

TITLE PAGE

**EFFECT OF JOB SATISFACTION ON THE PRODUCTIVITY OF OFFICE
PROFESSIONALS IN SELECTED ORGANIZATION IN KADUNA
METROPOLIS**

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO THE
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DECLARATION

I hereby declare that this research work was solely conducted by me under the guidance and supervision of **MRS T.L RWUAAN** of the Department of Office Technology and Management, College of Business and Management Studies Kaduna Polytechnic. No part of this work was lifted from any other project. All authors and materials consulted were duly acknowledged

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APPROVAL PAGE

This is to certify that this project is an original work undertaken by **LAURETTA DENNIS** of **KPT/CBMS/19/48883** and was prepared in accordance with the regulations governing the preparation and presentation of projects in the Department of Office Technology and Management, Kaduna Polytechnic for the award of Higher National Diploma

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DEDICATION

This Project is dedicated to God Almighty for his immeasurable kindness and mercies over me.

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ABSTRACT

This study examined the Effect of Jobs Satisfaction on the Productivity of Office Professionals in selected organization in Kaduna metropolis. In order to achieve this, four research questions were generated from objectives of the study. Literatures from various authors were reviewed to provide a sound theoretical framework for the study. The entire population of 170 was used for the study. A total 170 of questionnaires was distributed out of which 160 was collected for data analysis. The study adopted a survey research design. The study reviewed that the data was analyzed using simple mean statistical techniques. Recognition and prestige accorded to office professionals in organizations can make them happy and more productive, Promotion opportunities as a way of compensating hard work in organization makes office professional in

organization happy and motivates them to work better and conducive work environment in the organization relaxes office professionals and give them job satisfaction Findings from the study revealed that infrastructure influence office to stay in the office professionals and work comfortably. Also respect among colleagues and management enhances organization growth and harmonious atmosphere that makes office workers to put in their best. Based on the findings of the study the researcher recommends among others that Management of the organization should motivate their employees by promoting them. Also frequent salaries as at when due and recognition, nature of job, recreational facilities and other modern office machines should be used by the organization as a major source of job satisfaction.

Satisfaction among various categories of workers has continued to attract attention of researcher and various interests in relation to productivity in organization.

Workers satisfaction is believed to be heavily dependent on the organizations ability to discover, sustain and meet workers needs and that productivity, to a large extent, is influenced by the level of workers satisfaction. Hence the role of worker's motivation in productivity and workers satisfaction can never be played down. The inability to balance workers organizational productivity and workers satisfaction especially secretaries also known as office professional has continue to create dissatisfaction. In some establishments for instance the role of some secretaries are not defined and is considered the single most significant predictor of mental ill-health and job dissatisfaction among office professionals together with limited career prospects.

According to Bunmi (2010) defines Job satisfaction as the satisfaction derived from the tasks or activities performed by a worker in his organization. It also includes the satisfaction enjoyed by the workers in the organization. This definition is almost like that of Maxwell except that whereas Maxwell talks about reward from doing a job, Bumi talk of satisfaction enjoyed by the worker.

In addition, job satisfaction is observed to have a strong effect on a company's productivity. According to Ogunleye, (2013), any organization that wishes to achieve its goals need not only to retain talented workers, but must fully engaged them capturing their minds and hearts at each stage of their work lives. Therefore, they cannot afford to neglect essential needs of the workforce job satisfaction and organizational commitment through pay satisfaction, good working environment, satisfaction with promotion and recognition as well as good mentoring relationship.

According to Kreitner (2004), promotion should aim at recognizing the best talent in the firm such employees should be promoted to senior positions and promotion should also provide career advancement opportunities to employees according to the available opportunities and the employees abilities. Most employees evaluate themselves at a high level and feel that their work should be recognized.

