and give right training to the employees; these would enhance employees' satisfaction and also improve the performance of the organisation.

Key words: work environment, organisational structure, employee satisfaction and organisation's performance

JEL Classification: L16, L19, L25, L68, M53

Introduction

The importance of employees' job satisfaction and organisation's performance has captured the attention of researchers in management. This is as a result of the role played by these factors in ensuring that organisations are able to keep going in the present highly competitive business world. The human resources are the key factor in enhancing this, as the satisfaction of workers is the pillar upon which the overall performance of the organisation rests. Management should provide appropriate work environment, right tools for work, train employees as and when due, ensure that there is participative communication with the employees and put in place the right structure that will enable the employees work easily. The strategy of ensuring that appropriate variables are provided for personnel in the workplace is a good motivational strategy.

The manager and the managed and other stakeholders in workplace are constantly involved in communication. Communication is a very important factor that is used to conduct and put organisation's resources to good use. Greenberg (2010) says that communication is a basic function of all managers' jobs, as managers spend eighty per cent of their daily duties communicating with others in order to achieve the organisation's success. If communication is put to good use in the organisation, many of the challenges that dovetail into employee turnover as a result of a lack of satisfaction will be better addressed.

Any organisation that is unable to provide the right physical environment (such as proper ventilation, good lighting, roomy office spaces, comfortable furniture, rest rooms, canteen, sickbay, good water supply, and serene surrounding) that will aid the work of the employees and thereby improve the performance of the organisation may not survive in the present competitive global market. Agbozo *et al.* (2017) believe that the work environment is one of the major factors that

influence employees' satisfaction and that employees' productivity is determined by the environment where they work. Herzberg (1986) concludes that when the employees' work environment improves, the employees will perform better.

The employee must be competent in their work to make them confident; training is needed in this respect. Robbins *et al.* (2008) believe that training is directed at upgrading and improving employee's technical skills. Hallowell *et al.* (1996) finds out that training is one of the primary vehicles to improve entry-level worker's productivity. With the right tools, and employees trained to use them, employees will be more efficient, which will positively affect their self-esteem, as they will be able to perform their duties with ease. The competent worker should be bold and happy doing their job; being competent is an attribute of job satisfaction, employee commitment and better organisation's performance.

Lee, Moreo (2007) establish that employee satisfaction is a key factor to an organisation's success. When an employee is glad to come to work because the tools, the structure, the environment and all the factors that will enhance their job performance are put in place and functioning, they have the initial satisfaction. Employees that are thus satisfied are likely to be happy, committed and work harder for the success of the organisation.

1. Literature review

The organisational structure is generally seen as the arrangement of tasks to be performed by job holders in the different units within the organisation. Greenberg (2011) explains that the organisational structure is the formal configuration between individuals and groups concerning the responsibilities and the allocation of tasks which include the authority in the workplace. Damanpour (1991) says that the organisational structure

re includes the nature of formalisation, the layer of hierarchy, the level of horizontal integration, the centralisation of authority, and the patterns of communication. Walton (1986) says that the organisational structure enhances effectiveness. Jackson, Schuller (1995) believe that the structural forms in the organisation that are generally recognised for domestic firms include the functional departmentalisation, product-based divisionalisation, geographical divisionalisation, and matrix organisation. They go on to explain that different forms are presumed to result from and are associated with a variety of internal and external forces, including technology demands, organisational growth, environmental turbulence, and business strategy.

The structure of an organisation is determined by the type of work that organisation is involved in. Without the structure, the organisation cannot operate, as workers would not know who is responsible to whom. The individuals in the organisation are interconnected and interdependent through a chain of command for effective running of the workplace. The structure ensures that there is coalition and coordination in the workplace. Robbins *et al.* (2008) explain that the organisation structure is how job tasks are formally divided, grouped and coordinated and that in designing the organisation structure, managers must address work specialisation, departmentalisation, the chain of command, the span of control, centralisation and decentralisation and formalisation.

Abolade (2018) concludes that the organisation's performance is an analysis of the company's performance as compared to the set goals and objectives; and that communication is the tool that gets people informed about their roles and responsibilities and allows them to be informed about the state of affairs in the organisation, so that the individuals will be able to work along with the management for the overall success of the organisation. Ion, Criveanu (2016) say that the performance consist in achieving the

goals assigned to an individual in the convergence of the enterprise orientation; that the performance is not just finding the outcome but that it is the result of a comparison between the outcome and the objective.

