

Influence of Job Satisfaction on Organizational Citizenship Behavior in Nigeria

John Nkeobuna Nnah Ugoani*

College of Management and Social Sciences, Rhema University, Aba, Nigeria

Abstract

Job satisfaction continues to draw attention because of its relationship with variables such as pay, organizational culture, motivation, job involvement, values, attitudes, abilities, job performance and organizational commitment. The worker as an economic man is highly motivated by pay. The work environment provides another layer of motivation as the new generation of workers often highly educated sees work autonomy as a motivational factor for high performance, job satisfaction and organizational citizenship behavior. Motivation is related to behavior in the work place and the basic assumption of classical motivation theory is that the worker is motivated to higher performance if his felt need is being satisfied by management and this becomes the breakeven point where he is expected to demonstrate organizational citizenship behavior insufficient frequency. 250 individuals participated in this study to examine the influence of job satisfaction on organizational citizenship behavior. The survey research design was used in the study. Data gathered through primary and secondary sources were analyzed through descriptive and regression statistical methods and the result showed a strong positive association between job satisfaction and organizational citizenship behavior. While further study could examine the relationship between job description and performance, it was recommended among others that organizations of different sizes and nature should institutionalize credible pay systems to serve as a basic factor for job performance, job satisfaction and organizational citizenship behavior.

Keywords

Values, Attitudes, Abilities, Job Performance, Job Satisfaction, Organizational Citizenship Behavior

Received: July 9, 2018 / Accepted: October 15, 2018 / Published online: December 23, 2018

@ 2018 The Authors. Published by American Institute of Science. This Open Access article is under the CC BY license.

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

1. Introduction

Organizational Behaviour theorists posit that management style and work attitudes affect job satisfaction and level of organizational citizenship behavior. Attitudes at work are important because directly or indirectly they affect work behavior and performance. It is widely believed that satisfied employees are more productive employees. According to Nelson and Quick [24] there is a link between performance and satisfaction [24]. They emphasize that among different work attitudes including organizational commitment necessary for performance, job satisfaction is more critical

because it also promotes organizational citizenship behavior, which is the willingness of an employee to go the extra mile in the performance of his or her duties. They define job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of individual's job or job experience. Relevant organizational factors that influence job satisfaction include organizational environment, organizational culture and organizational structure [4]. These factors are closely related to the five specific dimensions of job satisfaction which include: pay, the job itself, promotion opportunities, supervision, and co-workers. An individual may hold different attitudes toward various aspects of the job, as an employee may like his or her job responsibilities

* Corresponding author
E-mail address: drjohnugoani@yahoo.com

but be dissatisfied with the opportunities for promotion. They posit that the characteristics of individuals equally determine the level of job satisfaction. It is hypothesized that those with high negative affectivity are more likely to be dissatisfied with their job. Research in these areas show that challenging work, valued rewards, opportunities for advancement into higher levels, quality and competent supervision, as well as co-operative or supportive coworkers are the critical dimensions of the job that can influence job satisfaction. The feeling or potential for a worthwhile achievement on the job has a great impact on job satisfaction that can influence organizational citizenship behavior (OCB). According to Nelson and Quick [24] job satisfaction has been shown to relate to OCB, which is the behavior that is above and beyond the call of duty. Generally, satisfied workers are more likely to help their coworkers, make positive comments about the company, and refrain from complaining when things at work do not go well. Therefore, job satisfaction (JS) and OCB are critical elements for organizational performance. Going the extra mile, or going beyond the call of duty is very important to all organizations that depend on teams to get work done, therefore, the case for JS and OCB cannot be over emphasized. Since organizations mainly strive for good

performance it becomes imperative for them to implement actions that lead to it as there is a popular view that good performance causes satisfaction. Satisfied employees are often more likely to give something good back to the institution because they like to reciprocate the positive experiences they have without even knowing that such behaviours influence performance. Hellriegel, et al [16] state that perhaps the attitude of greatest interest in the area of organizational behavior is job satisfaction because of its relationship with employee satisfaction and job performance. They opine that the sources of job satisfaction and dissatisfaction vary from person to person. However, sources more important for many employees include pay, the challenge of the job, the degree of interest the job holds, physical activity and work conditions [9, 21].