Njoku, Ohiri, Nwosu, Iwuoha, Njoku, Ohakwe (2010) quoting the International Association of Administration Professionals, USA (2017) defined an office professional as an assistant to the executive possessing mastering of office skills and the ability to assume responsibility without close supervision and makes decision within the scope of her authority. Some bosses do not know that the secretary, apart from possessing skill in typing and shorthand, is also knowledgeable in management and organizational techniques. This implies that the roles of the secretary go beyond the typing of documents and writing shorthand.

However, the important role the office professionals play in any organization necessitates the need for job satisfaction. In fact, employers or organizations are

under obligation to make sure that their office professionals alongside other professional are satisfied. Cole, (2014), sees the need for job satisfaction and comments that people report of their satisfaction with their jobs are directly related to the extent to which their jobs provides them with such things as rewards, outcome as pay, variety in stimulation, consideration from supervisor, a high rate of promotion, close interaction with co-workers, an opportunity to influence decisions and control their place of work. This assertion explains the common saying, "a happy man, is a productive man". When office professionals are satisfied and their morale is high, the organization benefits in many ways. For one thing, satisfied secretaries are committed and loyal; they are more likely to work harder to make useful contributions to the organization. They are more likely to come to work every day and remain with the organization.

Job satisfaction is that important to the organization because a satisfied office employee performs better than a dissatisfied employee at the workplace. According to Bitel (2014) the morale of a satisfied worker is very high performance. This means that management of the organization must not forget that individuals got employed into the organization as unique persons with distinct personality traits. These traits could influence different needs employees including which office professionals seek to satisfy.

Okereke (2013), stated that many executives today do not realize that secretarial services go a long way in helping them perform their duties, they feel that they can work effectively without the office professionals or they can delegate secretarial duties to other professionals . This brings about anxiety and dissatisfaction to some office professionals, hence they would want to change to other professions. This situation thus create the need

for an office professionals to be provided with an atmosphere that would encourage and stimulate maximum efficiency and satisfaction. The average office professional would be happy to have their area of responsibilities and authorities clearly and well defined. But in a situation where responsibilities and authorities overlapped because of lack of proper definitions, it creates unnecessary conflicts, stress and dissatisfaction which retard productivity in any establishment.

It is based on these unresolved issues that the researcher is undertaking the study with a view to ensuring that office professionals find satisfaction on the job and that their performance results in the achievement of set organizational goals.

1.2 Statement of the problem

Job satisfaction which is considered a strong instrument for enhancing the productivity of works has occupied the attention of organizational managers with the sole aim of boosting the productivity of employees especially an office professionals who are often described as the image maker as well as being at the center of the office activities in organization.

Despite the glaring central role played by office professionals, organizations appear not to be providing an enabling environment to enhance their job satisfaction. For instance complaints can be heard from office professionals that they are often not provided with appropriate equipments to work in line with the ever evolving technology in the work place as well as being often employed on contract basis with low salary.

Additionally office professionals can be heard complaining of poor recognition in the work place as well as being addressed as mere computer operators. Some executives

in organizations also complain of office professionals by taking undue advantage of them by reducing them to some menial jobs which they are not meant for. Other complaints by office professionals also include little or no promotion no additional salary thereby leading to stagnation and low productivity, as well as executives forcing work down on them without providing relevant event materials thereby leading to hostile secretary executive relationship. Similarly executives can be heard complaining that many office professionals lack adequate skills in carrying out their duties effectively thus hampering the level of productivity. It is as a result of these problems that the researcher is under taking the study to determine the impact of job satisfaction on the productivity of office professionals.

1.3 Purpose of the Study

The main purpose of this research work is to find the impact of job satisfaction on the productivity of office professionals in selected organizations in Kaduna Metropolis. Specifically; the objectives of the study are to:

- Determine the effect of recognition as a factor of job satisfaction on the job performance of office professionals in the selected organizations in Kaduna Metropolis
- Assess the effect of interpersonal relationship as a factor of job satisfaction on the job performance of office professionals in the selected organizations.
- Investigate the influence of compensation as a factor of job satisfaction on the job performance of office professionals in the selected organizations.

- Ascertain ways of improving the job satisfaction of office professional toward enhancing their job performance in the selected organizations.

