

ASSESSMENT OF JOB SATISFACTION AND EMPLOYEES TURNOVER IN ENUGU STATE AGENCY FOR ADULT AND NON-FORMAL EDUCATION

Georgina Chinagorom Eze; Emelda Ada Anyanwu-Amunde; Eberechukwu Charity Eneh and Iheanyichukwu Godwin Ozurumba

Abstract

This study examined job satisfaction and employees turnover in Enugu State Adult and Formal Education Agency. The employee of Enugu State Agency formed the population. The study identifies the components job satisfaction to motivation, work values and monetary values. A questionnaire was used to collect data. Two questions were raised to guide the study. Data collected were analyzed using mean, standard deviation, frequency and percentage. The result revealed that majority of the employees has high job satisfaction and some of the employee have low turnover while some have high turnover. Based on these findings recommendations were made.

Job satisfaction is very important for the employees, and employees are the big assets among all assets in the organization. Employees' turnover activities are very important for achieving the organizations goals and objective. [Any job related factor can influence a person's level of satisfaction (Alina, Hyz 2010)]. Job satisfaction ensures that the right employees are recruited and rationed in an organization, knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high performance workforce. Job satisfaction is essential tool for management of people within the internal environment of the system, comprises the activities, policies, strategy and practices are involved in planning, organizing, leading, communicating and coordinating and cooperating, obtaining developing, utilizing, evaluating, monitoring balancing and retaining the appropriate number of workers and employee and skills mix of employees to attain the educational goals and objectives. Best employee turnover practices are always helpful and advantageous for both employee and employers, it plays an important role in constructive growth of the educational system.

Theoretical Framework

Herzberg's motivated employee theory in (Flippo, 1984). Herzberg proposes that human beings have two basic needs; the need to avoid pain and survive and the need to grow, develop and learn. As such, the analysis of employee job satisfaction would result in the formation of two separate continuums rather the traditional one of satisfaction/dissatisfaction to no dissatisfaction would be affected by environmental factors over which the employee has limited influence. That is the hygiene factors are extrinsic to the employees. Typical of these "hygiene factors are pay, interpersonal relation, supervision, company, policy and administration, working conditions, status and job security. Herzberg indicates that these factors do not serve to promote job satisfaction, rather their absence or deficiency can create dissatisfaction.

The second class of factors, referred to as “motivators” makes up a continuum leading from no job satisfaction to satisfaction. However, if these conditions are not present, they do not cause dissatisfaction. Examples from this class are:

1. Achievement
2. Recognition
3. The work itself
4. Advancement (through challenging and creative work)
5. The possibilities of personal growth.
6. Responsibility.

Herzberg was of the opinion that these factors, lead to a strong motivation and therefore, job satisfaction when are present, but do not cause much dissatisfaction when they are absent. Satisfaction will be higher when both motivational and hygiene factors are taken care of.

Vroom’s Expectancy Theory

Vroom, V H (1977) developed and expanded the expectancy theory. This theory views motivation as a process governing choices. Thus, if an individual has a particular goal in order to achieve the goals, some behaviour must be performed. The individual, therefore weights the likelihood that various behaviour will achieve the desire goals and if certain behaviour is expected to be more successful than others, that type of behaviour will likely be selected. An important contribution of Vroom’s theory is that it explains how the goals of individual influence their effort and that the behaviour of individuals depends upon their assessment of the probability that the behaviour will successfully lead to the goal. For instance, if an individual place high value on say promotion, this then can be used to motivate him because such an individual will work harder to achieve it.

The expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual, it includes three variables

1. Attractiveness: The importance that the individual places on potential outcome or reward that can be achieved on the job. This considers the unsatisfied needs of the individual.
2. Performance-reward linkage: The degree to which the individual believes that performing at a particular level will lead to the attainment of each job outcome.
3. Effort-performance linkage: The perceived probability by the individual that exerting a given amount of effort will lead to performance.