Training is a purposively planned activity put in place by an organisation after the necessary organisational and individual needs analyses have been carried out. Training helps to improve the skills of the employees so that they may be able to perform better and thereby improve the performance level of the organisation. In this respect, the customers will be satisfied, and the organisation will gain competitive advantage. The employees also benefit, as their confidence and expertise are enhanced, which is a catalyst for job satisfaction. According to Shaw (2011), training is a process that provides employees with skills, information and understanding of the organisation and its goals. Abolade (2013) concludes that training is an essential organisation's strategy that keeps the organisation going and that for any firm to be able to compete and have increased productivity, the workers must be properly and adequately trained. McClelland (2002) claims that training motivates personnel. Jones *et al.* (2008) conclude that training is positively associated with job satisfaction and that job satisfaction is positively associated with performance. Kauffman (2010) believes that employers today use training of employees as a main tool for retaining employees. If employees are not willing to quit their job because they are trained to be better at their job, it is therefore a pointer to the fact that such employees are satisfied with the job. Khan *et al.* (2011) explain that human resource capital in the organisation plays an important role, hence, there is the need for training and re-training of the human resources so as to fortify the employees. Khan *et al.* (2011), making reference to the work of Thomas (1997), Partlow (1996) and Shepard (2003), state that the employee will not be able to perform well at the job without pre-training; that

trained employees perform better than untrained employees, and that training and development increase the overall performance of an organisation.

Effective communication is the hallmark of better interpersonal relationships which will enhance understanding among the actors in employment relations and the generality of the workforce. Communication is synonymous with life. Work procedures are conducted through appropriate communication, and managers work with the rest of the team via communication. The importance of communication in workplace cannot be over-emphasized. Effective communication motivates employees to work well. Abolade (2015) says that communication is a vital tool in any relationship; that good organisational communication aids the clarity of employee's role, and that communication and business are intimately and inseparably linked, that no business can survive without proper communication, and that communication makes or breaks a business. Organisational communication in all its spheres is the breath, the air the organisation breathes, or the life blood the organisation needs for survival; it is the means through which the structures are put in place and functioning, and the different units within the organisations are therefore able to relate well and get the job done. Puni *et al.* (2016) explain that inability of managers to communicate clearly with the employees leads to the employees' feeling of not being able to perform their duties well. Rudd, Mills (2015) explain that when there is failure of effective communication, there are negative direct or indirect impacts on individuals and the organisation. Stephen (2011) says that communication helps the workplace accomplish organisational goals. Syallow *et al.* (2017) establish in their study that organisational communication positively affects employees' job satisfaction. According to Abugre (2011), communication helps to bring up teams and networks that ensure employees

being committed and that they are satisfied with their jobs. According to Robbins *et al.* (2008), communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance if it is below the acceptable standard.

According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from appraisal of one's job experiences. Spector (2003) claims that job satisfaction reduces employee turnover. In order to have the desired satisfaction through appraisal of job experience and reduce employee turnover, appropriate tools must be provided for the employees. Tools are the equipment that is provided by the management to enhance the performance of the employees based on the job the employees are engaged in within the organisation. When the right tools are available for the workers and they are trained to use them, and this serves as motivation for them.

2. Hypotheses

The formulated hypotheses are:

- H₁: Availability of tools does not have a significant relationship with employees' job satisfaction and organisation's performance.
- H₂: Training has no significant relationship with employees' job satisfaction and organisations' performance.
- H₃: Organisation physical environment does not significantly contribute to employees' job satisfaction and organisation's performance.
- H₄: Organisational communication has no significant relationship with employees' job satisfaction and organisation's performance.
- H₅: The organisational structure has no significant relationship with employees' job satisfaction and organisation's performance.

3. Methodology

This study adopted a survey research design to investigate if the identified variables individually have a significant relationship with employees' satisfaction and organisation's performance. Nigerian Breweries Plc Ibadan was used as a case study. Data were collected through the use of self-constructed questionnaire tagged Working Tools, Training, Organisational Physical Environment, Communication and Organisational Structure Questionnaire (WTTTOPECOSQ). The questionnaire for this study consisted of two sections. Section one consisted of the questionnaire on the socio-demographic backgrounds of respondents such as gender, age, educational qualification, marital status and years of experience to provide a platform for balanced views of all the respondents. Sections two had five scales: A, B, C, D and E used to elicit information from the respondents on the five variables. "A" elicited information from the respondents on the availability of tools for work; "B" elicited information from the respondents on training; "C" was on the physical environment of the organisation; "D" elicited information from the respondents on communication within the organisation; and "E" elicited information from the respondents on the organisational structure. For the pilot study of these scales, reliability tests were performed to assess the

internal consistency of each scale. Cronbach's Alpha coefficients reported as follows: 0.83 for the Working Tools Scale, 0.87 for the Training Scale, 0.77 for the Organisational Physical Environment Scale, 0.85 for the Communication Scale, and 0.74 for the Organisational Structure. All questions were close ended using a four-point Likert scale which ranged from 4 = "strongly agree" to 1 = "strongly disagree". One hundred and thirty-two copies of the questionnaire were distributed to the target population but one hundred and twenty-five of the instruments were properly completed and fit for analysis. Five hypotheses were tested to establish the significance of the variables on employees' satisfaction and performance of the organisation. The data were analysed using the regression analysis. The hypotheses generated for the study were tested at 0.05 level of significance. The study established that the variables significantly affected employees' job satisfaction and organisation's performance.

