

Employee Job Satisfaction and Employee Performance of PHEDC Workers in Obio/Akpor LGA of Rivers State, Nigeria

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Abstract: The study investigated the relationship between employee job satisfaction and employee performance of PHEDC workers in Obio/Akpor LGA of Rivers State. The study's objective was to empirically investigate how employee job satisfaction relates with the performance of PHEDC workers in Obio/Akpor LGA of Rivers State regarding customer satisfaction, job commitment and quality service delivery. Cross-sectional exploratory survey research design was employed in the study. The population of two hundred and sixty-three (263) employees from eleven (11) Port Harcourt Electricity Distribution Company (PHEDC) Offices in Obio/Akpor Local Government Area of Rivers State. From the Krejcie & Morgan 1970 table, the sample for a population of 263 is 159. Therefore, the sample for the study became 159 employees from eleven (11) Port Harcourt Electricity Distribution Company (PHEDC) Offices in the Obio/Akpor Local Government Area of Rivers State. One hundred and fifty-nine (159) copies of the questionnaire were distributed to the targeted respondents. In the end, the researcher was able to retrieve 148 copies of the questionnaire correctly filled. The test of hypotheses was done using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at $P < 0.05$ (two-tailed test). The study revealed the following: i. there is a very significant positive relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State; ii. there is a very significant positive relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers State, and; iii. there is a very significant positive relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers State. The research came to the conclusion that making employees feel satisfied with their job through considerate and timely pay, incentives/benefits, good leadership style, good work environment, unbiased promotion, etc., is a great way to positively influence employee performance, especially in terms of customer satisfaction, job commitment, and quality service delivery. The study, among others, recommended that in order to achieve greater satisfaction, management should encourage employees to work hard, effectively, and efficiently, as this will increase their commitment and the standard of the services they provide.

Keywords: Employee Job Satisfaction, Employee Performance, Customer Satisfaction, Job Commitment, and Quality Service Delivery.

Introduction

Electricity is one of the amenities that humans in the 21st cannot live without. Many human activities now depend on power generation. This makes it imperative to have in place employees that are committed to rendering quality and satisfactory services to their customers. In four Nigerian states—Rivers, Bayelsa, Cross River, and Akwa Ibom—the Port Harcourt Electricity Distribution Company (PHEDC), a private electric distributor, supplies electricity to a total of 14 million people (Wikipedia, 2023). Because they have the ability to alter their performance and are the primary means of accomplishing organizational goals, human resources in organizations, including PHEDC, are regarded as the most significant and valuable resources in the success of the organization. As a result, organizational managers pay attention to the emotional and physical needs of their workforce and work to enhance those individuals' personal and professional success through a variety of means, including training, performance reviews, and job design.

An organization's efficiency at work determines whether it succeeds or fails. According to Dugguh and Dennis (2014), employee achievement has multiple dimensions and serves as evidence of an individual's success. The extent to which one fulfills their work obligations is referred to as job performance. Mueller and Kim (2008) distinguished between two different kinds of work satisfaction: general job satisfaction and job satisfaction related to specific job characteristics, such as pay, benefits, position, and interpersonal relationships. Making the best use of all the factors that affect the production or delivery of services is necessary for any company

to increase its productivity and efficiency. Since human resources are a crucial component of any organization, the effectiveness and productivity of that organization also rely on the employees who work there (Prange&Pinho, 2017).

An employee's mental viewpoint, which includes how they feel about their work and the employers' organization, is referred to as job satisfaction. Additionally, achieving one's professional values leads to a pleasurable emotional condition known as work satisfaction (Courtney &Yonkong, 2017). Any organisation or institution is recognised to be made up of three primary human, physical, and financial resources, but the most critical human resource for any organisation is definitely the most significant one to accomplish the goals and development of the organisation, since the other two sources, even if of very high quality, are only tools that workers must use to achieve their objectives. Everyone in any company anticipates that a sizable percentage of their material and psychological requirements will be satisfied after choosing a job, but if for some reason—such as insufficient planning or management—fails to satisfy their demands, they may not only not feel content with their work but may also contribute to an undesirable climate in the workplace, which might have a negative influence on how they feel mentally (Lin et al., 2014).