1.1. Conceptual Framework of the Study

A conceptual framework describes the nature of the research and the structure of the hypothesized variables in relation with the problem of the study. It is often shown in schematic model. The model of this study reflected in figure is based on the framework already developed by Cavusgil and Zou [11].

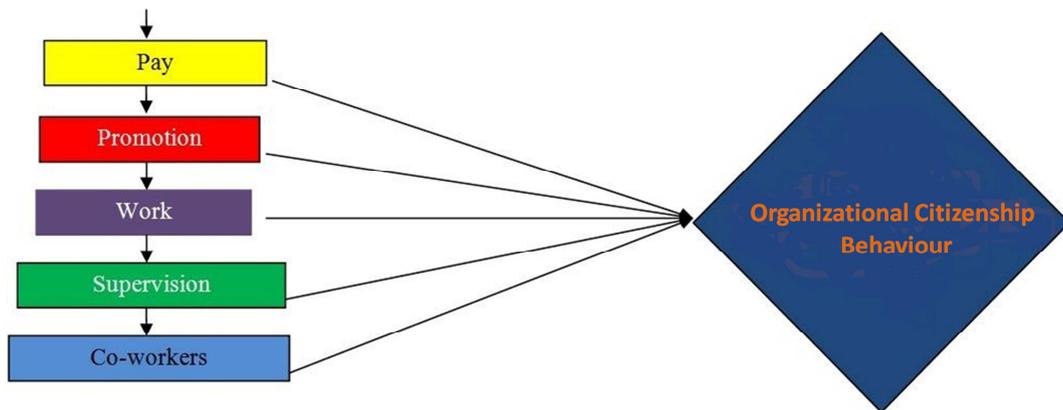


Figure 1. Job Satisfaction and Organizational Citizenship Behaviour Model Job Satisfaction.

Source; Author Fieldwork (2018)

People come to work with different expectations, and they often feel satisfied if the pay is good, there is opportunity for promotion or growth, the nature of the job is challenging enough, the quality of management and leadership as well as the relationship with coworkers is good. In a classic Job Diagnostic Survey Result published by Nelson and Quick [24], on a scale of 7 points, pay satisfaction scored (4-6) security satisfaction, (5-2), social satisfaction (5-6) supervisory satisfaction (5-2) and growth satisfaction (5-3). This suggests that the social environment, including the relationship with coworkers, promotion opportunities as well as organizational support and job security are among the principal elements that drive JS and OCB [33].

1.2. Statement of the Problem

Problems of JS continue to border on issues of pay, salary structure and allowances in Nigeria. Matters of bad management styles, poor conditions of service, unclear job descriptions, and lack of opportunities for planned advancement, career progression as well as unfriendly work environments are among the constraints of JS that greatly hinder good performance and OCB. This is evident through incessant strikes and lockouts that paralyze organizational operations and as a result dilute good performance and constrain OCB. Another cause of job dissatisfaction in Nigeria is the challenge of casualization. Many organizations

in Nigeria, including those like the multinational oil companies (MOCs) banks, insurance companies among others have formed the culture of employing people only on causal basis. It is unlikely that a causal worker in a healthy and profitable bank or a rich MOC will be a satisfied worker. The issue of casualization brings with it the challenges of lack of organizational commitment, service orientation, fraud, sabotage, embezzlement that permeate the industries today. For many decades, the unions in Nigeria have been fighting a battle to secure good conditions of service for workers to enhance JS to no meaningful avail. For example, Agboola [3] insists that the National Union of Shops and Distributive Employees (NUSDE) is ready to re-ignite the battle against casualization and contract employment in the sector. Employers both in the private and the public sectors of the economy hardly always implement agreements reached with labour that would ameliorate the poor conditions of workers and thus bring about JS, lead to good performance and enhanced OCB. The issues of temporary workers and contract employment have further been compounded by quarrels over employment based on trivial issues like qualification types such as HND, B.Sc. BA. B. Th as well as disparities of pay and basic allowances arising from such things as elongated pay, consolidated medical salary structure (CONMESS), medical salary super scale (MSSS) salary structure, skipping and adjusted grades, among others [2, 5, 28]. In Nigeria, workers are often owed huge salary and pension arrears that many die without enjoying the fruits of their labour, even though the Holy Scriptures holds that the labourer is entitled to his wages. And because of lack of agreement on what actually constitutes a minimum wage, employers both in the private and public sectors pay salaries and wages not commensurate with minimum acceptable standards and inconsistent with ILO Conventions. The ILO Conventions prescribe minimum wage so as to protect the most vulnerable workers who cut across both the private and public sectors of the economy from exploitation [1, 7]. Transparency in management is crucial for robust JS, performance and OCB. However, challenges such as workers not being able to retrieve their contributions to statutory agencies like the National Housing Fund (NHF), among others, even upon retirement or voluntary exit from paid employment can be very unpleasant and poses a serious challenge to JS. According to Lucas and Adamikin [23] as at 2006, about 1.8 million workers in Nigeria were registered from 17,132 employers, under the NHF, with a contribution of about ₦6 billion, out of which only less than ₦280 million was disbursed to 446 contributors as loans. Also between 1993 and 2006, about ₦20 billion was contributed by workers into the NHF without much benefit [17], [18]. The complaints in Nigeria about poor work behaviors, performance and service orientation are