4. Presentation and Interpretations

Section A: Demographic Information of Respondents (n=125)

Gender of the Respondents

The data presented in Figure 1 show the distribution of the respondents' gender. Male

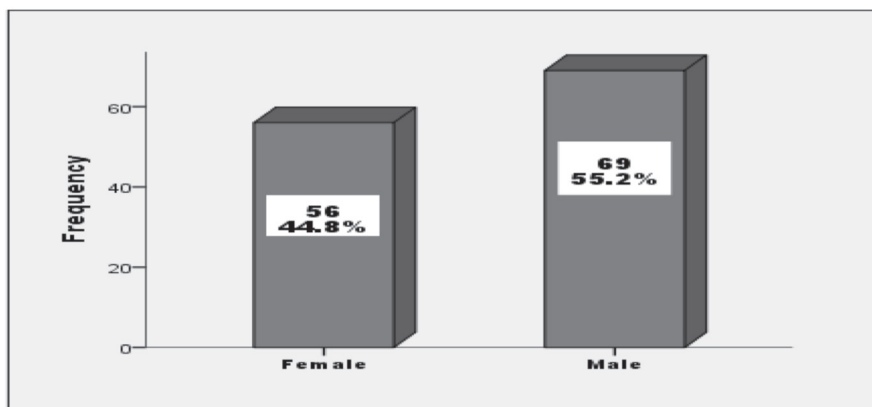


Figure 1. Distribution of the respondents by gender. Source: Field survey, 2019.

respondents represented 55.2% and female respondents 44.8%. This shows that there are more male workers than female workers in Nigerian Breweries Plc, Ibadan. Both males and females workers of the selected organisations participated in the study without gender discrimination.

Age Range of the Respondents

The data presented in Figure 2 show the distribution of the respondents according to the age range. The majority of the respondents (40.0%) are within the age range of 40–49 years; the respondents within the age range of 30–39 years represent 26.4%; the respondents within the age range of 50 years and

above account for 21.6%, while the respondents aged 20–29 years form the smallest group with 12.0%.

Educational Qualification of the Respondents

The data presented in Figure 3 show the distribution of the respondents by educational qualification. The majority of the respondents (56.0%) had HND/B.Sc./B.A. degrees as their highest academic qualification, followed by those who had an OND degree (27.2%), while 16.8% had S.S.C.E. The study indicated that workers of Nigerian Breweries Plc, Ibadan are educated, thus being able to participate in the study intelligently.

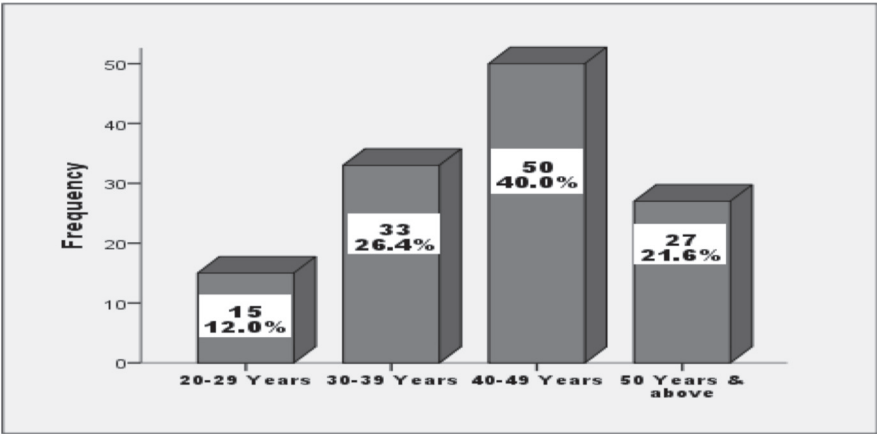


Figure 2. Age distribution of the respondents. Source: FieldsSurvey, 2019.

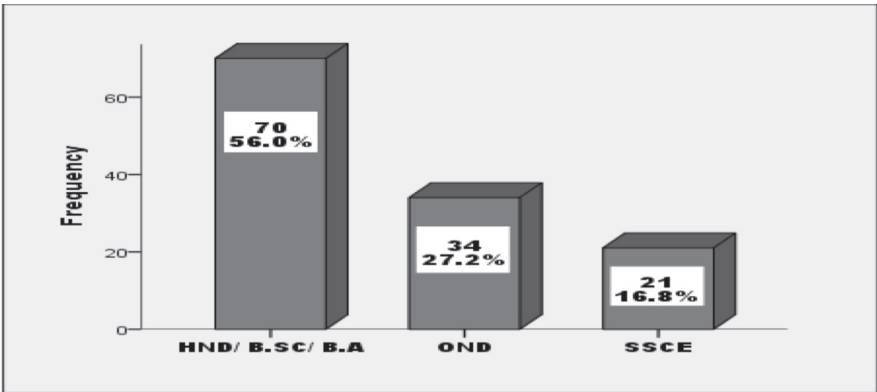


Figure 3. Distribution of the respondents by educational qualification. Source: Field survey, 2019.

