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## Impact of Job Satisfaction on Employees Performance in Selected Microfinance Banks in Osogbo Metropolis, Osun State, Nigeria.

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### **Abstract**

*The study examined the impact of job satisfaction on employees performance of selected Microfinance banks in Osogbo Metropolis. The specific objectives were to examine influence of employees immediate supervisors factors on job satisfaction, determine influence of employee personal characteristics factors on employee job satisfaction, examine influence of employee pay package on employee job satisfaction and investigate the relationship between job satisfaction and employee job performance. Six selected Microfinance banks were used for the study. The total population was 149 out of which 120 employees were surveyed using simple random sampling technique. Data were collected through structured questionnaire. The data were analyzed using SPSS version 20.0. Descriptive statistics-frequency distributions and percentages and Inferential Statistics-Regressions analysis were used. The results of regression analyses carried out showed that employee personal characteristics factors had a positive relationship with employee job satisfaction ( $r=1.232$ ,  $P<0.05$ ). A unit increase in employee personal characteristics factors will increase employees job satisfaction by 1.232. Employee pay package factors had a positive relationship with employees job satisfaction ( $r=0.829$ ,  $P<0.05$ ). A unit increase in employee pay package factors will increase employee job satisfaction by 0.829. Employee immediate supervisor factors had a positive relationship with employee job satisfaction ( $r=0.689$ ,  $P<0.05$ ). A unit increase in employee immediate supervisor factors will increase employee job satisfaction by 0.689. Employee job performance had a positive relationship with job satisfaction ( $r=0.926$ ,  $p<0.05$ ). It implied a unit increase in employee job satisfaction will increase employee job performance by 0.926. The study concludes that job satisfaction has impact on employee performance.*

*Based on the above findings, microfinance banks should take bold steps to enhance the level of job satisfaction of their employees in areas of personal characteristics, pay package and employee immediate supervisor factors to motivate them to attain higher performance.*

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**Keywords:** Employee, Job satisfaction, job performance, Microfinance banks, Osogbo Metropolis.

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### **1. Introduction**

Organizations can achieve strategic goals through workforce efforts. It is widely believed that employees are the company's most valuable assets (Ilagan & Javier, 2014). Javier (2011) emphasized that the key to business success is its ability to retain the loyalty of its stakeholders, which include not only their customers but also the employees who run the business activities. Organization's performance depends among others the performance of its workforce and this has bearing with employee job satisfaction. Satisfied employees create and deliver value out of other organizational resources.

Employee job satisfaction has been interconnected with how people think, feel and observe their jobs (Spector, 1997). Robbins and Coulter (2010), defined job satisfaction as the general behavior and employees' attitudes towards their job. Locke (1976), defined job satisfaction as enjoyable emotion state that ensures that an employee feels appreciated for what he/she has done. According to Lai Wan (2007), employee satisfaction is an essential target for any organization to realize or achieve either in short run or in long run. Low level of employee satisfaction generates high employee turnover and the turnover intention is the desire to leave an organization (Saghir, Asad & Ishtiaq, (2015). It also reflected in leaving a department of a company (Tett & Meyer, 1993). According to Allen & Grisaffe (2011), loyalty is a psychological state and it illustrate the association of an employee with the organization for which he works and that has influence on his decision to stay with the organization.

Employee performance generally refers to whether a person performs his/her job well or not. Job performance is the way employees execute their work. Employee's performance is critical to the success of the organization. Organizations should therefore endeavour to invest resources into programmes in order to increase job satisfaction and their employee's performance. Where there is employee job satisfaction, the tendency is to have low turnover, employee commitment and loyalty. The turnover intention is the degree to which the employees leave the organization. Satisfied employees are sine qua non to the success of banking sector. Banks should be concerned with the constructs of job satisfaction and its impact on job performance.

The factors that may affect or influence employees job satisfaction are among others-employee's immediate supervisor, employee's personal characteristics, employee personal practices, employee pay package, working conditions, job security factors etc. Thomas (2009), opined that when employees have high levels of psychological well-being and job satisfaction, they perform better and are less likely to leave their jobs. Satisfied bank employees would be loyal to the bank and end doing good businesses for the bank.

Microfinance banks play critical role in the development of the nation's economy as they service micro, small and medium enterprises (MSMEs) in the provision of credit facilities and rendering of other financial services to individuals and MSME entrepreneurs. They operate down to the grass-root level where commercial and development banks may not operate. The credit facilities made available by them enable communities and regions with limited resources to develop micro, small and even medium enterprises. Microfinance banks play active role in supporting individual businesses and working to stimulate each community's existing potential for economic growth. They serve as pivot of economic growth and development not only at grass root level but also at semi-urban and urban levels or environments.

Microfinance banks being in the banking sector is not left out in providing job satisfaction for their employees to enhance their employee performance to achieve their enterprise objectives and goals. It is in the light of this that this study was undertaken to examine impact of employee job satisfaction on employee performance of selected microfinance banks in Osogbo Metropolis. The selected microfinance banks have been in operations for long time.

The study will provide microfinance banks the basis and the need to ensure employee job satisfaction to promote their job performance. As organization performance depends on employee performance, the study will assist microfinance banks in designing, developing and implementing strategies that can bring about employee job satisfaction. It will also assist microfinance banks in overcoming their challenges on employee job satisfaction. Moreover,

it will contribute to existing knowledge in employee job satisfaction and employee performance.

The study focused on the impact of employee job satisfaction on employee job performance in selected microfinance banks in Osogbo Metropolis. The job satisfaction factors used as variables were employee immediate supervisors, employee personal characteristics, and employee pay package factors employee job satisfaction served as independent variable while employee performance served as dependent variables measured by employee willingness to perform, higher employee performance, employee commitment, and employee output.

### **Statement of the Problem**

Employee job satisfaction is very important to the workforce in any organization. Employee performance is also critical to organizational performance. Some organizations shank away from ensuring employee job satisfaction and this may likely be due to cost implications. Most often, microfinance banks are finding it difficult to satisfy their employees because of the level at which they operate, the target market they serve and their profitability. The performance of microfinance banks have not been all that satisfactory and many of them have closed up. The whole of the microfinance sector is facing sustainability problem probably due to employee job dissatisfaction, poor management of microfinance institutions or some other factors.

Employee job satisfaction is very important to the success of microfinance banks and as such there is need to investigate the impact of job satisfaction on employee performance as this affects the performance of microfinance banks in general.