According to Fritzsche and Parrish (2015), a happy employee is a productive employee, and it is no longer a surprise that job satisfaction underpins employee success. According to Locke (2013), work satisfaction is a pleasurable and positive emotional state resulting from the appraisals of one's employment or job experience'. Additionally, a person's positive assessment of their working circumstances that can be measured is considered to be a sign of job satisfaction (Weiss, 2016). Employee performance, according to Schermerhorn (2014), is the level of quality and quantity that an individual employee or group of employees achieves after completing a specific job. High-level performance achievement through productivity and efficiency has always been a top organizational concern. The performance of employees is the total financial or non-financial value that employees contribute to the achievement of the goals of the company, both directly and indirectly (Motowildo&Borman, 2017). However, the effectiveness and efficiency of each employee within the company directly affect the performance of the entire organization. In order to achieve high organizational productivity, every organization heavily depends on the success of each individual employee. A high level of performance advancement for an organization is absolutely necessary to achieve a highly happy workforce, and a satisfied workforce encourages employers to put more effort into improving employee performance. Hence, this study investigates the relationship between employee job satisfaction and employee performance of PHEDC workers in the Obio/Akpor Local Government Area of Rivers State.

Statement of the Problem

Inquiries and experiences have revealed that most of the PHEDC workers are dissatisfied with their current rewarding schemes, working conditions, and job tasks and duties that they have been assigned. Adding to this, PHEDC workers sometimes go through emotional, psychological, and physical abuse from customers they meet in the field and even in the office. Though, sometimes, they react badly or even treat their customers with little or no regard. A lot of times, the employees in the field easily ask for or get lured into bribery. As iterated by Sadiq and Mohsin (2018), unhappy employees are employees who are not satisfied in their job, which, most times, tell negatively about their job performance. Despite the saying that an average employee in Nigeria has the tendency to be corrupt, it is strongly believed that the bad behavior showcased by a majority of PHEDC workers is a result of how unsatisfied they are with their jobs. Many of them complain of late payment, absence of incentives, inadequate provision/replacement of working tools, absence of housing scheme, absence/inadequate provision of logistics, poor work environment (especially for the administrative staff), and the like. All of these negatively affect their service to customers and commitment to work, which as a whole, boil down to poor performance. The situation, therefore, calls for urgent attention.

Poor empirical data on the relationship between employee job satisfaction and employee performance of PHEDC workers in Obio/Akpor LGA of Rivers State is another that has birthed this study. Evidentially, Sadiq & Mohsin (2018) investigated the impact of job satisfaction on employees' performance (A case study of Al Hayat Company - Pepsi Employees in Erbil, Kurdistan Region – Iraq); Rodrigo et al. (2022) examined the impact of job satisfaction on employee performance (A case at ABC ManufacturingCompany); Wahid (2015) investigated the impact of job satisfaction on employees performance: An application on Faculty of Science and Humanity Studies University of Salman Bin Abdul-Aziz-Al Aflaj. In a similar study, Shahzad et al. (2017)examined the impact of employee job satisfaction on organizational performance. From the studies, it is crystal clear that similar studies were conducted on the subject matter, but none was neither carried out in PHEDC or Obio/Akpor LGA of Rivers State. This implies that the study on the relationship between employee job satisfaction and employee performance of PHEDC workers in Obio/Akpor LGA of Rivers State has not received satisfactory research attention. This study seeks to fill this knowledge gap.

Fig. 1.1: Conceptual framework showing the relationship between employee job satisfaction and employee performance.

Source: Desk Research, 2023.

Aim and Objectives of the Study

The study's goal was to look at the connection between PHEDC employees' job happiness and productivity in the Obio/Akpor LGA of Rivers State. The study specifically sought to:

1. Ascertain the relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State.
2. Examine the relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers State.
3. Investigate the relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers State.

Research Hypotheses

Based on the above objectives, the researcher formulated the below research hypotheses:

- Ho₁: There is no significant relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State.
- Ho₂: There is no significant relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers State.
- Ho₃: There is no significant relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers State.

Theoretical Framework

This study is anchored on Abraham H. Maslow's Hierarchy of Needs Theory.