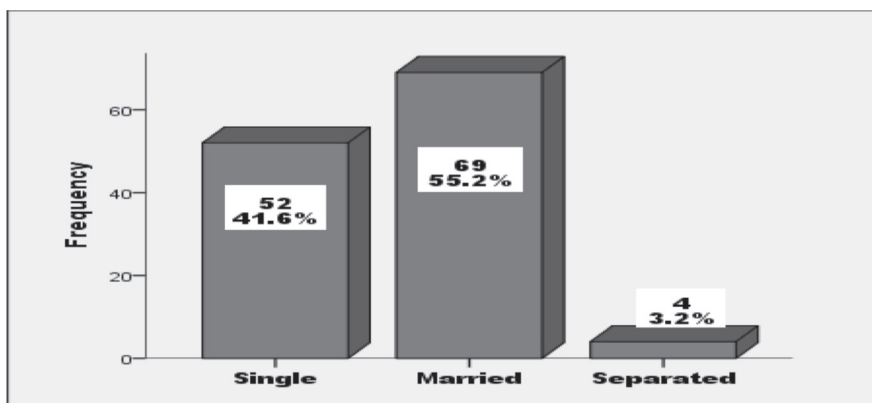


Figure 4. Distribution of the respondents by marital status. Source: Field survey, 2019.

Marital Status of the Respondents

The data presented in Figure 4 show the distribution of the respondents by marital status. 41.6% of them are single, while 55.2% respondents are married and 3.2% respondents are separated. The study shows that there are more married workers than the single and separated workers in Nigerian Breweries Plc, Ibadan.

Years of Experience of the Respondents

The data presented in Figure 5 show the distribution of the respondents according to years of experience. The majority of the respondents (42.4%) had 6–10 years of work experience, followed by respondents with 11 years and above of work experience (31.2%), while the respondents with 1–5 years work

experience represented the smallest group with 26.4%.

Section B: Test of Hypotheses

Hypothesis One:

H_1 : Availability of tools does not have a significant relationship with employees' job satisfaction and organisation's performance.

Table 1 depicts the relationship between the independent variables (employees' job satisfaction and organisation's performance) and the availability of tools; this indicates that 91.16% of variance is statistically significant to employee's job satisfaction and organisational performance; the availability of tools is explained by employees' job satisfaction and organisation's performance.

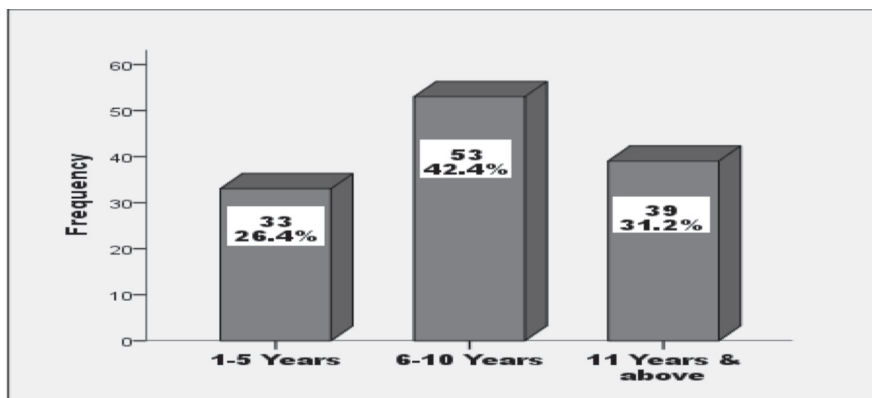


Figure 5. Distribution of the respondents by years of experience. Source: Field survey, 2019.

Table 1. Summary of the regression analysis of employees' job satisfaction and organisation's performance on the availability of tools ^a.

Root MSE	0.25146	R-Square	0.9116
Dependent Mean	2.24800	Adjusted R-Square	0.9102
Coeff Var	11.18581		

Source: Field survey, 2019.

Table 2. Analysis of variance.

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	79.59786	39.79893	629.42	<.0001
Error	122	7.71414	0.06323		
Corrected Total	124	87.31200			

Dependent variable: Availability of tools.

Predictors: Employees' job satisfaction and Organisation's performance.

Source: Field survey, 2019.

Consequently, this means that other factors not studied in this research explain 8.84% of the influence of the availability of tools. The adjusted R^2 of 0.9102 means the explanatory power of the independent variables is considerably high.

DECISION RULE

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 629.42.