deeply rooted in lack of JS. A lack of JS among employees in organizational and occupational setting will not only lead to poor OCB, but will also highly influence the rate of employee-turnover. [21] This author is not aware of many reports by local authors dealing with the issues of JS and OCB. It is therefore expected that at this time when Nigeria is in dire need of sustainable management and development the present study will help to redirect attention to the challenges of JS so as to find a pathway out as a means of achieving good performance and institutionalizing OCB.

1.3. Objective of the Study

The study was designed to examine the relationship between JS and OCB.

1.4. Significance of the Study

The study will help in directing attention on the relevance of JS because of its contributions to OCB, which is very important for the profitability and survival of any human organization.

1.5. Research Questions

- (1) Does pay influence JS?
- (2) Is job performance related to JS?
- (3) Can the incentive of promotion contribute to OCB?
- (4) Does management style promote OCB?
- (5) Is it true that the work itself does not enhance JS?

1.6. Hypothesis

Ho: There is no positive relationship between JS and OCB.

Hi: There is a positive relationship between JS and OCB.

2. Literature Review

Certain factors influence the behavior of people and the level of their work performance which simultaneously lead to JS and also enhance OCB. Kreitner and Kinicki [20] opine that personal values, attitudes and abilities lead to job performance and JS. They suggest that high-value orientation reflects cooperative and supportive relations, productive and innovative task performance, high job performance, JS and OCB. According to them, individual differences impact job performance and JS. JS essentially reflects the degree to which the individual likes his or her job. It also reflects an affective or emotional response towards the different aspects of the individual's job and value system that can promote organizational commitment and OCB. Recent studies in organizational behavior point to the direction that there is significant positive correlation between organizational

culture, organizational performance and JS. Leithy [22] states that organizational culture influences work-related attitudes such as JS, organizational commitment, job involvement, and such work behaviors as turnover and absenteeism. Due to the increasing importance of JS and OCB organizations are trying to enhance JS through job involvement. He describes job involvement as the degree to which an individual identifies psychologically with his or her work and the importance of the work in the person’s total self-image. He suggests that job involvement is conducive to both productivity and JS. The argument is that job involvement is an important factor in other work-related attitudes, and is closely linked to work behavior. He believes that positive relationship between perceived organizational support and peer relationship are antecedents of job involvement that can be classified into different variables that include participation in decision-making job type. This makes a strong case for JS, because when employees’ are dissatisfied with their jobs they find ways to escape and stay away from them, and this phenomenon comes mainly through absenteeism and voluntary turnover, and to a high degree discouraging OCB. Other ways of improving job performance, JS and OCB in organizations are through training and development. When people come into an organization as employees, the next most important action to take is to build their capacity for high performance. Falola, et al [13] opine that training and development function is the aspect of human resource management practices that help in enhancing employees’ skills, knowledge and competence capable of motivating and improving their ability to perform more effectively and efficiently and oiling the appetite for JS and high levels of OCB [29-31].