### **Objective of the Study**

The main objective of the study was to examine the impact of job satisfaction on employee job performance of selected microfinance banks in Osogbo Metropolis. The specific objectives were to:

- i.** Examine the influence of employee immediate supervisor's factors on employee job satisfaction in selected microfinance banks in Osogbo Metropolis.
- ii.** Determine the influence of employee personal characteristics factors on employee job satisfaction in selected microfinance banks in Osogbo Metropolis.
- iii.** Examine the influence of employee pay package factors on employee job satisfaction.
- iv.** Investigate the relationship between job satisfaction and employee performance.

### **Research Questions**

To successfully achieve the objectives of the study, the following research questions were raised to guide the study:

- i.** Does employee immediate supervisor's factors influence employee job satisfaction in the selected microfinance banks in Osogbo Metropolis?
- ii.** Does employee personal characteristics factors influence employee job satisfaction in the selected microfinance banks in Osogbo Metropolis?
- iii.** Does employee pay package factors influence employee job satisfaction in the selected microfinance banks in Osogbo Metropolis?
- iv.** What is the relationship between employee job satisfaction and employee performance in the selected microfinance banks?

### **Research Hypotheses**

The following hypotheses were formulated and tested for the study:

**H<sub>01</sub>:** There is no significant relationship between employee's immediate supervisor factors

and employee job satisfaction.

**H02:** There is no significant relationship between employee personal characteristics factors and employee job satisfaction.

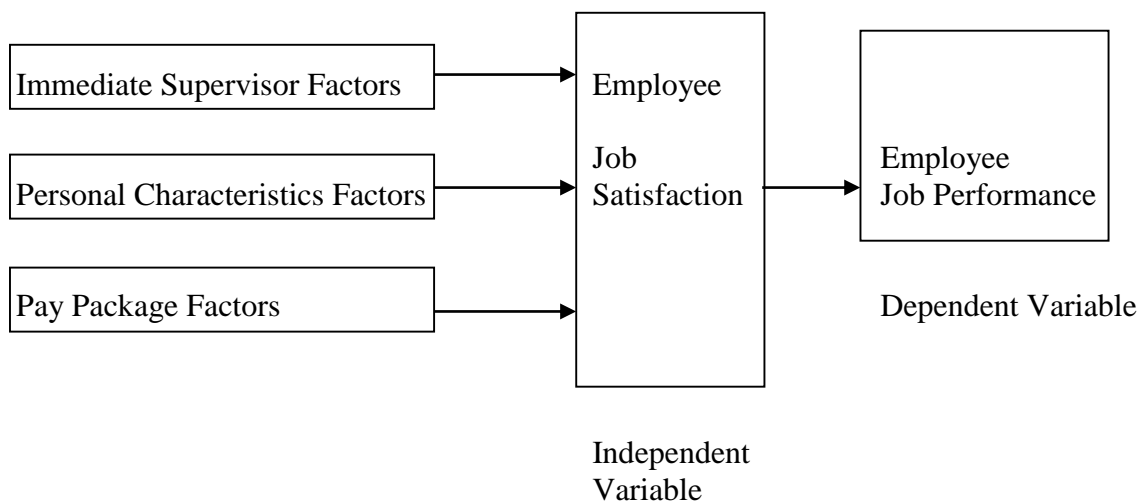
**H03:** There is no significant relationship between employee pay package factors and employee job satisfaction.

**H04:** There is no significant relationship between employee job satisfaction and employee performance.

## 2. Literature Review

### Conceptual Framework

Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others (Schwartz, 2016). The conceptual framework is the researcher's view of the network of association of the several factors that have been identified as important to the problem (Dionco-Adetayo, 2011). Figure 1 is the conceptual framework showing the relationships between independent and dependent variables.



**Figure 1:** The Conceptual Framework.

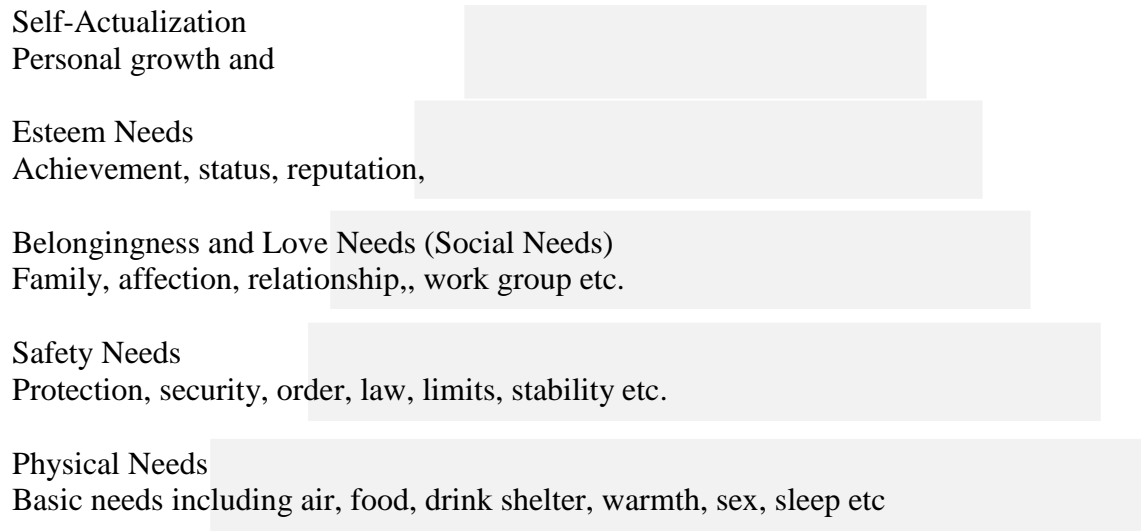
**Source:** Authors (2017)

The independent variable was conceptualized as employee job satisfaction. The employee job satisfaction factors used as variables were immediate employees' supervisors, employees personal characteristics factors and employees pay package factors. In contrast, the dependent variable was employee job performance measured by willingness to perform, higher employee performance, employee commitment and employee output.

### Theoretical Review

#### Maslow's Theory of Motivation/Satisfaction

Maslow's (1943) Hierarchy of Needs illustrated in figure 2 is said to be most extensively cited theory of motivation and satisfaction (Wehrich and Koontz, 1999). Maslow's (1943) argument based on humanistic psychology and clinical practices revealed that, an individual's motivation/satisfaction requirements could be arranged in pecking or hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization (Maslow, 1943). The theory explains that when one level of these needs is fulfilled or satisfied it does no longer motivate. Therefore, next higher level of need must be initiated to inspire the individual so as to feel satisfied (Luthans, 2005). However, needs are affected both by weight attached to them and the level at which an individual wants to meet those needs (Karimi, 2007).