The F tabulated is given as:

$$F_{0.05, (2, 122)} = 3.07051216.$$

DECISION

Since $F_{calculated} = 629.42 > F_{tabulated} = 3.07051216$, it suffices to reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that "the availability of tools has a significant re-

lationship with employees' job satisfaction and organisation's performance".

Hypothesis Two:

H_2 : Training has no significant relationship with employees' job satisfaction and organisation's performance.

Table 3 depicts the relationship between the independent variables (employees' job satisfaction and organisation's performance) and training; it indicates that 60.94% of variance in training of employees is explained by employees' job satisfaction and organisation's performance, which is statistically high enough to explain that there is positive significant relationship between the variables. Consequently, this means that other factors not studied in this research explain 39.06% of the potency of training. The adjusted R^2 of 0.6030 means the explanatory power of the independent variables is considerably high.

Table 3. Summary of the regression analysis of employees' job satisfaction and organisation's performance on training ^a.

Root MSE	0.77558	R-Square	0.6094
Dependent Mean	3.03200	Adjusted R-Square	0.6030
Coeff Var	25.57992		

Source: Field survey, 2019.

Table 4. Analysis of variance.

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	114.48542	57.24271	95.16	<.0001
Error	122	73.38658	0.60153		
Corrected Total	124	187.87200			

Dependent variable: Training.

Predictors: Employees' job satisfaction and organisation's performance.

Source: Field survey, 2019.

DECISION RULE

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 95.16.

The F tabulated is given as:

$$F_{0.05, (2^* 122)} = 3.07051216.$$

DECISION

Since $F_{calculated} = 95.16 > F_{tabulated} = 3.07051216$, it suffices to reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that "training has a significant relationship with employees' job satisfaction and organisation's performance".

Hypothesis Three:

H_3 : Organisation's physical environment does not significantly contribute to employ-

ees' job satisfaction and organisation's performance.

Table 5 unveils the contribution of organisation's physical environment to employees' job satisfaction and organisation's performance; it shows that 92.04% of employees' job satisfaction and organisation's performance is contributed by the organisation's physical environment. The result of 92.04% is statistically high in the determination of employees' job satisfaction and organisation's performance. Consequently, this means that other factors not studied in this research explain 7.96% contribution of the organisation's physical environment. The adjusted R^2 of 0.9191 means the explanatory power of the independent variables is considerably high.

DECISION RULE

Reject the null hypothesis if the value of F calculated is greater than the value of

Table 5. Summary of the regression analysis of employees' job satisfaction and organisation's performance on organisation's physical environment.

Root MSE	0.35840	R-Square	0.9204
Dependent Mean	2.56000	Adjusted R-Square	0.9191
Coeff Var	14.00015		

Source: Field survey, 2019.

Table 6. Analysis of variance.

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	181.12870	90.56435	705.04	<.0001
Error	122	15.67130	0.12845		
Corrected Total	124	196.80000			

Dependent variable: Organisation's physical environment.

Predictors: Employees' job satisfaction and organisation's performance.

Source: Field survey, 2019.

F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$). The F calculated is given as 705.04. The F tabulated is given as:
 $F_{0.05, (2^* 122)} = 3.07051216$.

DECISION

Since F calculated = 705.04 > F tabulated = 3.07051216, it suffices to reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that “organisation’s physical environment significantly contributes to employees’ job satisfaction and organisation’s performance”

Hypothesis Four

H₄: Organisational communication has no significant relationship with employees’ job satisfaction and organisation’s performance.

Table 7 depicts the relationship between the independent variables (employees’ job satisfaction and organisation’s performance) and organisational communication; it indicates that 93.65% of variance in organisational communication is explained by employees’ job satisfaction and organisation’s performance. Statistically, organisational communication positively contributes to employees’ job satisfaction and organisation’s performance as explained

by the findings of the study. Consequently, this means that other factors not studied in this research explain 6.35% of the potency of organisational communication. The adjusted R² of 0.9354 means the explanatory power of the independent variables is considerably high.

DECISION RULE

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 899.37.

The F tabulated is given as:

$F_{0.05, (2^* 122)} = 3.07051216$.

DECISION

Since F calculated = 899.37 > F tabulated = 3.07051216, it suffices to reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that “organisational communication has a significant relationship with employees’ job satisfaction and organisation’s performance”.

Hypothesis Five

H₅: Organisation structure has no significant relationship with employees’ job satisfaction and organisation’s performance.

Table 7. Summary of the regression analysis of employees’ job satisfaction and organisation’s performance on organisational communication ^a.

Root MSE	0.28866	R-Square	0.9365
Dependent Mean	2.29600	Adjusted R-Square	0.9354
Coeff Var	12.57239		

Source: Field survey, 2019.

Table 8. Analysis of variance.

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	149.88225	74.94113	899.37	<.0001
Error	122	10.16575	0.08333		
Corrected Total	124	160.04800			

Dependent variable: Organisational communication.

Predictors: Employees’ job satisfaction and organisation’s performance.

Source: Field survey, 2019.