2.1. Theoretical Review

Values reflect the organization of an individual’s manner or ways of behavior and desired outcomes. On the other hand, it is a composite of the affective component or the feelings, a cognition component or the beliefs, and the behavioural component or the predisposition to act towards a favourable or unfavourable assessment of a situation. According to Agulanna and Madu [4] out of the many types of attitudes in organizational behavior, only three attitudes namely: JS, job involvement and organizational commitment (OC) are most critical. They insist that JS is a person’s general attitude to his or her job, it is therefore recognized that an individual who has a high level of job satisfaction holds a positive attitude towards the job. On the contrary however, the person who is dissatisfied with his or her job holds a negative attitude towards the job. Employee satisfaction influences attitude which then leads to job performance, JS, OC and OCB. Job performance, JS, OC, among others thrive on ability. According to Kreitner and Kinicki [20] individual differences in abilities and accompanying skills are central to job performance. They posit that ability represents a broad and stable characteristic responsible for a person’s maximum performance. Ability in this context means demonstrating power in sufficient frequency to accomplish a task or job. OCB cannot be achieved without OC, which is the extent to which an individual identifies with an organization and is committed to its goals. It is an important work behavior because committed workers show a willingness to work harder to achieve organizational objectives and greater desire to stay employed in the organization. This category of employees often demonstrates OCB.

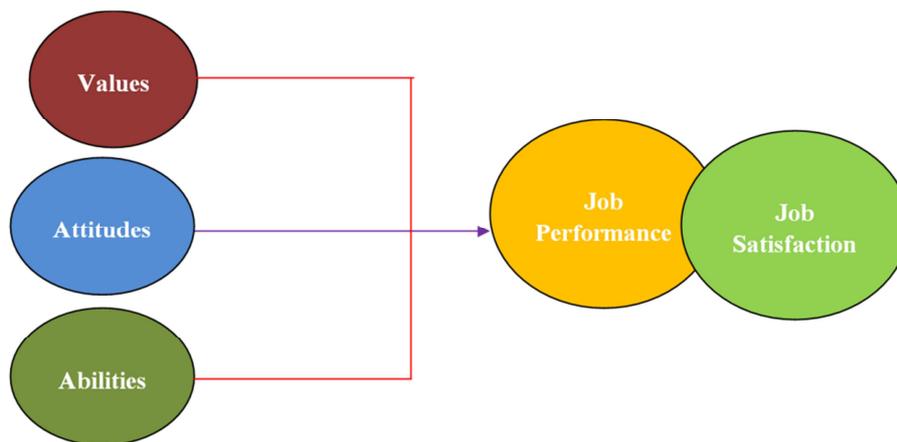


Figure 2. Individual Differences Impact Job Performance and Job Satisfaction.

Source: Author Fieldwork (2018) adapted from Kreitner and Kinicki [20].

2.2. Organizational Commitment and Organizational Citizenship Behavior

According to Nelson and Quick [24] the three types of OC

that drive job performance, JS and eventually OCB, include: affective, continuance, and normative commitment. They opine that affective commitment encompasses loyalty and a deep concern for the welfare of the organization, and

continuance commitment reflects the willingness of the employee to remain employed because he or she cannot afford to leave. On the other hand, normative commitment defines the obligation to remain in the organization. According to them, individuals who show normative commitment stay in the organization because they have the conviction to do so. Generally, the organizational conditions that encourage commitment include participation in decision-making and the work itself, integrity, and fairness, are critical work attitudes that are strongly related and required to improve organizational goals. They emphasize that work attitudes are also important because they influence business outcomes. JS and OCB are linked to customer satisfaction and company profitability. The theory of pay and behavior suggests that pay is important and it is consistently ranked among the top five rewards that encourage job performance and JS. Beer, et al [8] suggest that because it is so important, pay has power to influence people's membership behavior, where they go to work, whether to stay and their performance, which ultimately influence JS and OCB. Despite the problems associated with drawing a general conclusion about the relationship between rewards and employee satisfaction, it is also generally accepted that a satisfied employee is a better performer. According to Gomez-Mejia, et al [14] organizational performance or profitability is a function of customer loyalty which is in turn a function of employee satisfaction and loyalty. They find a strong significant correlation between employee satisfaction, reduced turnover, greater customer satisfaction and improved performance and profitability. Since dissatisfaction among employees can lead to increased turnover, absenteeism, tardiness, truancy, sabotage and low OC and OCB, organizations seek employee satisfaction to improve job performance, JS, OCB and organizational effectiveness [32].

3. Methodology

3.1. Research Design

The survey research design was used for the study. Surveys are oriented towards ascertaining and establishing the status quo, facts, or pieces of information at the time of the research and presenting such facts as they are or going further to analyze. Surveys, therefore, could be descriptive or analytic. The instruments are mostly observations, measurements, counting, interviews and administration of questionnaire [27].