**Figure 2:** Maslow's Hierarchy of Needs

**Source:** William and Claudia (2013)

### **Herzberg's Two-Factor Theory**

Herzberg's theory is said to be the most functional model to study job satisfaction (Kim, 2004). The two factor theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfier are aspects of the features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self-control, the more independent a worker feels, the more responsibilities he or she assumes. Hygiene factors (security, status, supervision etc) were characterized a lower level motivators. Where they have not been satisfied, job dissatisfaction is the result.

### **Vroom's Expectancy Theory**

Vroom (1964) suggests that the motivations of people to work to realize their dreams depend on assumptions that the objective is worthy, and are certain that what they do will aid them accomplish their goals (Wehrich & Koontz, 1999). Robbins (2005) posits that this theory is founded on three variables namely valence, expectancy and instrumentality.

Valance refers to the strength of individual's preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality on the other hand, is the extent to which first-level outcome will cause desire for second-level outcome. For instance, employees could be motivated (motivational effort) toward superior performance (first-level output) to gain promotion (second-level output) (Luthans, 2005). Similarly, Newstrom (2007) explains that satisfaction is as a result of three factors including how much reward is wanted (Valance), the estimate that performance will result in getting reward (instrumentality). Hence, satisfaction/motivation = Valance X Expectancy X Instrumentality.

Since the main focus of this study was to explore whether job satisfaction can have an effect on employee job performance, these theories have been chosen to guide the study.

### **Equity Theory**

According to Yusof and Shamsuri (2006), this theory has been extensively studied over decades under the title of distributive justice. The proponent of this theory, Adams (1963) proposes that workers consider their input (what they put into a job) in relation to their outcome (what they get from a job) and try to evaluate this ratio with the input-outcome ratio of their colleagues in other organizations. State of equity is said to exist if they realize that their ratio is equivalent to that of their colleagues in other organizations (Robbins, 2005). Similarly, there is inequity if the ratio is not corresponding. Equity brings forth satisfaction among employees while inequity leads to dissatisfaction.

### **Empirical Review**

A large number of researchers have proved the importance of job satisfaction of employees in business organizations.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander Lichtenstein and Hellman, 1997; Janal, 1977). Sometimes workers move from one profession to another that is considered a greener pasture when there is a dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). Explaining its nature some researchers (e.g. Armentor & Forsyth, 1995; Flanagan, Johnson, & Berret, 1996; Kadushin & Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2010) perspectives as external to the worker. From this new point, satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers' peculiar needs are met (Tella, Ayeni & Popoola, 2007).

Other researchers (e.g. MacDonald, 1996; O'Toole, 1980) argue in favour of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in their jobs and perceive them as worthwhile. Sowmya and Panchanathan (2011) analyzed the factors influencing job satisfaction in the banking sector and found that job suitability, working conditions and other employees' interpersonal skills significantly affect the level of job satisfaction. Javid, Balouch & Hassan (2014) analyzed the determinants of job satisfaction and their impact on employee performance and turnover intentions. Job placement environment, job loyalty, and employee empowerment were taken as variables. It was found that there is a positive relationship between these factors and job satisfaction. It was also found that there is a negative relationship between job satisfaction and turnover intention. Saleem, Majeed & Usman (2013) found that nature of work, job stress, organization strategy and policy, selection and recruitment procedure have a positive impact on the job satisfaction. Hussain and Mujtaba (2013) concluded that HR practices like job autonomy, leadership behavior and team work have a positive relationship with job satisfaction in the microfinance sector in Pakistan.

Aveh, Dadzie & Krah (2013) concluded that the success of Microfinance banks were influenced by two factors; the staff remunerations and staff turnover. Sattar & Ali (2014) found that leadership behavior and promotions strongly affect the employee satisfaction. Hira and Waqas (2012) found a positive relationship between employee job satisfaction and employee performance. The increasing literature on the relationship of job satisfaction and job performance showed that job satisfaction is positively related to job performance.

Research has shown that satisfaction to some extent is based on disposition (Judge & Larsen,

2001). Work characteristics suggest that some people are inclined to be satisfied or dissatisfied with their job regardless of the nature of it or the organizational environment. Mirvis & Lawler (1977) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of cash shortages that, satisfied workers are less likely to shown shortages and less likely to quit their jobs. In consonance with this, Kornhanuser & Sharp (1976) assert that job satisfaction positively affects performance. However, Katzell, Barret & Porker (1992) argue that job satisfaction does not have an link with turnover nor with quality of production Smith and (raviny (1998) disproved their assertion after reviewing literature and concluded that job satisfaction affect employee performance, effort, commitment and intension.

Lawler & Porter (1997) suggest that satisfaction affects employee effort. They explained that increased satisfaction from performance possibility helps to increase expectations of performance leading to reward. Satisfaction and productivity have critical links to affect each other. Efforts leads to effective performance which eventually leads to satisfaction but the kind of reward system under which employees operate ultimately affects satisfaction and performance (David, Joseph & Williams, 1990). Curall, Towler & Judge (2005) also found that the output and productivity of an organization is evaluated against the performance of its employees and therefore, better performance of employees demands high level of job satisfaction (Sousa-Posa & Sousa-Posa, 2000). Nanda & Browne (1997) after examining employees performance indicators at the hiring stage found that employees level of satisfaction and motivation affects their level of performance. In line with this argument, Meyer (1999) confirmed that low level of job satisfaction negatively affects employees commitment which eventually hinders achievement of organizational objectives and performance. Therefore, to retain higher performers require attractive packages and today's competitive world demands that organizations maintain higher performance to stay competitive in the market (Frye, 2004).

### **3. Research Methodology**

#### **Research Design**

Research design is the plan, structure, and strategy of investigation conceived to obtain answers to research questions, control variance so that conclusions may be drawn. Descriptive survey research design was used to collect data to answer the research questions formulated for the study. Descriptive research design was used because the study involved assessing the opinion of the respondents on job satisfaction as it affects their job performance. Surveys are commonly used methods in positions paradigm research that seeks to explain and predict causal relationship between constituent parts of a phenomenon in order to achieve systematic observation, interviewing and questioning through predetermined research questions with the intention of providing standardization and consistency (White & Mitchell, 2016). Surveys are also appropriate methods when researcher has a high control over situation and high participation, in situation through pre-determined questions (Kimani, Thomas & Arasa, 2017). Consequently, the survey research method was used in this study since the research had high participation from the respondents, hence was able to predict causal relationship between the independent and dependent variables studied.

#### **Population and Sample Size**

Population is the collection of all the elements or objects with similar characteristics that naturally form subject of a study. The population for the study involved all the employees in the six Microfinance banks in Osogbo Metropolis selected for the study. The microfinance banks selected for the staff were those that have been in operation for long time.