Table 9. Summary of the regression analysis of employees' job satisfaction and organisation's performance on the organisational structure ^a.

Root MSE	0.46482	R-Square	0.7192
Dependent Mean	2.66400	Adjusted R-Square	0.7146
Coeff Var	17.44829		

Source: Field survey, 2019.

Table 10. Analysis of variance.

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	67.52869	33.76435	156.27	<.0001
Error	122	26.35931	0.21606		
Corrected Total	124	93.88800			

Dependent variable: Organisation structure.

Predictors: Employees' job satisfaction and organisation's performance.

Source: Field survey, 2019.

Table 9 depicts the relationship between the independent variables (employees' job satisfaction and organisation's performance) and the organisational structure; it indicates that 71.92% of variance in organisation's performance is explained by employees' job satisfaction and organisation's performance. The variance yielding 71.92% indicates that the organisational structure has a positive significant relationship with employees' job satisfaction and organisation's performance. Consequently, this means that other factors not studied in this research explain 28.08% of the potency of organisation structure. The adjusted R^2 of 0.7146 means the explanatory power of the independent variables is considerably high.

DECISION RULE

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 156.27.

The F tabulated is given as:

$$F_{0.05, (2^* 122)} = 3.07051216.$$

DECISION

Since $F_{calculated} = 156.27 > F_{tabulated} = 3.07051216$, it suffices to reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that "the organisational structure has a significant relationship with employees' job satisfaction and organisation's performance".

5. Discussion of the Findings

Hypothesis one established that the availability of tools to work with has a significant relationship with employees' satisfaction and organisation's performance. RMS (2016) establishes that the organisation needs to improve in making tools/equipment available. Asigele (2012) concludes that the availability of equipment to work with has a significant effect on workers' performance. Sucharitha *et al.* (2015) find out in their research that the doctors are moderately satisfied on the issue of the availability of equipment and instruments. Hallowell *et al.* (1996) conclude in their study that when employees are provided with the right tools to work with, it improves their service delivery and reduces the employee turnover.

As established in hypothesis two, training as one of the selected factors plays an important role in enhancing employees' job satisfaction and organisation's performance. SHRM (2015) finds out that 63%

of employees rate opportunities to use their skills and abilities at work as the most important contributor to their job satisfaction. SHRM (2015) reports that providing job training, mentoring and other chances to enhance employee learning can serve as a retention and recruitment strategy. Skills are acquired via training and the acquired skills must be used for the employees to be satisfied and enhance the organisation's performance. Abolade (2013) finds out in her study of training as an incentive for workers' productivity that there is a significant relationship between training and improved job performance; she also finds out that training positively affects employees' job satisfaction and productivity. Demiral (2017) establishes that training has a positive significant effect on employees' job satisfaction. Govand, Inji (2015) find out in their study that training positively affects employees' job satisfaction. All of these are in agreement with the finding of this study.

Hypothesis three establishes that the physical environment is significantly related to employees' job satisfaction and organisation's performance. Moloney (2011) finds out that light and airflow, which is part of the organisation's physical environment, contribute positively to workers' productivity with 3–18% gain in productivity in workplace buildings that have a good day-lighting system. Agbozo *et al.* (2017) establish in their study that work environment has a significant effect on employees' satisfaction. Referring to the study carried out by Leshabari *et al.* (2008), they state that the supportive work environment helps workers perform their normal duties more effectively by being able to use their skills, knowledge and competences and available resources to provide high quality services. Haynes (2008) finds out that an improvement in physical design of office building improves organisation's productivity through the improved employee performance. He goes on to explain that the people-centric approach to creating the office environment acknowledges that the

empowered worker is the intellectual capital of the organisation. These are in agreement with the finding of this study that the organisation's physical environment is significantly related to employees' satisfaction and organisation's performance.

Hypothesis four establishes that organisational communication has a significant relationship with employees' job satisfaction and organisation's performance, which follows the findings of SHRM (2015), where it is established that communication is significant in employees' job satisfaction, with 57% of employees reporting that communication between employees and senior management is very important to employees' job satisfaction. Management communication with the employees on organisation's goals and strategies is also significantly related to employees' satisfaction. More than 57% of employees report that they are satisfied with management's recognition of employees' job performance. SHRM concludes that employers should encourage constant communication and feedback among employees at all levels of the organisation. Nabi *et al.* (2017) find out in their study that effective business communication has a massive impact on employees' performance and job satisfaction and that this indirectly influences the organisation's productivity and performance. This study also finds out that communication is significantly related to employee satisfaction and organisation performance. This study establishes that communication (involvement of workers in decision-making and workers and leaders communication) and the organisational structure are positively significantly related to employees' satisfaction and organisation's performance.