3.2. Sources of Data

Data were collected through both primary and secondary sources. Data generation from multiple sources offers the researcher a chance to cross-check the information to

enhance correctness, and to complement and supplement data through each other [10].

3.3. Data Collection Instrument

A researcher designed instrument titled Job Satisfaction Questionnaire (JOSQ) adapted from the Minnesota Satisfaction Questionnaire (MSQ) and based on a 5-point Likert-type scale was used for the study. Questionnaire is a set of written questions that respondents are asked to answer. The instruments are used to measure respondent's attitudes, opinions, or demographic characteristics. They are used to collect data on numerous variables, such as personality, needs fulfillment, power, job stress and job satisfaction [16]. Likert scale is increasingly used in measuring JS as well as employees' perceptions and attitudes. Validity and reliability of the MSQ had been confirmed by previous scholars [24, 26].

3.4. Population Sample and Size

The population of the study comprised of the population in Nigeria. The sample was selected through the purposive method, and the sample size was determined by the sample ratio concept [27].

3.5. Study Area

The study was conducted in South East Nigeria comprised of 5 states out of the 36 states in Nigeria. It is believed that the opinion of the people in the area will adequately represent the opinion of the people in Nigeria, based on the 1/10th principle [12].

3.6. Decision Rule

The mean cut-off point for the analysis is of responses to the research questions of this study was at 3 points. The method is appropriate to answer research questions [25].

3.7. Data Analysis

Data were analyzed through the descriptive and regression statistical techniques [10]. Regression analysis aims at building a model that predicts the dependent variable using the independent variable (s). The model for this study is:

$$Y = Xb + e$$

Where Y is an nX1 vector of observations, X, is an nXk matrix, b is a kX1 vector of parameter estimates and e is an nX1 column vector of errors. In regression analysis, there is an important measure, R² which measures the goodness-of-fit of the regression model. By this, it calculates the percentage of variation in the dependent variable accounted for by the independent variable (s). This value is reported in every computer output through the use of the Statistical Package

for the Social Sciences (SPSS) in regression analysis. The regression equation for this study is:

$$Y = a + bx$$

Where Y = OCB

X = JS

a = a constant term

b = the regression slope coefficient

4. Presentation of Result

Table 1. Profile of Respondents (n=250).

S/N	Description	Category	Total	Percentage
1	Sex	a) Female	90	36
		b) Male	160	64
2	Education	a) Diplomas	80	32
		b) Degrees	140	56
		c) Others	30	12
3	Age	a) 18 – 25 years	101	40.40
		b) 26 – 45 years	95	38.00
		c) 46 – 75 years	54	21.60
4	Experience	a) 1 - 10 years	70	28.00
		b) 11 - 20 years	120	48.00
		c) 21 – 35 years	60	24.00
5	Status	a) Low	60	24.00
		b) Middle	100	40.00
		c) High	90	36.00

Source: Author Fieldwork (2018)

Table 2. Frequency and Mean for Responses to Research Questions.

S/N	Restatement of Research Questions	Scores					Σx	No of Resp	X̄	Decision @ 3 points
		SA	A	N	D	SD				
		5	4	3	2	1				
1	Pay does not influence JS	20	30	6	40	154	472	250	1.89	Rejected
2	Job performance is not related to JS	30	45	3	20	152	531	250	2.12	Rejected
3	Promotion prospects can influence OCB	160	40	2	8	40	1022	250	4.09	Accepted
4	Good management enhances OCB	150	30	5	20	45	970	250	3.88	Accepted
5	Work conditions affect JS	145	50	4	15	36	1003	250	4.01	Accepted

Source: Author Fieldwork (2018).

Table 3. Model Summary^b.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830 ^a	.689	.655	882.03275	1.045

a. Dependent Variable: OCB

b. Predictors: (Constant), JS

Table 4. ANOVA^a.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31068016.980	2			
Residual	14003672.038	18	15534008.490	19.967	.000 ^b
Total	45071689.018	20	777981.780		

a. Dependent Variable: OCB

b. Predictors: (Constant), JS

Table 5. Coefficients^a.