The population was 149 as at the time of this investigation. The sample size was 120 and the respondents were randomly selected from the population studied. The sample size was large enough and served as adequate representation of the population. The sample distribution used for the study is shown below:

<b>Microfinance Bank</b>	<b>Population</b>	<b>Sample Size</b>
Chrisore Microfinance Bank	23	20
Ibu-Aje Microfinance Bank	27	20
Ikoyi Osun Microfinance Bank	25	20
Omate Microfinance Bank	20	20
Idese Microfinance Bank	26	20
Pathfunder Microfinance Bank	28	20
<b>Total</b>	<b>149</b>	<b>120</b>

**Figure 3:** Sample Distribution

**Source:** Field Survey, 2017

### **Sampling Technique**

Altman (2014) defines sampling technique as a definite plan for obtaining a sample from the sampling frame. The basic idea in sampling is that the analysis of some of the elements in a population provides useful information on the entire population. The study made use of random sampling technique. In random sampling, members of the population have equal chance of being selected. Thus, the respondents that constituted the sample were selected on a chance basis. The population was 149 out of which 120 respondents were selected randomly as sample size. The sample size was about 81% because the population was 149.

### **Research Instrument**

Questionnaire was used to generate primary data for the study. Questionnaire was used to generate information on employee job satisfaction and performance. The questionnaire was well thought out to avoid confusing respondents as to the nature of the information required. Close-ended questionnaire was used for respondents to select one of the specific categories provided by the researcher. The questionnaire was divided into five sections. Section A was on Demographic personal information, Section B was on immediate employee's supervisor factors/job satisfaction. Section C was on employee personal characteristics factors/job satisfaction. Section D was on employee pay package factors/job satisfaction and Section E was on employee job satisfaction factors/job performance. A Likert 4 point scale of Strongly Disagree (SD) = 1, Disagree (D) = 2, Agree (A) = 3 and Strongly Agree (SA) = 4 was used to respond to questions in Sections B,C,D and E of the questionnaire.

### **Administration of Research Instrument**

The researcher administered and retrieved the questionnaires personally. Out of 120 copies of the questionnaire served on the respondents, 118 copies of the questionnaires were completely and correctly completed. Two (2) copies of the questionnaire retrieved were wrongly completed and therefore rejected. The response rate was 98.3%. The high response rate showed the importance the respondents attached to the study.

### **Method of Data Analysis**

The quantitative data collected were analyzed, presented and interpreted using descriptive statistics. Statistical Package for Social Science (SPSS) version 20 was used to analyze quantitative data into descriptive statistics such as frequencies and percentages. Inferential statistics which is advanced analysis was used to evaluate the linear relationships between



two continuous variables independent variables (employee job satisfaction) and dependent variable (employee performance). The use of regression analysis enabled the researcher to determine the extent and direction of the relationship between employee job satisfaction and job performance. The regression method enable the study to estimate the value of a dependent variable with reference to a particular value of an independent variable through regression equation.

#### 4. Data Analysis and Interpretation

##### 4.1 Demographic Information Analysis

**Table 4.1.1 Gender**

Gender	Frequency (F)	Percent (%)
Male	56	47.5
Female	62	52.5
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.1.1 showed that 56(47.5%) of the total respondents were male and 62 (52.5%) of the respondents were female. Both male and female staff of the various microfinance banks surveyed participated in the study without discrimination.

**Table 4.1.2 Age**

Age	Frequency (F)	Percent (%)
20 – 25 years	18	15.3
26 – 30 years	42	35.6
31 – 35 years	32	27.1
36 – 40 years	18	15.2
Above 40 years	8	6.8
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.1.2 revealed the age distribution of respondents. Out of 118 respondents that partook in this study, 18(15.3%) were within 20 to 25 years age range, 42 (35.6%) were within 26 to 30 years of age, 32 (28.8%) were within 31 to 35 years of age, 18 (15.2%) were within 36 to 40 years of age and 8 (6.8%) were 40 years and above. It could be deduced from the result that the majority of the staff of the microfinance banks were between 26 to 30 years of age. This implies that the respondents were matured enough to participate in this study.

**Table 4.1.3 Marital Status**

Marital Status	Frequency (F)	Percent (%)
Single	26	22.0
Married	62	52.5
Divorced	22	18.6
Widow/Widower	8	6.8
Total	118	100.0

**Source:** Field Survey, (2017)

As revealed in Table 4.1.3, 26 (22.0%) of the respondents were single, 62 (52.5%) of the respondents were married, 22 (18.6%) were divorced and 8 (6.8%) of the respondents were widow/widower. This discovery indicates that majority of the respondents that participated in

this study were married.

**Table 4.1.4 Position**

Position	Frequency (F)	Percent (%)
Junior Staff	20	16.9
Middle Level Staff	52	44.1
Senior Staff	22	18.6
Management staff	18	15.3
Manager	6	5.1
Total	110	100.0

**Source:** Field Survey, (2017)

Table 4.1.4 showed the positions held by the respondents in the microfinance banks. It revealed that 20 (16.9%) of the respondents were junior staff, 52 (44.1%) were middle level staff, 22 (18.6%) were senior staff, 18 (15.3%) were management staff while 6 (5.1%) were managers.

**Table 4.1.5 Length of Service**

Length of Service	Frequency (F)	Percent (%)
1 – 5 years	40	33.9
6 – 10 years	52	44.1
11 – 15 years	19	16.1
16 – 20 years	6	5.1
Above 20 years	1	0.8
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.1.5 showed that 40 (33.9%) of the respondents had spent between 1-5 years in the banks, 52 (44.1%) had spent between 6-10 years, 19 (16.1%) had spent between 11-15 years in the banks, 6 (5.1%) had spent between 16-20 years in the banks while 1 (0.8%) had spent over 20 years in the bank. Majority of the respondents had worked for more than 5 years in the banks. This implied that they have proper knowledge about the microfinance bank. They were therefore in a position to give information on how job satisfaction had affected their performance.

**Table 4.1.6 Educational Qualifications**

Qualification	Frequency (F)	Percent (%)
SSCE	3	2.5
ND/NCE	20	17.0
B.SC/HND	53	44.9
MASTERS	37	31.4
OTHERS	5	4.2
Total	118	100.0

**Source:** Field Survey, (2017)

The analysis of educational qualification in Table 4.1.6 showed that 3 (2.5%) of the respondents had SSCE, 20 (17.0%) of the respondents were ND/NCE holders, 53 (44.9%) of the respondents were B.Sc/HND holders, 37 (31.4%) had Masters while 5 (4.2%) of the respondents had other qualifications which were not specified in the study. This implied that

they were knowledgeable enough to respond to research questions contained in the questionnaire.