The hierarchy of Needs theory was propounded by the humanistic psychologist Abraham Maslow in 1970. The model was derived from his experience as a clinical psychologist. The theory postulates five basic categories of needs arranged in a hierarchy of importance; Physiological (basic), safety (security), social (belongingness), esteem (ego), and self-actualization needs. This theory organized needs into higher-level needs and lower-level needs. It stated that the absolute satisfaction of lower-level needs automatically activates the higher-level needs, which in turn seek to be satisfied. The theory posits that the hierarchy of needs follows in ascending order:

- a) Physiological Needs: In an organizational context, physiological needs are the employees' concern for salary and basic working conditions. It is only when these basic needs are met in the organization that the employee can be motivated to progress to higher-level needs.
- b) Safety or security needs: These are needs for safety and security and emotional injuries, the threat from danger, and deprivations.
- c) Social needs (belongingness and love needs): This is the need for meaningful interaction – love, acceptance by others, and affectional relationship.
- d) Esteem needs: They are twofold in nature.
 - i) Self-esteem needs include the needs for self-confidence, achievement, competence, self-respect, and knowledge, and for independence and freedom.
 - ii) The esteem of others – these are related to one's reputation needs for status, recognition, appreciation, and respect from one's associates.
- e) Self-Actualization needs: This is the need to realize one's potential, or the desire to become what one wants to become, accomplishing things in life and reaching the peak of one's potential.

The theory offers that the organization or the manager should create the right work environment to enhance employee motivation (Inyang, 2008). The theory posits that each person has a hierarchy of five sets of needs that must be satisfied, ranging from basic psychological needs, safety needs, social belonging, esteem needs, and finally self –actualization.

The basic assumptions of the theory are as follows:

- i) Humans have wants that can never be entirely met.
- ii) Human action is targeted at fulfilling the needs that are unsatisfied at a given point in time.

The implication of Abraham H. Maslow's Hierarchy Theory of 1954 to the Study

Because it relates to the factors, this theory was succinctly chosen as the theoretical foundation for this research (employee job satisfaction and employee performance). According to the theory, when an employee's personal needs are met, which results in job satisfaction, it affects their performance and causes them to perform better, providing customers with high-quality services and a high degree of commitment. Every employee strives to meet at least one of their Abraham Maslow-listed requirements. Yet it suggests that yearning for humans will never stop. As a result, when an employee's requirements are addressed in a way that makes their work fulfilling, their performance advances, which boosts client satisfaction, loyalty to their position, and the calibre of the services they offer.

Literature Review

Concept of Employee Job Satisfaction

Job satisfaction is characterized as a feeling of personal accomplishment and success. Most people agree that it has a direct impact on both personal and professional well-being as well as productivity and success at work. To be happy at work, one must enjoy what they are doing, perform well, and receive recognition for their efforts (Kaliski, 2007; Aziri, 2011). A person may also approach their job differently depending on the sort of work they do, their coworkers, superiors, or subordinates, and their salary (George & Jones, 2008). Every employee may respond differently to various leadership and motivational approaches, which can improve work output and job satisfaction. Therefore, job satisfaction is a crucial component in inspiring workers to work harder and produce better outcomes (Raziq&Maulabakhsh, 2015). According to Ostroff (2009), employee satisfaction is crucial for the success of the overall organization as well as for the individuals who make up the workforce. The organization can achieve amazing results from the work of satisfied employees because they are typically happy and motivated. On the other hand, dissatisfied employees will not be encouraged and will be disturbed by their work routine, so they will avoid responsibility and even go on leave (sick days, vacation days, etc.). (Judge et al., 2008).

Job satisfaction, according to Locke (2013), is an enjoyable or positive emotional condition that results from an evaluation of one's employment and work experiences. According to Robbins (2003), when people talk about employee attitudes, they frequently imply job satisfaction. Like any mindset, job satisfaction is typically developed over time as an employee learns more and more about the workplace. According to Neuman (2009), supervisors who control and motivate their staff with participatory forms of rewards see an improvement in employee development and performance. The majority of job satisfaction scales (Spector, 2007) take the nature of the employment, opportunities for advancement, and interpersonal relationships into account. The ability to work autonomously, having fascinating work, and appreciating the chance to pick up new skills were among the 16 aspects of work that were examined in the 1991 survey of American workers (Spector, 2007). According to a study by Momeni (2009), which was referenced by

Holloway (2012), the actions of a leader have a significant impact on the attitudes, behaviors, emotions, morale, and perceptions of their subordinates. Job satisfaction is a complex organizational phenomenon that is affected by a wide range of elements, including pay, the workplace, autonomy, interpersonal relationships, and organizational commitment. These were identified as hygiene variables by the Herzberg two-factor theory. This aspect of the theory refers to elements that cause workers to be dissatisfied. Employees are not, however, provided with work satisfaction by its absence. The organizational practices that affect employees' job satisfaction are the other element or motivation factors (Judge et al., 2008; Luthans, 2010).