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
(Constant)	-147.015	272.561			-539	.596	-719.644	425.614
1JS	-.729.393	869.759	-.249		-839	.413	-2556.688	1097.902
	.857	.243	1.046		3.527	.002	.346	1.367

Dependent Variable OCB

Source: SPSS (20) Output, 2018.

4.1. Discussion

In table 3 – $R^2 = .689$. This explained the total variability in the dependent variable, Y, explained by the independent variable X. This is the measure of goodness-of-fit. For categorical models such as this, R2 value could range between 0.2 to 0.6 [15] Therefore the value of .689 was adequate. In table 4: the regression was significant. In other words, JS explains OCB. In table 5; all the coefficient calculated were significant at 95% level. Therefore, H_0 was rejected and H_1 accepted to conclude that JS has significant positive correlation with OCB. The regression is further complemented by the result from the analysis in table 2, for example, that pay influences JS and OCB. The findings of this study support the earlier findings of Nelson and Quick [24] and others that JS influences OCB. In many studies on JS it has been proved that pay is critical. It is believed that pay motivates behavior and performance patterns, and for most people pay is a status symbol in the society. It is even assumed that the employee with the higher pay will be the higher performer. From the organizational perspective, it is also believed that pay or rewards are intended to motivate certain types of behavior. Therefore an employee who has a higher need for money will be more motivated to perform in a situation that provides more monetary rewards such as high pay, and will therefore perform better, feel satisfied and consequently demonstrate OCB. To achieve this, the assumption that should not be made is that employees are motivated by a single factor for higher performance levels. Therefore, job performance and JS hinge on comparatively higher pay, an equitable benefits system, good opportunities for personal development, participative management and organizational culture, reasonable degree of autonomy and interesting job responsibility. Organizational culture shapes the work environment and greatly influences performance and JS. There is evidence that an organization's culture and its performance or effectiveness are closely related. Performance level is determined by the employee's ability to do the job, clarity as to what is to be done and the levels of pay, promotion respects, general work conditions, manner of supervision and the relationship with co-workers, that serve as motivating factors for job performance and JS. Motivation is perceived as the energizing force that induces or compels and maintains behavior in a particular direction; it is goal directed, and an internal psychological process that can only be observed through performance. People come to work in the hope of actualizing their personal desires for promotion and advancement into senior positions, and they performance better and often feel satisfied where their aspirations are met. The work environment provides another layer of motivation as the new generation of workers often highly educated sees

work autonomy as a motivational factor. Workers no longer need the traditional supervision by others, they have more desire for achievement and responsibility and personal recognition and therefore feel more motivated to performance without much cumbersome supervision and control. A well paid employee is often a motivated employee. A motivated employee is seen to be dedicated and committed to his or her duties which invariably translate to OCB. Earlier super management theorists like F. W. Taylor believed also that the worker is an economic man and could therefore solely be motivated through higher pay. Others like George Elton Mayo concluded that man is not just an economic man and that he is not motivated by monetary incentives or improvement of environmental conditions alone. He thought that social factors, like the relationship with co-worker, influenceh is satisfaction and ultimately his behavior. Motivation is related to behavior in the work place because the basic assumption of classical motivational theory is that an employee is motivated to higher performance if his felt need is being satisfied by management and this becomes the breakeven point where he is expected to demonstrate OCB in the desired frequency. At the general level of analysis, there is almost agreement among organization and management theorists that motivation is the greatest force for employee performance. For example, Nelson and Quick [24] argue that earlier theories of motivation provide conceptual value, show the importance of human needs, and provide a basis for the later theories. They state that conducive employee environment and interaction, contribute to understanding of human behavior and motivation at work. In which case there is always need to recognize individual differences and preferences because such understanding and recognition enhances job performance and satisfaction which then propels OCB. It is believed that employees feel satisfied where they have a sense of equity and where rewards are contingent upon performance. A great number of employees who are achievement driven are highly motivated by training opportunities. Training and development role is beneficial for both the employer and the employee because of the need for increased ability needed for job performance, JS, and OCB.

4.2. Scope of Further Study

Further study should examine the relationship between job description and performance to determine whether matching the right man with the right job is critical for JS in Nigeria.

4.3. Recommendations

- (1) Organizations of different sizes and nature need to institutionalize credible pay systems to serve as a basic factor for job motivation, job performance, JS and OCB.