Hypothesis five establishes that the organisational structure has significant relationship with employee job satisfaction and organisation performance and this is in consonance with Olajide (2015), who concludes that there is a significant relationship between the organisational structure and employees' job

satisfaction. Hadis *et al.* (2017) find out in their study that the organisational structure negatively affects job performance of employees. Quangyen, Yezhuang (2013) conclude that a well-designed organisational structure promotes success; and that if an organisational structure does not fit the company's goals and objectives, it can hinder cooperation and that the organisational structure helps to decrease employee ambiguity and predicts employee behaviour. Csazar (2008) concludes that the organisational structure helps shape the organisational performance. When the structure is good and supportive of employees' ability to function well, their role unambiguous; the environment conducive, communication both internal and external flow easily with no hindrance and the right and latest tools for work are provided and workers are well trained to enhance their confidence and performance, the employees will be happy and they will be satisfied with their job. Satisfied employees will be committed to the organisation and performance of the organisation will improve.

References

- Abolade, D. A. (2013). Training as incentive for workers' productivity in selected work organisations in Ibadan metropolis Nigeria. *Nigerian Journal of Clinical and Counselling Psychology*, 19(2), pp. 323–342.
- Abolade, D. A. (2015). Organisational communication, the panacea for improved labour relation. *Studies in Business and Economics*, 10(2), pp. 5–16.
- Abolade, D. A. (2018). Impact of employees' job insecurity and employee turnover on organisational performance in private and public sector organisations. *Studies in Business and Economics*, 13(2), pp. 5–19.
- Abugre, J. B. (2011). Appraising the impact of organisational communication on workers satisfaction in organisational workplace. *Problems of Management in the 21st Century*, 1(1), pp. 7–15.
- Agbozo, G. K., Owusu, I. S., Hoedoaia, M. A., Atakorah, Y. B. (2017). The effect of environment on job satisfaction: evidence from banking sector in Ghana. *Journal of Human Resource Management*, 5(1), pp. 12–18.
- Asigele O. (2012). The effect of working environment on workers' performance: the case of reproductive and child health care providers in Tarime District. *An Unpublished Master of Public health Dissertation*, Submitted to Muhimbili University of Health and Allied Sciences.
- Csazar, A. F. (2008). Organisational structure as a determinant of performance: evidence from mutual funds I. *The Wharton School, University of Pennsylvania 2000 Steinberg Hall-Dietrich Hall Philadelphia, P.A.* 19104 December 15, 2008.

6. Conclusions and Recommendations

This study concludes that the five identified variables are very important, as they contribute to employees' satisfaction and organisation's performance. With the right training after the initial needs assessment or when new tools for work are procured for the work, the satisfaction of the employees and performance of the organisation will be enhanced. The good physical work environment enhances the satisfaction of the employees and organisation's performance. Good and unfettered organisational communication is the lifeline of any business enterprise, as well as the right organisational structure. This study, having established that all these put the employee and the organisation in good stead, it is therefore recommended that the organisation policy makers and those who translate the policy to actions must take seriously these variables and put all that is needed in place to ensure these are provided for in the organisation for the organisation to continue in business.