One of the key components of a business organization's efficacy and efficiency is job satisfaction. In reality, a very good indicator of the significance of job satisfaction in contemporary businesses is the new managerial paradigm, which insists that employees should be treated first and foremost as individuals with their own wants and personal desires. A happy employee is a successful employee, according to an analysis of work satisfaction, and a successful employee is a happy employee (Aziri, 2011). The fundamental elements of supervision include being accessible to subordinates in times of need, having the capacity to connect with employees, encouraging original thought and value awareness, encouraging openness in the eyes of employees, and having the capacity to interact with employees. Numerous studies have shown that when a supervisor is excellent and effective, employee satisfaction is high, while when a supervisor has poor communication skills, employee dissatisfaction is high (Schroffel, 2009; Raziq&Maulabakhsh, 2015).

Concept of Employee Performance

Recognizing and managing performance within a shared framework of planned goals, standards, and competence requirements is a way to improve results from the entire organization, teams, or people within it (Armstrong, 2016). Performance is the total outcome of all work processes and activities carried out by the company (Santos & Brito, 2012). It consists of the actual output or results as evaluated against its intended outputs and concerns how effectively an organization converts inputs into outputs (Liptons, 2017). Additionally, Liptons (2017) asserts that performance is the firm's capacity for success. There is not much agreement on its definition, which hinders the study and understanding of the idea of performance (Santos & Brito, 2012). The method for measuring it has drawn even more scholarly interest as the argument over what constitutes organizational performance continues (Liptons, 2017).

Employee performance is a crucial component of the workplace in any organization, institution, business, etc. It can assist them (the company, institution, firm, etc.) in developing and utilizing their human resource potential. It leads to superior service delivery, high levels of productivity, interaction, and performance, all of which have an influence on every facet of the business. Institutions and businesses must develop policies to promote employee success. The ability, effort, and chance of an employee all contribute to or have an effect on how well they perform their job. However, measurements can be made using the outcomes or findings obtained (Griffin et al., 2018).

Employee performance is the outcome of the actions taken to accomplish objectives in accordance with predetermined standards. All mental processes that cannot be seen typically engage in this behavior or activity. Problem-solving, judgment, program planning, and logic are all included in this (Mone & London, 2013). When evaluating an employee's overall performance, the performance outcome and work processes, such as assessing how the employee completes the task and the results obtained from that second process, are typically included (Ilegen & Pulakos, 2018). For an organization to succeed and gain a competitive edge, its employees must execute at a high level (McCook, 2017).

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Customer Satisfaction: For any business to succeed, maintaining happy clients must be its main priority. This is extremely important for a power-generating company like PHEDC. An organization's success won't last if it overlooks customer satisfaction. Following up with clients to make sure that all of their expectations have been met and surpassed is a crucial part of providing excellent customer service. If consumers receive prompt responses to their complaints, problems can be solved right away. This

leads to a rise in confidence. According to Keister (2009), staff members must establish a clear and responsive procedure for handling customer complaints and make sure they are aware of what a client truly wants in order to resolve any issues that may develop. Encountering angry customers must be seen as a chance to improve customer service even more. Businesses must strive to keep their current customers and attract new ones.

Customer satisfaction, in accordance with this research, refers to an organization's efforts to satisfy customers by offering dependable service, handling complaint resolution, and offering dependable service. This is the case because, among other things, a healthy organization has clients whose needs are met as long as they come under the purview of the business. Customer happiness serves as a barometer for how well companies are meeting customer needs. This provides a different metric for assessing service excellence. By providing feedback on specific aspects of the service, customers can honestly comment on goods and services. Al-Jazzazi & Sultan (2017); Sweta & Bhawana (2012). Businesses that don't provide high-quality products and services risk losing customers to competitors in the current market (Cheng, 2013). As a result of increasing customer demand and quality standards, businesses must be customer-centered, offer greater value to customers, foster relationships, and focus on market engineering. Currently, businesses keep an eye on their rivals as well as their own success, client satisfaction, and consumer anticipation.

Job Commitment: According to Akanbi and Itiola (2013), job commitment refers to how much a worker identifies with their business and can contribute to the overall goals and objectives of the company. People who are enthusiastic about their jobs are more apt to arrive at work with a good attitude. The behavioral aspect of an employee's devotion to a company may depend on how they feel about it. A worker who has established a connection with their employer will also be more effective, efficient, and dedicated to giving their clients top-notch service (Wan 2013). According to Akanbi and Itiola (2013), "commitment" is the act of someone giving their all to something. Everyone gains when a business succeeds, including the staff, customers, investors, and society at large. The long-term success of a company is usually determined by the caliber of its employees and their dedication to the company. When employees believe their company cares about them, they are more engaged and willing to put in more effort (Wan, 2013).