Vroom’s theory emphasizes the importance of individual perceptions and assessments of organizational behaviour. The key to expectancy theory” is the understanding of an individual’s goals-aid to linkage between effort and performance and individual goal satisfaction. Understanding what needs an individual/employee seek to satisfy does not ensure that the employee himself perceives high job performance as necessarily leading to the satisfaction of these needs.

Background of the Study

Agency for Adult and non-formal education; it is an agency operated by Enugu State Government. This agency plays a vital role in developing the people education, through various skills. Adult Education is very important in the whole educational process in Enugu state; this is because of the inefficiency of the formal school which could not perform the functions expected to it, to give

functional education to the citizenry. Adult education is carefully organized to lay down foundation to formal education built upon such a foundation to replace the education which was not received. This is vital for the efficient performance of the adult role in the development of Enugu State. Therefore, job satisfaction of employee will bring tremendous turnover, if they are well paid and it will bring development of the individual, community and nation building in general.

Statement of the Problem

The poor standard of Adult and non-formal Education in Enugu State is a thing of worry to the educationist, the government and even the public. This ugly situation some time caused by non-availability, inadequate or lack of proper utilization of the existing facilities. Job satisfaction of the employee is very important for maintaining the agency goals. Education which is on acute problem in our country, job design, job analysis and job specification should be done to make the job attractive to the employees. A favourable work environment is very important, environment is related with mind and sound position of the agency, the government should think about the right man for the right job, the job evaluation also done to compare the level of job with another job.

Objective of the Study

The objective of the study is to measure the assessment of job satisfaction and employee turnover in Enugu State Adult and non-formal Education.

Research Questions

In order to provide a guide in the study two research questions were formulated on job satisfaction and employee turnover. There are as follows:

1. What is the level of job satisfaction of the employees?
2. What is the level of job satisfaction and employee turnover?

Literature Review

Assessment of motivation in employee turnover in the agency of Adult and non-formal Education is necessary to achieve organizational goals. Motivation is the process of stimulating someone to take desired course of action and motivation is related with the output. Motivation is always goal-oriented and goal achieved target, motivation helps the employees to get the best potential and talent from the pool of potential and outcome. The employer is always trying to make a good relationship with the employees with a view of attaining the agency goal and objectives without proper motivation the agency will not be possible to gain the target.

Rizmun et al (2010) proved that motivation boast express and continues conduct; the motivation of an individual envelops all the motives for which he selects to operate in a definite approach. Also motivation is the driving force of an organization when an employee is derived to attain goal of an organization. In work organization, any conscious interplay of the physical financial and human resources, results in performance normally, the level of performance of an employee is a function of his abilities and motivation. Abilities determined what he can do, while motivation determines who will do, where there is a strong positive motivation, the employee's output and hence morale increases; therefore, the goals of the individuals and the organization can be achieved through stimulating workers towards productive performance called motivational process.

Compensation Packages

Compensation is related with salary, wages and numeration. A good compensation packages is very important for monitoring the employee's satisfactory level and compensation is nothing but the sum total of remuneration and paid for labour and efforts. The employees are very much encouraged to know the compensation level of employees. To determine compensation, the agency should develop a compensation and reward programme. This type of programme well-structured programmes with a good balance of wages, benefit and reward will support an agency to remain competitive in today's labour market and ensure sustainability in the future (Ushie, 2012).

- Performance of the employee with expectation and job satisfaction.

Job performance is the most desirable outcome in public and private organization indeed, every employer expects his employees to give very high job performance in the organization. Although, organization yearns for high job performance, they have always neglected for providing the employees with effective and adequate values orientations. The situation is that organizations or employers of labour have hardly seen the relationship between values orientation and the level of job performance. That is employees of labour seem not to be aware that provision of effective and adequate values orientation for the employers can lead to the desire increase of the level of job performance. Job performance in this context is seen as attitude, conduct and total output of the employee in the service.