- (2) There is need for the recognition of individual values as a means of enhancing attitudes and affective organizational commitment and OCB.
- (3) Creativity training should be intensified by organizations with a view to providing employees with supportive skills and abilities for good job performance that will result to JS and OCB.
- (4) Participative management and supervisory styles as well as a conducive physical environment are factors that enhance job performance and satisfaction that must be encouraged to drive OCB.
- (5) A sense of equity influences performance. Organizations should therefore, promote a corporate culture that thrives on social justice to enhance OCB.

5. Conclusion

Job satisfaction relates to how individual employees feel about their job. The employee as an economic man is highly motivated by pay. Other important factors that influence job performance and job satisfaction include values, attitudes and abilities. Job satisfaction reflects the employees' level of motivation, as well as the cognitive, affective and evaluative responses about the job itself. Job performance is closely related to job satisfaction and there is huge evidence in the literature that a well motivated employee is often a high performer, a committed worker who can demonstrate OCB in sufficient frequency towards the achievement of organizational goals. Most employees who are achievement driven are highly motivated by training opportunities to build up their abilities for higher responsibilities and performance. Training and development role is beneficial to both the employers and the employees because of the need for increased ability needed for higher performance. 250 individuals participated in this study. Data collected through primary and secondary sources were analyzed using descriptive and regression statistical methods; and the result showed that there is a strong positive association between JS and OCB. Leithy [22] states that organizational culture, job involvement, influence JS. The result also provides strong support for the earlier findings of Hellriegel, et al [16], Kreitner and Kinicki [20], and Nelson and Quick [24] that pay, values, and other factors influence JS and OCB. This is the crux of the study.

References

- [1] Adekomi, J. (2018) NLC hails Aregbesola's sensitivity to workers welfare. *The Nation* 12 (4281): 42.
- [2] Agbiti, C. A. (2018) JOHESU strike and hubris of medical doctors. *The Nation* 12 (4320): 16.
- [3] Agboola, T. (2018) Union draws battle line against casualization. *The Nation* 12 (4320): 24.
- [4] Agulanna, E. C. and Madu, C. M. (2003) *Organizational Behaviour: Human Behaviour at Work*. Owerri, Reliable Publishers.
- [5] Akinade, M. O. (2018) An Open Letter To Professor Isaac Adewole, Hon. Minister of Health. *The Nation*, 12 (4320): 20-21.
- [6] Akowe, T. (2018) Fed Govt to JOHESU: return to work. *The Nation* 12 (4281): 8.
- [7] Akowe, T. Agboola, T. and Alabelewe, A. (2018) Minimum Wage: Labour seeks living wage for workers. *The Nation* 12 (4289): 2.
- [8] Beer, M. Spector, B. Lawrence, P. R. Mills, D. Q and Walton, R. E. (1985) *The Theory of Pay and Behaviour*. In M. Beer, B. Spector, P. R. Lawrence, D. Q. Mills and R. E. Walton (eds) *Human Resource Management: A General Manager's Perspective*. Text and Cases. New York, The Free Press: 415 – 451.
- [9] Bettencourt, L. A. Gwinner, K. P. and Menter, M. I. (2001) A Comparison of Attitude, Personality, and Knowledge Predictors of Service Oriented Organizational Citizenship Behaviours. *Journal of Applied Psychology* 86 (2001): 29-41.
- [10] Brannen, J. (2005) Mixing Methods: The Entry of Qualitative and Quantitative Approaches into the Research Process. *International Journal of Social Research Methodology*, 8 (3): 173-184.
- [11] Cavusgil, S. T. and Zou, S. (1994) Marketing strategy-performance relationship. An Investigation of the Empirical Link in Export Ventures; *Journal of Marketing* 58: 1-21.
- [12] Ezejelue, A, Ogwo, E. O. and Nkemnebe, A. (2008) *Basic Principles in Managing Research Projects*, 2nd edition Port Harcourt, Educational Books Ltd.
- [13] Falola, H. O. Osibanjo, A. O. and Ojo, S. I. (2014) Effectiveness of Training and Development in Employees' Performance and Organization Competitiveness in the Nigerian Banking Industry. *Bulletin of the Transilvania University of Brasov, Series V: Economic Sciences*, vol. 7 (56): 161-170.
- [14] Gomez-Mejia, L. R. Balkin, D. B, and Cardy, R. L. (2004) *Managing Human Resources*. 4th edition New Delhi Prentice Hall of India Private Limited.
- [15] Gujarati, D. (2003) *Basic Econometrics*. 4th edition: New York, McGraw-Hill.
- [16] Hellriegel, D. Slocum, Jr, J. W. and Woodman, R. W. (2001) *Organizational Behaviour*, 9th edition, USA, South-Western College Publishing.
- [17] Ibrahim, A. Y. and Akowe, T. (2018^a) New Minimum Wage: Labour insists in September deadline. *The Nation* 12 (4333): 39.
- [18] Ibrahim, A. Y. and Akowe, T. (2018^b) Minimum wage war looms. *The Nation* 12 (4333): 40-41.
- [19] Ikuomola, V. Gbenga-Mustapha, O. Jibueze, J. Okwuofu, O. Onu, N. and Otabor, O. (2018) Health Workers' Strike Paralyzes Federal Hospitals. *The Nation* 12 (4281): 8.