Having a say in goal setting, receiving performance feedback, open communication with superiors and top management, feeling fairly compensated, receiving objective measures of performance, and receiving a clearly stated policy on disclosure were all found to increase work commitment in the study. The degree to which a person is committed to their work and thinks about it is reflected in their level of connection, caring, and responsibility in the workplace. The quality of dedication is shared by workers who have confidence in and loyalty toward the organization. Employees are therefore dedicated to assisting the company in achieving its objectives by putting in a lot of effort and contributing their knowledge (Akanbi & Itiola, 2013). Wan (2013) describes job commitment as the devotion and psychological connection that an employee develops towards a company as a result of greater enjoyment. Pleasure is frequently the result of a self-evaluation procedure. Assume that the employee's standards are fulfilled or surpassed, increasing employee satisfaction levels. Employee commitment fosters a favorable mental environment for the company. Employee commitment to the business is, therefore, more likely to increase if they are happy in their positions. Every business has a variety of stakeholders or groups of interest, as was previously stated. The parties' approaches and levels of dedication differ. Organizations frequently aim to become devotional centers for a variety of groups and people.

Interest groups, the organization's existence, and goal accomplishment are all improbable without commitment. It takes a lot of dedication from the staff at the business, which may be viewed as dedicated by customers, to build a loyal customer base. Companies need motivated employees who can draw similarly motivated customers if they are to thrive. Employees who are enthusiastic and involved in their work are more likely to put forth the effort and deliver superior products and services. Since they are drawn to high-quality goods and services, the devoted customer is essential to a business's growth. Employee commitment and their position in performance management are undoubtedly connected. According to Akanbi and Itiola, committed workers will remain with the company regardless of what happens (2013). Companies with committed employees have a competitive advantage and a higher chance of survival than those with less committed employees. Any company's long-term success is highly dependent on the dedication and skill of its employees (Kouzes & Posner, 1995). It is essential to retain devoted workers for a variety of factors, such as the reality that they bring more devoted customers with them. Businesses must find, develop, and hold onto workers with the required skills if they are to succeed (Aityan & Gupta, 2012).

Quality Service Delivery: Quality was described as conformance to criteria by Phillips et al. (2017). Organizations use quality improvement as a strategy to increase success in terms of quality and innovation (Jung & Wang, 2018). The main quality factor basically refers to how well an organization, like Guaranty Trust Bank, can fulfill stakeholder standards on specific performance-enhancing dimensions. In the past, quality has become a crucial problem in operations, encouraging the use of tactics to raise performance. Edwards Deming, who promoted the use of statistical techniques to enhance quality by reducing process variation, and Joseph Juran, who also promoted the use of statistical techniques, are two of the key exponents of quality ideas (Mekuri-Ndimele, 2020). The main goal is to determine the degree to which the application of quality standards has a major impact on financial performance (Zu, 2015).

Service is described as the performance of work or duties by an official, an act of kindness toward others, the authority to manage resources or a system or organization that provides the general public with something valuable or essential (Grenier, 2014). The act of delivery can be characterized as producing or performing, handing over, bringing products to the target audience, or delivering outcomes in line with expectations or promises (Grenier, 2014). These definitions are adopted by Riekert (2011), arriving at a combined definition that goes as follows: "Service delivery is concerned with the provision of a product or service, by a government or government body to a community that it was promised to, or which is anticipated by that society." According to Hanekom et al. (2017), the fundamental services provided to the general public, such as the creation of investment possibilities and the safekeeping of money and other valuables, constitute the true core of deposit money banks like Guaranty Trust Bank and some other. Public services are thought to be some of the most tangible outputs of administrative agencies, according to Du et al. (2018), who believe that services allude to the results obtained from the execution of a variety of functions or processes.