#### 4.2 Objective 1: Analysis of Employee Immediate Supervisors Factors on Employee Job Satisfaction

**Table 4.2.1 Leadership Style influences employee Job Satisfaction**

Leadership Style	Frequency (F)	Percent (%)
Strongly Disagree	-	-
Disagree	2	1.7
Agree	96	81.4
Strongly Agree	20	16.9
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.2.1 revealed that 2 (1.7%) disagreed, 96 (81.4%) agreed while 20 (16.9%) strongly agreed. From the result on table 4.2.1, the majority (98.3%) of the respondents agreed (Strongly Agree and Agree) that leadership style of employee immediate supervisors influenced employee job satisfaction.

**Table 4.2.2 Supervisors Attitudes enhances Job Satisfaction**

Supervisors Attitudes	Frequency (F)	Percent (%)
Strongly Disagree	1	8
Disagree	-	-
Agree	61	51.7
Strongly Agree	56	47.5
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.2.2 revealed that 1 (0.8%) strongly disagreed, 61 (51.7%) agreed, while 56 (47.5%) strongly agreed. From the result the majority (99.2%) of the respondents agreed (Strongly Agree and Agree) that employee supervisors attitudes enhanced employee job satisfaction.

**Table 4.2.3 Supervisor's Problems-Solving ability impacts on Job Satisfaction**

Problems-Solving Ability	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	1	0.8
Agree	43	36.4
Strongly Agree	73	62.0
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.2.3 showed that 1 (0.8%) strongly disagreed, 1 (0.8%) disagreed, 43 (36.4%) agreed, while 73 (62.0%) strongly agreed. From the result the majority (97.3%) of the respondents agreed (Strongly Agree and Agree) that supervisor's problems-solving ability had impact on employee job satisfaction.

**Table 4.2.4 Employee Immediate Supervisors Relationship Influences Job Satisfaction**

Supervisors Relationship	Frequency (F)	Percent (%)
Strongly Disagree	-	-
Disagree	3	2.5
Agree	59	50.0
Strongly Agree	56	47.5
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.2.4 revealed that 3 (2.5%) disagreed, 59 (50.0%) agreed while 56 (47.5%) strongly agreed. From the result the majority (97.5%) of the respondents agreed (Strongly Agree and Agree) that employee supervisors relationship with subordinates influenced employee job satisfaction.

**Table 4.2.5 Supervisors Competence Impacts on Job Satisfaction**

Supervisors Competence	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	1	0.8
Agree	69	58.5
Strongly Agree	47	39.8
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.2.5 showed that 1 (0.8%) strongly disagree, 1 (0.8%) disagreed, 69 (58.5%) agreed, while 47 (39.8%) strongly agreed. From the result the majority (98.3%) of the respondents agreed (Strongly Agree and Agree) that supervisor's competence had impact on employee job satisfaction.

**Table 4.2.6 Supervisors Experience Impacts on Job Satisfaction**

Supervisors Experience	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	-	-
Agree	67	56.8
Strongly Agree	50	42.4
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.2.6 revealed that 1 (0.8%) strongly disagree, 67 (56.8%) agreed, while 50 (42.4%) strongly agreed. From the result the majority (99.2%) of the respondents agreed (Strongly Agree and Agree) that supervisors experience on the job had impact on employees job satisfaction.

**Table 4.2.7 Supervisors Support have effect on Job Satisfaction**

Supervisors Support	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	-	-
Agree	50	42.4
Strongly Agree	67	56.8
Total	118	100.0

Source: Field Survey, (2017)

Table 4.2.7 showed that 1 (0.8%) strongly disagree, 50 (42.4%) agreed, while 67 (56.8%) strongly agreed. From the result the majority (99.2%) of the respondents agreed (Strongly Agree and Agree) that supervisors support had effect on employees job satisfaction.

**Objective 2: Analysis of Employee Personal Characteristics factors on Job Satisfaction**

**Table 4.3.1 Level of Education enhances job satisfaction**

Level of Education	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	2	1.7
Agree	89	75.4
Strongly Agree	26	22.0
Total	118	100.0

Source: Field Survey, (2017)

Table 4.3.1 showed that 1 (0.8%) strongly disagreed, 2 (1.7%) disagreed, 89 (75.4%) agreed, while 26 (22.0%) strongly agreed. From the result the majority (96.6%) of the respondents agreed (Strongly Agree and Agree) that level of education enhanced employee job satisfaction.

**Table 4.3.2 Job Experience Influences Job Satisfaction**

Job Experience	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	1	0.8
Agree	57	48.3
Strongly Agree	59	50.0
Total	118	100.0

Source: Field Survey, (2017)

Table 4.3.2 showed that 1 (0.8%) strongly disagreed, 1 (0.8%) disagreed, 57 (48.3%) agreed, while 59(50.0%) strongly agreed. From the result the majority (97.5%) of the respondents agreed (Strongly Agree and Agree) that job experience influenced employee job satisfaction.

**Table 4.3.3 Employee Occupation Status Level impacts on Job Satisfaction**

Occupation Status Level	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	3	2.5
Agree	45	38.1
Strongly Agree	69	58.5
Total	118	100.0

Source: Field Survey, (2017)

Table 4.3.3 revealed that 1 (0.8%) strongly disagreed, 3 (2.5%) disagreed, 45(38.1%) agreed, while 69 (58.5%) strongly agreed. From the result the majority (95.8%) of the respondents agreed (Strongly Agree and Agree) that occupational status level had impact on employee job satisfaction.

**Table 4.3.4 Recognition of Work Achievement enhances Job Satisfaction**

Recognition of Achievement	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	2	1.6
Agree	75	63.6
Strongly Agree	40	33.9
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.3.4 showed that 1 (0.8%) strongly disagreed, 2 (1.6%) disagreed, 75 (63.6%) agreed, while 40 (33.9%) strongly agreed. From the result the majority (97.5%) of the respondents agreed (Strongly Agree and Agree) that recognition of work achievement enhanced employee job satisfaction.

**Objective 3: Analysis of Employee Pay Package Factors on Job Satisfaction**

**Table 4.4.1 Salary Paid Facilitates Job Satisfaction**

Salary Paid	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	-	-
Agree	83	70.4
Strongly Agree	34	28.8
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.4.1 showed that 1 (0.8%) strongly disagreed, 34 (28.8%) agreed, while 83 (70.4%) strongly agreed. From the result the majority (99.1%) of the respondents agreed (Strongly Agree and Agree) that salary paid facilitated employee job satisfaction.