- Damanpour, F. (1991). Organisational innovation: a meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34(3), pp. 555–590.
- Demiral, O. (2017). Effects of training on employee job satisfaction and achievement: “train to gain” evidence from manufacturing businesses in Turkey. *Business and Management Studies: An International Journal*, 5(3), pp. 765–785.
- Govand, A., Shukur, I. (2015). The impact of training and development on job satisfaction: a case study of private banks in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), pp. 65–72.
- Greenberg, J. (2010). *Managing behaviour in organisation*. 5th ed. New Jersey: Prentice Hall, 548 pp.
- Greenberg, J. (2011). *Behaviour in organisations*. 10th ed. New Jersey: Prentice Hall, 720 pp.
- Hadis, A., Keyvan, A., Salah, P., Khabat, A., Soran, M. (2017). The effect of organisational structure on employees' job performance in private hospital of Ahvas. *Journal of Ecophysiology and Occupational Health*, 17(3–4), pp. 119–123.
- Hallowell, R., Schlesinger, L. A., Zornitsky, J. (1996). Internal service quality, customer and job satisfaction: Linkages and implications for management. *Human Resource Planning*, 19(2), pp. 20–31.
- Haynes, B. P. (2008). An evaluation of the impact of the office environment on productivity. *Journal of Facilities*, 26(5&6), pp. 178–195.
- Herzberg, F. (1986). *One more time: How do you motivate employees?* In J. N. Williamson (Ed.). *The leader-manager*, New York: John Wiley & Sons, pp. 443–448.
- Ion, E. L., Criveanu, M. (2016). Organisational performance-a concept that self-seeks to find itself. *Annals of Constantin Brancusi, University of Targu Jiu, Economy Series*, 4.
- Jackson, S. E., Schuller, R. S. (1995). Understanding human resource management in the context of organisations and their environments. *Annual Review Psychology*, 46, pp. 264–273.
- Jones, M. K., Jones, R. J., Latreille, P. L., Sloane, P. J. (2008). Training, job satisfaction and workplace performance in Britain: Evidence from WERS 2004. *Discussion paper* IZADP No. 33677 September, 2008. Institute for Labour.
- Kauffman, C. (2010). Employee involvement: A new blue-print for success. *Journal of Accountancy* 209(5), pp. 46–49.
- Khan, R. A. G., Khan, F. A., Khan, M. A. (2011). Impact of training and development on organisational performance. *Global Journal of Management and Business Research*, 11(7), pp. 62–68.
- Lee, C., Moreo, P. J. (2007). What do seasonal lodging operators need to know about seasonal workers? *International Journal of Hospitality Management*, 26(1), pp. 148–160.
- Leshabari, M., Muhondwa, E., Mwangi, M., Mbembati, N. (2008). Motivation of health care workers in Tanzania: case study of Muhimbili National Hospital. *East African Journal of Public Health*, 5(1), pp. 30–36.
- Locke, E. A. (1976). *The nature and causes of job satisfaction*, In *Handbook of Industrial and organisational Psychology*. Ed. Marvin Dunnette. Chicago: Rand McNally, pp. 1297–1350.
- McClelland, S. D. (2002). A training needs assessment for the United Way of Dunn County Wisconsin. *A Research Paper in the Graduate School, University of Wisconsin-Stout, Menomonie*.
- Moloney, C. (2011). Workplace productivity and LEED building. Retrieved from: <http://www.greenbuilding.com/content>.
- Nabi, M. N., Foysol, K. M., Adnan, S. M. (2017). The role and impact of business communication on employee performance and job satisfactions: A case study of Karmasangsthan Bank Limited, Bangladesh. *Arabian Journal of Business and Management Review*, 7(3), pp. 1–8.
- Olajide, T. (2015). Effects of organisational structure on job satisfaction in Nigerian financial sector: empirical insight from selected banks in Lagos State. *NG-Journal of Social Development*, 5(1), pp. 96–108.
- Partlow, C. G. (1996). Human resources practices of TQM hotels, Cornell Hotel & Restaurants. *Administration Quarterly*, 37(5), pp. 67–77.
- Puni, A., Agyemang, C. B., Asamoah, E. S. (2016). Leadership styles, employee turnover intentions and counterproductive work behaviours. *International Journal of Innovative Research and Development*,

5(1), pp. 1–7.

Quangyen, T., Yezhuang, T. (2013). Organisational structure: Influencing factors and impact on a firm. *American Journal of Industrial and Business Management*, 3(2), pp. 229–239.

Research & Marketing Strategies, Inc. (2016). *Employee satisfaction case study*. Retrieved from: <http://rmsresult.com/>.

Robbins, S. P., Judge, T. A., Millett, B., Waters-Marsh, T. (2008). *Organisation behaviour*. 5th ed. Australia: Pearson Education, Prentice Hall, pp. 364.

Rudd, D., Mills, R. (2015). Communication, climate and culture in the hospitality industry. *American Journal of Management*, 15(4), p. 11.

Shaw, J. D. (2011). Turnover rates and organisational performance: review, critique and research agenda. *Organisational Psychology Review*, 1(3), pp. 187–213.

Shepard, J., Robert, W. G. (2003). *Sociology and you*. Ohio Glencoe: McGraw-Hill.

Society for Human Resource Management (SHRM) (2015). *Employee job satisfaction and engagement, revitalizing a changing workforce*, A Research Report by the Society for Human Resource

Management. Retrieved from: <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf>.

Spector, P. E. (2003). *Industrial organizational psychology: Research and Practice*. 3rd ed. John Wiley & Sons, 405 pp.

Stephen, C. (2011). *Research methodology in business and social sciences*, Owerri: Cannon.

Sucharitha, S., Rashmi, K., Shubhashree, K. (2015). Measuring job satisfaction and impact on demographic characteristics among doctors of teaching hospitals. *International Multispeciality Journal of Health*, 1(9), pp. 29–38.

Syallow, A. M., Mberia, H., Bosire, J. (2017). The role of organisational communication on employee job satisfaction in telecommunication industry in Kenya. *International Journal of Scientific and Research Publication*, 7(2), pp. 412–417.

Thomas, N. G. (1997). Interpersonal skills training for quality service interactions. *Industrial and Commercial Training*, 29(3), pp. 70–77.

Walton, C. R. (1986). A vision-led approach to management restructuring. *Organisational Dynamics*, 14(4), pp. 5–17.

Received: 2. 8. 2019

Reviewed: 31. 1. 2020

Accepted: 30. 6. 2020

Dr. Dupe Adesubomi Abolade

Elizade University

Faculty of Humanities,

Social and Management Sciences

Department of Human Resource

Management

P.M.B. 002, Ilara-Mokin, Ondo State

Nigeria

Phone: +2347033046492

E-mail: dupeabolade@gmail.com