Ubom, (2010) observed that a worker who has received adequate values orientation and one who exhibits self respect and accountability will form positive attitude to work and will exhibit a high level of job performance in form of interest, punctuality, initiative, commitment to work and general success and achievement in the organization.

Performance appraisal means evaluating as employee's current and past performance relative to his or her performance standards, performance appraisal help to evaluate the employee's productivity of the organization, when an organization evaluates the employees performance then he can decide who is the best performer and who are capable of promotion (Manusa, K, et al, 2010).

- Assessment of job and job design

Job analysis is the systematic method of investigating, the task, duties, skills, and knowledge require for performing jobs in the organization, and job design is the process of determining and systematically arranging their task, roles and other processes into work that are required to perform a specific job (Robbin, 2010).

Recruitment

Recruitment is the process of finding and attracting qualified individual in sufficient numbers and encouraging them to apply for job, position within the organization. It refers to the process of locating and encouraging potential applicants to apply for existing or anticipated job opening, recruitment encompasses decisions about choosing:

- i. Communication methods
- ii. Recruiters
- iii. Recruitment message
- iv. Required applicants qualifications

Obviously, recruitment takes place both when employees search for candidates outside the organization and inside the organization.

- Employee Effectiveness and Efficiency

The effectiveness and efficiency of the agency determines the morale of the employees. Morale is the state of mental health; morale is high when the employee is happy with his work, his surroundings and his follow-beings high morale indicates the efficiency and effectiveness of the personnel.

Lawler (2013) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weight age and individual gives to a certain reward. Good administrators recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Every human being is derived by the nature who intends to do in his profession. Moreover, job satisfaction and turnover goes in a one way when the turnover is high, it means that satisfaction level is high, so turnover is dependable variable where job satisfaction is undependable variable. A higher job satisfaction is associated with increase turnover.

Methodology of the Study

This study is an explanatory research seeks to examine and analyze the assessment of job satisfaction and employee turnover in state agency for adult and non-formal education in Enugu State. The sample unit includes staff of Enugu State, Adult and non-formal Education for the study. 100 respondents were contacted for obtaining information, then 30 respondents where sampled for obtaining the required information.

Method of Data Analysis

This portion of the research was focused on the analysis and interpretation of data that was collected for this study. Data analysis entails that the analysis break down data into constituents parts to obtain answers to the research questions. The analysis of research data does not in its own provide the answers to the research questions. To collect data a questionnaire was used and a statistical tool was used to analyze the responses of the respondents, according to their responses. Of the 40 questionnaires printed and distributed, 30 were returned. Quantitative data from the returned questionnaires were coded and analyzed with Statistical Package for Social Sciences (SPSS) version 16.0. Mean, standard deviation, frequency and percentage was used to and data and answer the research questions

The study is based on the data collected to measure or assess job satisfaction and employee turnover perception. 5-point likert scale, that is a numerical and more specifically, interval-scaled data. Assessment of job satisfaction and employees turnover (AJSET) questionnaire used and our respondents is 30, the minimum number is 1, 2, 3, 4, 5, (strongly disagree and strongly agree) that means that maximum number is 5 and the minimum is 1. A criterion mean of 3 was used as decision rule (3.0 above agree and below 3.0 disagree)

Results

Table I: Level of Satisfaction of Employees

Level of Job satisfaction	N	Percentage
Highly dissatisfied	1	3.60
Not Satisfied	2	6.41
Fairly satisfied	2	7.74
Moderately satisfied	13	39.12
Highly satisfied	12	43.12

Total	30	100
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The results in table 1 show that about 43% of employees indicate that they are highly satisfied, followed by 39% employees with moderate satisfaction, followed by 7% and 6% with fairly and not satisfied and lastly with high dissatisfaction with about 3% employee. This results therefore indicate that majority of the employees have job satisfaction which implies high turnover in Enugu State Agency for Adult and Non-formal Education.