**Table 4.4.2 Bonus Payment Enhances Job Satisfaction**

Bonus Payment	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	1	0.8
Agree	61	51.7
Strongly Agree	55	46.6
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.4.2 showed that 1 (0.8%) strongly disagreed, 1 (0.8%) disagreed, 61 (51.7%) agreed, while 55 (46.6%) strongly agreed. From the result the majority (88.7%) of the respondents agreed (Strongly Agreed and Agree) that bonus payment enhances employee job satisfaction.

**Table 4.3.3 Incentives have Effect on Job Satisfaction**

	Frequency (F)	Percent (%)
Strongly Disagree	12	10.2
Disagree	21	17.8
Agree	39	33.0
Strongly Agree	46	39.0
Total	118	100.0

Source: Field Survey, (2017)

Table 4.4.3 showed that 12 (10.2%) strongly disagreed, 21 (17.8%) disagreed, 39 (33.0%) agreed, while 46 (39.0%) strongly agreed. From the result the majority (72.1%) of the respondents agreed (Strongly Agree and Agree) that incentives had effect on employee job satisfaction.

**Table 4.4.4: Employee Empowerment Promotes Job Satisfaction**

Employee Empowerment	Frequency (F)	Percent (%)
Strongly Disagree	2	1.7
Disagree	3	2.5
Agree	70	59.3
Strongly Agree	43	36.4
Total	118	100.0

Source: Field Survey, (2017)

Table 4.4.4 showed that 2 (1.7%) strongly disagreed, 3 (2.5%) disagreed, 70 (59.3%) agreed, while 43 (36.4%) strongly agreed. From the result the majority (95.7%) of the respondents agreed (Strongly Agree and Agree) that employee empowerment promoted job satisfaction.

**Objective 4: Analysis of Job Satisfaction Factors on Employee Performance**

**Table 4.5.1 Job Satisfaction Facilitates Employee Willingness to Perform**

Willingness to Perform	Frequency (F)	Percent (%)
Strongly Disagree	3	2.5
Disagree	-	-
Agree	87	73.7
Strongly Agree	28	23.7
Total	118	100.0

Source: Field Survey, (2017)

Table 4.5.1 showed that 3 (2.5%) strongly disagreed, 87 (73.7%) agreed and 28 (23.7%) strongly agreed. From the result the majority (97.4%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction facilitated employee willingness to perform.

**Table 4.5.2 Job Satisfaction has impact on Employee Performance**

Higher Performance	Frequency (F)	Percent (%)
Strongly Disagree	1	.8
Disagree	-	-
Agree	60	50.8
Strongly Agree	57	48.3
Total	118	100.0

Source: Field Survey, (2017)

Table 4.5.2 showed that 1 (0.8%) strongly disagreed, 60 (50.8%) agreed, while 57 (48.3%) strongly agreed. From the result the majority (99.1%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction had impact on employee performance.

**Table 4.5.3 Job Satisfaction Influences Employee Commitment to work**

Employee Commitment	Frequency (F)	Percent (%)
Strongly Disagree	1	0.8
Disagree	1	0.8
Agree	43	36.4
Strongly Agree	73	61.9
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.5.3 showed that 1 (0.8%) strongly disagreed, 1 (0.8%) disagreed, 43 (36.4%) agreed, while 73 (61.9%) strongly agreed. From the result the majority (97.3%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction influenced employee commitment to work.

**Table 4.5.4 Job Satisfaction Facilitates Employee Output**

Employee Output	Frequency (F)	Percent (%)
Strongly Disagree	-	-
Disagree	3	2.5
Agree	67	56.8
Strongly Agree	48	40.7
Total	118	100.0

**Source:** Field Survey, (2017)

Table 4.5.4 revealed that 3 (2.5%) strongly disagreed, 67 (56.8%) agreed, while 48 (40.7%) strongly agreed. From the result the majority (97.5%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction facilitated more employee output.

#### 4.3 Testing of Hypotheses

Four research hypotheses were formulated and tested for the study.

##### Hypothesis One

**H<sub>0</sub>:** There is no significant relationship between employee immediate supervisor factors and employee job satisfaction.

**H<sub>1</sub>:** There is significant relationship between employee immediate supervisor factors and employee job satisfaction.



“Table 4.6.1: Summary of Regression Analysis of Employee Immediate supervisor factors and employee job satisfaction						Model Summary”	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr>/t/		
Intercept	Intercept	0.80319	0.12738	6.31	<.0001	R-Square	0.6374
	Employee Immediate Supervisor Factors	0.68945	0.05075	13.58	<.0001	Adj R-Square	0.633

a. Predictors: (Constant), Employee Immediate Supervisor factors.

b. Dependent Variable: Employee Job Satisfaction.

The model summary table 4.6.1 gave  $R^2$  value = 0.6374 (63.74%). This showed that employee’s immediate supervisor factors had positive impact on employee job satisfaction. Thus, the model is predicting 63.74% of the variance in employee’s immediate supervisor pooling all factors together simultaneously; meaning that 63.74% of the variance on employee job satisfaction can be predicted from the employee’s immediate supervisor factors (leadership style, attitudes, problem-solving ability, competence, experience and support) captured in the model, while the remaining 36.26% of the variance on employee job satisfaction could have been affected by other factors not considered in the present study. i.e. the remaining value of 36.26% is explained by other variables that are useful and contribute to employee job satisfaction but not included in this particular model.

As depicted in Table 4.6.1, “The estimates of the model coefficients for  $\beta_0$  (Intercept) is 0.80319, and  $\beta_1$  (employee immediate supervisor) is 0.68945. Therefore, the estimated model between employee immediate supervisor factors and employee job satisfaction is presented thus:

Employee job satisfaction = 0.80319+0.68945 employee immediate supervisor factors.  
The regression equation shows that employee immediate supervisor factors had a positive relationship with employee job satisfaction. It implies a unit increase in employee immediate supervisor will increase employee job satisfaction by 0.68945.

### Decision Rule

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

The  $t_{tab}$ , t-calculated is given as 13.58

The t-calculated is given as:  $t_{0.05, (107)} = 1.98238337$ ”.

### Decision

“Since t-calculated = 13.58 > t-tabulated = 1.98238337. We reject the null hypothesis.

In conclusion, “the results of the regression confirmed with 95% confidence that there is significant relationship between employee immediate supervisor factors and employee job satisfaction”

### Hypothesis Two

**H<sub>0</sub>:** There is no significant relationship between employee personal characteristics factors and employee job satisfaction.

**H<sub>1</sub>:** There is significant relationship between employee personnel characteristics factors

and employee job satisfaction.