The timely provision of the organization's standard and clients' acceptable services to intended clients/customers is how the research defines quality service delivery. This further means providing all customers with satisfactory support. One illustration of providing high-quality service is the prompt and competent handling of client complaints, so that, going forward; they don't cause any unneeded problems. Another illustration of quality service delivery is the prompt starting of a bank account and the establishment of all necessary standards for it. Putting into practice high-quality customer care requires more than just a quick finger snap. Delivering quality is a lengthy, extensive, ongoing process that has an impact on staff practices across the board. Zack (2016) asserts that it entails: plying only those who completely comprehend that your company is committed to the highest standards in providing quality services to customers. (ii) Informing each employee of your standards and your success metrics. Each person must be aware that he is responsible for upholding all standards of excellence. (iii) Making excellence a necessary component of the position. Employees must comprehend, adhere to, and—most importantly—practice the highest standard of quality service if they want to retain their jobs. Employee evaluation and rewards for meeting customer care objectives round out the process.

Methodology

The study employed the use of the exploratory survey research design. The study population comprised two hundred and sixty-three (263) employees from eleven (11) Port Harcourt Electricity Distribution Company (PHEDC) Offices in Obio/Akpor Local Government Area of Rivers State. From the Krejcie & Morgan 1970 table, the sample for a population of 263 is given as 159. Therefore, the sample for the study became 159 employees from eleven (11) Port Harcourt Electricity Distribution Company (PHEDC) Offices in the Obio/Akpor Local Government Area of Rivers State.

The instrument for primary data was titled "Employee Job Satisfaction and Employee Performance Index (EJSEPI). The design of the questionnaire was a five (5) point rating scale format with the following response options: Very Great Extent (5), Great Extent (4), Low Extent (3), Very Low Extent (2), and Undecided (1). The instrument was face and content validated by the researcher's supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Cronbach's alpha via SPSS (Statistical Package for the Social Sciences) was used to ascertain the reliability of the instrument. The least Cronbach's alpha level obtained was 0.80, which indicated a highly reliable coefficient. Based on Nunnally (1978) criterion of 0.70, a reliability coefficient above 0.70 was considered to indicate good or reliable instruments.

A total of hundred and fifty-nine (159) copies of the questionnaire were distributed to the targeted respondents. In the end, the researcher was able to retrieve 148 copies of the questionnaire correctly filled. The test of hypotheses was done using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at $P < 0.05$ (two-tailed test). The formula is presented below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:

\sum = Summation.

n = number of pairs of data

d = difference between the ranking in each set of data.

Decision Rule: The tests of hypotheses were considered two tailed and was carried out at a 95% confidence interval.

Analysis & Discussion

- Ho₁: There is no significant relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State.
- Ho₂: There is no significant relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers State.
- Ho₃: There is no significant relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers State.

Table 1: Correlations between Employee Job Satisfaction and Employee Performance

			Employee Job Satisfaction	Customer Satisfaction	Job Commitment	Quality Service Delivery
Spearman's rho	Virtual Interfacing Proficiency	Correlation Coefficient	1.000	0.814**	0.871**	.991**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	148	148	148	148
	Timely Information Circulation	Correlation Coefficient	0.814**	1.000	.640**	.710**
		Sig. (2-tailed)	.000	.	.000	.000
		N	148	148	148	148
	Customer Service Delivery	Correlation Coefficient	0.871**	.640**	1.000	.767**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	148	148	148	148
	Information Security	Correlation Coefficient	.991**	.710**	.767**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000
		N	148	148	148	148

Source: SPSS Output

Column two of table 1 above shows r value of 0.814 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating employee job satisfaction and customer satisfaction. Since the significant level is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State was rejected. This implies that there is a very significant positive relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State.

Column three of table 1 above shows r value of 0.871 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating employee job satisfaction and customer satisfaction. Since the significant level is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that there is no significant relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers State was rejected. This implies that there is a very significant positive relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers.

Column four of table 1 above shows r value of 0.991 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating employee job satisfaction and customer satisfaction. Since the significant level is less than the alpha level

of 0.05, the null hypothesis (H_0) which states that there is no significant relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers State was rejected. This implies that there is a very significant positive relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers. These results showed that satisfied employees reciprocate by performing impressively, especially in terms of satisfying customers, being highly committed, and rendering the best of service to all stakeholders of the business.

Findings

From the empirical analysis above, the following were found:

1. There is a very significant positive relationship between employee job satisfaction and customer satisfaction of PHEDC workers in Obio/Akpor LGA of Rivers State.
2. There is a very significant positive relationship between employee job satisfaction and job commitment of PHEDC workers in Obio/Akpor LGA of Rivers State.
3. There is a very significant positive relationship between employee job satisfaction and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers State.