Table II: Assessment of Job Satisfaction and Employee Turnover

	N	Mean	Std deviation	Std error-mean
Are you satisfied with your pay?	30	1.100	.30513	.05571
Do you agency pay in centimes for hard work?	30	2.200	.61026	.11142
Are you motivated by your employer?	30	4.700	.46609	.08510
When employee morale is high turnover will be high.	30	4.100	.30513	.05571
Does your agency follow democratic management system?	30	4.233	.43018	.07854
Is the relationship among the employees of the agency good.	30	4.2667	.44978	.08212
Are you satisfied your fringe benefits?	30	4.100	.71197	.12999
Is there any relationship with compensation and employee satisfaction?	30	4.333	.47946	.08754
Is there any relationship with performance appraisal, productivity and employee satisfaction?	30	4.667	.50742	.09264
Are you satisfied with your job training?	30	4.0000	.69481	.12685
Do you think training is important for employees?	30	3.5000	.73108	.13348
Do you think that training is positive or negative to employees?	30	2.8667	.11058	.20191
Employee with adequate skill work effectively	30	4.8333	.37905	.06920
Are you the agency's treatment to employees?	30	3.566	.93526	.17075
Does team work make employees to be efficient and effective.	30	4.7000	.46609	.08510
Employee high morale indicate the efficiency and effectiveness of job	30	4.1333	.77608	.14169
Is job satisfaction important to the employees	30	4.8333	.37905	.06920

Major observations from the derived tables and analysis are given below:

From the description table we concluded that our respondents is 30 and no missing value and the minimum number is 1, 2, 3, 4, 5 (strongly disagree and strongly agree) that means maximum number is 5, the results in the table shows the mean and standard deviation. The results reveal that the respondents agree that employees turnover in certain areas are high while in some other areas, the turnover is low. The areas that have high turnover have their mean values greater than 3.0 while the areas that have low turnover have their mean lesser than 3.0. The standard deviation show low variation in the responses of the respondents due to the closeness of the values.

The literature and various studies, concluded that empowerment and recognition have positive effect on employee motivation more the empowerment and recognition of employees in an agency is increased, more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success.

Summary of Major Finding

The following are the summary of major findings

1. Majority of the employees have job satisfaction
2. Some of the employees have high turnover while some have low job turnover.

Conclusion

Motivation is very essential elements and without motivation the success of the organization is impossible. Training and development is also impacts the job performances and training is directly or indirectly related with job satisfaction. Without training employee development will not be possible. The study also tried to show contribution of recruitment and selection for the development of the employee attitude and morale also impact on the performances appraisal on the job performances and what factors are considered in the organization that evaluate the job performance and employee satisfaction to other factors.

Recommendations

The study then makes the following recommendations.

- The workers and the organization should exhibit a high level of reciprocity in their desire for improvement. The organization should exhibit hard work and dedication in order to ensure the improvement of the organization.
- The workers should exhibit a high measure of loyalty patriotism, discipline dedication and commitment to the organization in order to ensure a high level of trust reliability and productivity at the work place.
- Incentives should be given to hard working ones, to increase in the organization, to increase the turnover.
- Workshops, lectures, training, symposium and seminars should be organized to employees of labour and employees to ensure a high level of values orientation and job satisfaction.

Future study of the Research

The study focuses on the practice and observance of two control factors, job satisfaction, job performances and reducing the employee turnover for enhancing employee motivation which leads to organization effectiveness. The organizations should design their rule policies and organizational structures that gives space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely leads to organizational growth.

Suggestion and Improvement

- As the job is vital part of any organization, so we should give more attention to it. If employee gets proper treatment from the side of the employer he or she decides to study in the organization more.
- The employee should get the proper cooperation from employer and suggestion from the head of the unit.
- The employee should receive the proper training and development from their employer.

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