“Table 4.6.2: Summary of Regression Analysis of Employee personal characteristics factors.”						Model Summary”	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr>/t/		
Intercept	Intercept	0.54337	0.11353	-4.79	<.0001	R-Square	0.8800
	Employee Personal Characteristics Factors	1.23256	0.04225	29.17	<.0001	Adj R-Square	0.8790

- a. Predictors: (Constant), Employee Personal Characteristics factors.  
b. Dependent Variable: Employee job satisfaction.

The model summary table 4.6.2 gave  $R^2$  value = 0.8800 (88%). This showed that employee personal characteristics factors had positive impact on employee job satisfaction. The model is predicting 88% of the variance in employee personal characteristics pooling all factors together simultaneously; meaning that 88% of the variance on employee job satisfaction can be predicted from employee personal characteristics (level of education, job experience, occupational status level and recognition of work achievement) capture in the model, while the remaining 12% of the variance on employee job satisfaction could have been affected by other factors not considered in the present study. Thus, the remaining value of 12% is explained by other variables that are useful and contribute to employee job satisfaction but not included in this particular model.

As depicted in Table 4.6.2; “the estimates of the model coefficients for  $\beta_0$  (Intercept) is 0.54337, and  $\beta_1$  (employee personal characteristic) is 1.23256. Therefore, the estimated model between employee job satisfaction and employee personal characteristic is presented thus:

Employee job satisfaction = 0.54337 + 1.23256 Employee personal characteristics factors.

The regression equation shows that employee personal characteristics factors had a positive relationship with employee job satisfaction. It implies a unit increase in employee personal characteristics will increase the employee job satisfaction by 1.23256.

### Decision Rule

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

The t-calculated is given as 29.17

The t-tabulated is given as:  $t_{0.05,(118)} = 1.98027224$ ”.

### Decision

“Since t-calculated = 29.17 > t-tabulated = 1.98027224. We reject the null hypothesis.

In conclusion, “the results of the regression confirm with 95% confidence there is significant relationship between employee personal characteristics factors and employee job satisfaction”.

### Hypothesis Three

**H<sub>0</sub>:** There is no significant relationship between employee pay package and employee job satisfaction.

**H<sub>1</sub>:** There is significant relationship between employee pay package and employee job satisfaction.

“Table 4.6.3: Summary of Regression Analysis of Employee Pay Package factors on Employee Job Satisfaction”.						Model Summary”	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr>/t/		
Intercept	Intercept	0.45741	0.12897	3.55	0.0006	R-Square	0.7499
	Employee Pay Package Factors	0.82927	0.04446	18.65	<.0001	Adj R-Square	0.7478

- a. Predictors: (Constant), Employee Pay Package factors.  
b. Dependent Variable: Employee Job Satisfaction.

The model summary Table 4.6.3 gave  $R^2$  value = 0.7499 (74.99%). This showed that employee pay package factors had positive impact on employee job satisfaction. The model is predicting 74.99% of the variance in employee pay package pooling all the factors together simultaneously; meaning that 74.99% of the variance on employee job satisfaction can be predicted from employee pay package (salary paid, bonus payment and employee empowerment) captured in the model, while the remaining 25.01% of the variance on employee job satisfaction could have been affected by other factors not considered in the present study. This, the remaining value of 25.01% is explained by other variables that are useful and contribute to employee job satisfaction but not included in the model.

As depicted in Table 4.6.3, “the estimates of the model coefficients for  $\beta_1$  (employee pay package) is 0.82921. Therefore, the estimated model between employee job satisfaction and employee pay package is presented thus:

Employee job satisfaction = 0.45741 + 0.82927 employee pay package.

The regression equation shows that employee pay package factors had a positive relationship with employee job satisfaction. It implies a unit increase in employee pay package will increase the employee job satisfaction by 0.82927.

### Decision Rule

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

The t-calculated is given as 18.65

The t-tabulated is given as:  $t_{0.05(118)} = 11.98027224$ ”.

### Decision

“Since  $t_{calculated} = 18.65 > t_{tabulated} = 11.9802722$ . We reject the null hypothesis.

In conclusion, “the results of the regression confirmed with 95% confidence there is significant relationship between employee pay package factors and employee job satisfaction”.

### Hypothesis Four

**H<sub>0</sub>:** There is no significant relationship between employee job satisfaction and employee job performance.

**H<sub>1</sub>:** There is significant relationship between employee job satisfaction and employee job

performance.

“Table 4.6.4: Summary of Regression Analysis of Employee Job Satisfaction on Employee Job Performance						Model Summary”	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr>/t/		
Intercept	Intercept	0.75397	0.18865	4.00	0.0001	R-Square	0.7171
	Employee Job Satisfaction	1.22876	0.07165	17.15	<.0001	Adj R-Square	0.7147

- a. Predictors: (Constant), Employee Job Satisfaction.  
b. Dependent Variable: Employee Job Performance.

The model summary Table 4.6.4 gave  $R^2$  value = 0.7171 (71.71%). This implied that employee job satisfaction had impact on employee job performance. The model is predicting 71.71% of the variance in employee job satisfaction pooling all factor together simultaneously; meaning that 71.71% of the variance on employee job performance can be predicted from employee job satisfaction factors captured in the model, while the remaining 28.29% of the variance on employee job performance could have been affected by other factors not considered in the present study. That is the remaining value of 28.29% is explained by other variables that are useful and contribute to employee job performance but not included in this particular model.

As depicted in Table 4.6.4, “the estimates of the model coefficients for  $\beta_0$  (Intercept) is 0.75397, and  $\beta_1$  (employee job satisfaction) is 1.22876. Therefore, the estimated model between employee job performance and employee job satisfaction is presented thus:

Employee job performance = 0.75397 + 1.22876 employee job satisfaction.

The regression equation shows that employee job performance has a positive relationship with job satisfaction. It implies a unit increase in employee job satisfaction will increase the employee job performance by 1.22876.

### Decision Rule

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

The t-calculated is given as 17.15

The t-tabulated is given as:  $t_{0.05,(118)} = 1.98027224$ ”.

### Decision

“Since t-calculated = 17.15 > t-tabulated = 1.98027224. We reject the null hypothesis.

In conclusion, “the results of the regression confirm with 95% confidence there is significant relationship between employee job satisfaction and employee job performance”.

### Discussion of Findings

Microfinance banks play key role by making credit available for micro, small and even medium enterprises as well as individuals in the rural, semi-urban and urban communities. Thus, ensuring that their employees have job satisfaction will impact on their job performance as well as the performance of microfinance banks.