The tests of hypotheses one to three showed that there is a very strong positive relationship between employee job satisfaction and employee performance in terms of customer satisfaction, job commitment and quality service delivery of PHEDC workers in Obio/Akpor LGA of Rivers. The finding further demonstrated that ensuring employees are happy with their jobs by providing all or nearly all of the things they need for their jobs fosters an environment for better performance, where customers are happy, commitment is unavoidable, and quality service delivery is possible. Employees of electricity distribution companies in this region of the globe endure a lot, both in the office and on the job. They frequently endure emotional, psychological, and physical abuse from clients they encounter outside of the workplace as well. However, occasionally, they respond poorly or even ignore or disrespect their clients. Despite the stereotype that a typical Nigerian employee is dishonest, it is widely accepted that the majority of PHEDC employees behave badly because they are dissatisfied with their positions. Many of them express dissatisfaction with their pay schedules, lack of incentives, inadequate provision or replacement of tools, lack of housing options, inadequate provision of supplies, unfavorable working conditions (especially for administrative employees), and similar issues. All of these have a negative impact on their commitment to work and level of customer care.

When a worker at a power generating company like PHEDC feels satisfied with their position, they are inspired to exert more effort during performance (Sadiq & Mohsin, 2018). The organization's overall success then tends to improve as a result. In other words, a happy employee and his effort and dedication are essential for the organization's success. The amount of pay that is paid in any company will produce job satisfaction, if it is fair, and will subsequently improve performance depending on the type of job and the individual's skill level (Abuhashesh, 2019). However, not everyone desires to earn money in any way. Many people are aware of this and are content with earning less money in exchange for the freedom to work where they want and where there is less discrimination. Employee satisfaction with their jobs is significantly influenced by the nature of the task as well as pay. In other words, a key factor in determining the degree of job satisfaction is the nature of the task. People prefer jobs with rivalry over ones that are monotonous and offer little variation. The most significant factors at work that influence employment satisfaction are; Diversity; B: Evaluation of policies and procedures (Sadiq & Mohsin, 2018).

Job satisfaction will typically rise with moderate work variety. Work must be interesting and meaningful to people in order for it to be considered to be of the nature of work, which is arguably its most basic characteristic. Undoubtedly, there are a variety of individual differences that can affect this aspect of work satisfaction. It is therefore possible for people with different values and abilities to find a particular type of job that they find personally fascinating, whereas for others, continuous and repetitive work seems meaningless. Because opportunities for growth demonstrate an individual's value to the company, particularly at higher levels, it also raises morale. Employees are always encouraged to pursue promotions because they have a positive impact on job satisfaction and performance as well as the self-esteem, pay, and contentment of those at higher levels of the company.

The majority of experts agree that organizational culture is a key factor in an organization's success and the development of its human resources, and that it has a significant impact on the behavior and mental states of its employees. On the other hand, organizational culture and climate are important factors that affect job satisfaction. Problems and conflicts arise during the process of adjusting to organizational culture whenever there is a significant conflict between employee beliefs and standards and the culture of the organization. This lowers job satisfaction, which in turn lowers organizational productivity. Workplace happiness is significantly influenced by leadership style. Employee happiness is higher when managers have cordial relationships with their staff members, who are motivated to take an interest in themselves (Arifin, 2015). When circumstances like this exist, workers are allowed to engage in activities that will improve the organization's performance and productivity.

Conclusion

From the analysis carried out and the discussion of findings, the study concluded that making employees feel satisfied with their job through considerate and timely pay, incentives/benefits, good leadership style, good work environment, unbiased promotion, etc. is a great way to positively influence employee performance, especially in terms of customer satisfaction, job commitment and quality service delivery. Many nonchalant attitudes displayed by employees such as PHEDC workers and employees in other organizations are as a result of unsatisfied feeling or unhappiness with their job. It becomes duty-bound on management to put up policies, culture and employee working conditions that will yield employee job satisfaction, thereby promoting employee performance.

Recommendations

Based on the findings, the following recommendations were made:

1. Management should enquire and fix employees' needs which will in turn promote employee performance.
2. In order to achieve greater satisfaction, management should encourage employees to work hard, effectively, and efficiently, as this will increase their commitment and the standard of the services they provide.
3. Management should set up regular orientations and training sessions for their employees that will create strong feeling of job satisfaction, hence spurring them to contribute more to the betterment of the organization through their hardwork.

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