- [20] Kreitner, R. and Kinicki, A. (2004) Values, Attitudes and Job satisfaction. In R. Kreitner and A. Kinicki (eds) *Organizational Behaviour*, 6th edition, USA, McGraw-Hill: 186-220.
- [21] Laffaldano, M. T. and Muchinsky, P. M (1985) Job Satisfaction and Job Performance: A Meta Analysis. *Psychological Bulletin* 97 (1985): 251-273.
- [22] Leithy, W. E. (2017) Organizational Culture and Organizational Performance. *International Journal of Economics & Management Sciences* 6 (442): 2-6.
- [23] Lucas, M. and Adamikin, O. (2018) Labour, FMBN seek end to feud over NHF deductions. *The Nation* 12 (4281): 35.
- [24] Nelson, D. L. and Quick, J. C. (2003) Work Attitudes: In D. L. Nelson and J. C. Quick (eds) *Organizational Behaviour: Foundations, Realities & Challenges*. 4th edition. USA, Thomson South-Western: 120-147.
- [25] Nwankwo, O. C. (2011) *A Practice Guide To Research Writing for Students of Research Enterprise (Revised Fourth Edition)* Port Harcourt, Pan Unique Publishers Co. Ltd.
- [26] Nworuh, G. E. (2004) *Basic Research Methodology for Researchers, Trainees and Trainers in Management Science*, 2nd edition. Owerri, Ambix Printers Nigeria.
- [27] Obodoeze, F. O. (1996) *Modern Textbook of Research Methodology*, Enugu. Academic Publishing Company.
- [28] Onu, N. (2018) Workers to Obiano: Address salary disparity. *The Nation* 12 (4320): 16.
- [29] Ugoani, J. N. N. (2015) Emotional Intelligence and Organizational Culture Equilibrium. A Correlation Analysis. *Journal of Advances in Social Science-Humanities*, 2015, 1.1: 36-47.
- [30] Ugoani, J. N. N. (2016^a) Cultural Dimensions in Global Human Resource Management: Implications for Nigeria. *Independent Journal of Management & Production*, v. 7, n. 3, pp: 645-670.
- [31] Ugoani, J. N. N. (2016^b) Employee Turnover and Productivity among Small Business Entities in Nigeria. *Independent Journal of Management & Production*, v. 7, n. 4, pp: 1063-1082.
- [32] Wong, C. Wong, Y, Hui, C. and Law, K. S. (2001) Significant Role of Chinese Employees Organizational Commitment: Implications for Managing Employees in Chinese Societies, *Journal of World Business*, 36 (3): 326-340.
- [33] Wood, W. (2000) Attitude Change: Persuasion and Social Influence. *Annual Review of Psychology* 51 (200): 539-570.

Biography



John Nkeobuna Nnah Ugoani is Associate Professor of Management at Rhema University, Nigeria. His research interest focuses on business, management, banking and finance, organizational behavior, emotional intelligence, entrepreneurship, accounting and risk management among others. John is recognized for presenting the first best PhD Thesis in Management at the Faculty of Business Administration, Imo State University, Owerri, Nigeria. He has many scholarly publications with full paper readership downloads and abstract views of over 5000 and 15000 respectively and listed among Top Ten Authors by SSRN. Before entering academia, he was a senior manager at First Bank of Nigeria Plc.