The results of demographic data analysis showed that 56(47.5%) of the respondents were

male while 62 (52.5%) of the respondents were female. This implied that there was no gender discrimination in employing people into microfinance banks studied. Majority of them were youths within the age range of 20-35 years (78%) with the bulk of them in age bracket of 26-30 years. Most of the respondents surveyed were married 62(52.5%). The study revealed that majority of the workforce were in the middle level cadre 52 (44.1%), followed by senior staff 22 (18.6%). The management was not top heavy probably because of cost implications. Most of the respondents 52(44.1%) had worked for 6-10 years with microfinance banks and therefore were in a position to give information on employee job satisfaction as it affected employee job performance. Majority of the respondents 53 (44.9%) had HND/B.Sc degree followed by those with Masters Degree 37(31.4%). This implied that the microfinance banks studied placed premium on educational qualifications in the recruitment and selection of their workforce. The respondents too might have considered the need to have education degrees not only to acquire knowledge, but also to enhance their marketability and competence on the job.

Considering all the employee immediate supervisor factors captured in the study, the respondents agreed that the employee immediate supervisor's factors that impacted employee job satisfaction were supervisors attitudes with frequency distribution and percentage of 117(99.2%), experience 117 (99.2%), support 117(99.2%), problem solving ability 116(98.3%), competence 116(98.3%), leadership style 116(98.3%) and relationship with employee 115(97.5%). All of the employee immediate supervisor factors captured were considered important to employee job satisfaction in microfinance banks to facilitate employee job performance.

The study also found that the employee personal characteristics factors captured in the study influenced job satisfaction as agreed by the respondents. These factors were employee experience with frequency distribution and percentage of 116(98.3%), recognition of work achievement 115(97.5%), level of education 115(97.5%) and occupation status level 114(96.6%). All these employee personal characteristics factors were considered important to employee job satisfaction in microfinance banks to impact on employee performance.

The pay package factors that had impact on job satisfaction as agreed by the respondents were salary paid with frequency distribution and percentage of 117(99.1%), bonus payment 116(98.3%), employee empowerment 113 (95.7%) and incentives 85 (72%). These factors were considered important to employee job satisfaction to enhance employee performance.

On job satisfaction vis-à-vis employee performance, the respondents agreed that job satisfaction facilitated employees willingness to perform with frequency distribution and percentage of 115(97.5%) higher performance 117(99.2%), commitment 116(98.3%) and output 115(97.5%). The results indicated that job satisfaction had impact on employee performance.

The results of regression analyses showed that employee immediate supervisor factors had positive relationship with employee job satisfaction  $R^2$  value = 0.6374 (63.74%). Hussain & Mujtaba (2013) and Sattar & Ali (2014) also found in their studies that leadership behavior and supervision which are part of employee immediate supervisor factors had positive relationship with job satisfaction. Employee personal characteristics factors also had positive relationship with employee job satisfaction  $R^2 = 0.8800$  (88%). Furthermore, the relationship between employee pay package factors and employee job satisfaction was positive  $R^2 = 0.7499$  (74.99%). Awan & Asghar (2014) in their study found that a positive relationship

exist between employees' job satisfaction with respect to pay package, and reward system and its further impact on employee performance. Javid, Balouch & Hassan (2014) in their study found that there is a positive relationship between employee empowerment and job satisfaction. Hira & Waqas (2012) in their study found that incentives and other reward systems improve employee performance. The model summary also showed that the relationship between job satisfaction and employee performance was positive  $R^2 = 0.7171$  (71.71%). This implied that job satisfaction had impact on employee performance. This result is in consonance with the findings of Markus, Ganesh & David (2006), Bahani (2013); Shaju, & Subhashini (2017); Hira and Waqas (2012) Awan & Asghar (2014); Kornhanuser & Sharp (1976); Smith, Lawler & Porter (1997); Sousa-Posa & Sousa-Posa (2000); Nanda & Browne (1997); and Meyer (1999). Each of the hypotheses tested accept alternative hypothesis.

## **5. Summary of Findings, Conclusions and Recommendations**

### **Summary of Findings**

The study examined the impact of employee job satisfaction on employee performance in six (6) selected microfinance banks (Chrisore Microfinance Bank, Ibu-Aje Microfinance Bank, Ikoyi Osun Microfinance Bank, Omate Microfinance Bank, Idese Microfinance Bank and Pathfinder Microfinance Bank) in Osogbo Metropolis. The study found that employee immediate supervisor factors (leadership style, attitudes, problem-solving ability, relationship, support, experience, competence); employee personal characteristics factors (experience, level of education, occupation status level and recognition of work achievement); and employee pay package (salary paid, bonus payment, incentives and employee empowerment) influenced job satisfaction and that employee job satisfaction had impact on employee performance. Employee job satisfaction facilitated employee willingness to perform, impacted on higher employee performance, influenced employees commitment to work and facilitated employee output. Employee immediate supervisor factors, employee personal characteristics factors, and employee pay package factors had positive relationship with job satisfaction with  $R^2$  values = 63.74%, 88% and 74.99% respectively. Job satisfaction had positive relationship with employee performance with  $R^2$  value = 71.71%.

### **Conclusions**

The results of this study as indicated by the frequency distributions, percentages and hypotheses showed that employee immediate supervisor factors, employee personal characteristics factors and employee pay package factors influenced employee job satisfaction. There were positive significant relationships between employee immediate supervisor factors, employee personal characteristics factors, employee pay package factors and employee job satisfaction. Also, employee job satisfaction had a significant positive relationship with employee performance. Thus, the study concludes that employee job satisfaction impacts on employee job performance.

### **Recommendations**

On the basis of the results, the management of microfinance banks should focus on these variables: employee immediate supervisor factors (leadership style, attitude, problem-solving ability, relationship, competence, experience and support); employee personal characteristics factors (level of education, experiences, occupation status level and recognition of work achievement); and employee pay package factors (salary paid, bonus payment, incentives and employee empowerment) in order to enhance the level of employee satisfaction and to increase their level of performance. The following recommendations are therefore suggested:

- \* Employee immediate supervisor should improve their problem-solving abilities and competence.

- \* Employee immediate supervisor should strengthen their relationship with their subordinates and support them.
- \* Employee immediate supervisor should adopt leadership style and attitudes that can create employee job satisfaction to achieve desired employee performance.
- \* Management of microfinance banks should periodically appraise their employees performance to recognize the achievement of hard working employees for compensation such as promotion, rewards, other benefits etc.
- \* Management should pay more attention to salary paid, bonus payment, incentives and employee empowerment to promote employee job satisfaction to enhance their performance.
- \* Employees can make or mar any organization. They constitute the most important key success factor in any organization. Management of microfinance banks should enhance the occupation status level of their employees at the right time and improve their experience through training within and outside their organization.

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