1.4 Research Questions

Based on the objectives of the study, the researcher raised the following research questions to guide the study:

- What are the effects of recognition as a factor of job satisfaction on the job performance of office professionals in the selected organizations in Kaduna Metropolis?
- How does interpersonal relationship as a factor of job satisfaction on the job performance of office professionals in the selected organizations?
- What is the influence of compensation as a factor of job satisfaction on the job performance of office professional in the selected organizations?
- What are the ways of improving the job satisfaction of office professional toward enhancing their job performance in the selected organizations

1.5 Significance of the study

This study sought to investigate the causes and effects of job dissatisfaction of secretaries in selected organization in Kaduna. A study that borders on job dissatisfaction which appears to be the bane of organizations in today world, the study will look into the rule of manger, students and future researchers.

Manager: Managers will be giving some of the rule to control job dissatisfaction on organization and ways to work with secretaries in reducing job dissatisfaction.

Students: Students will be taught on how to curb with job dissatisfaction among secretaries in organization and way to control it, in organization.

Organization: This research work will help the management to appreciate the influence of job satisfying factor and how to take advantage of the same factor and motivate employees for higher or maximal performance for great productivity towards achieving organization objective of maximizing profit.

Government: It will be of great importance to the government which depend on the success of various organizations in the country to achieve vibrant economy to the benefit of her citizenry

Future Researcher/Students: It is expected that findings of this research work would be of great benefit to students by serving as a reference point on related topics and assist them on the choice of the types of job dissatisfaction they would need to meet future requirement.

1.6 Scope of the Study

The Study focuses on the effect of job satisfaction on the performance of office professional factors influencing job satisfaction in an organization, effect of recognition on the job performance of office professionals, how interpersonal relationship affects the job performance of office professionals, influence of compensation on the job performance of office professionals and ways to improve job satisfaction of office professionals towards enhancing their job performance. The study will be conducted in four (4) selected organization located within Kaduna Metropolis: Federal Radio Corporation of Nigeria (FRCN), National Teachers Institute (NTI), New Nigeria News Paper and National Board for Technical Education (NBTE).

1.7 Definition of Terms

Organization: it is a structural process in which person interact for objective

Productivity: it is the measure of how well resources are brought together in an organization and utilization for accomplishing the highest level of performance with the least expenditure of resources.

Dissatisfaction: it is when opportunities for meaningful achievement are eliminated through discontentment when a want is not satisfied

Office Professional: An office professional is an office specialist who assists his/her executive, using his/her professional skills and expertise

Job: is a task, duty, position, occupation or piece of work, unit responsibility assigned by an organization to an individual to perform routinely or respectively on an hour, weekly, monthly or annual basis.

Employer: is a person who employs an employee into work under a contract.

Development: can be seen as any learning activity which is directed towards future needs rather than present needs and is more concerned with career growth than immediate performance

Satisfaction: it is the contentment experience when a want is satisfied or outcome already experienced.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter is devoted to reviewing books and other journals that have already been written by different authorities and authors regarding the subject matter. Review is carried out in the following areas:

2.1 Conceptual Framework

Concept of Job satisfaction

Concept of office professional

2.2 Theoretical framework

2.3 Effect of recognition on the Job Performance of Office Professionals in an organizations

2.4 Effect of Interpersonal Relationship as a factor of Job Performance of Office Professionals in an Organization

- 2.5 Influence of Compensation as a factor of Job satisfaction on the job performance of Office Professional in an organization
- 2.6 Ways to Improve the Job Satisfaction of Office Professionals to enhancing their Job Performance in an organization
- 2.71 Summary of the Chapter

2.1 Conceptual Framework

The conceptual framework of the study focuses on job satisfaction and office professionals as it is related to productivity.

Concept of Job Satisfaction

According to Armstrong (2013) the term job satisfaction refers to the positive attitude and feelings people have about their work place, whereas negative and unfavorable attitudes towards the jobs indicates job dissatisfaction. In his words, Maxwell (2014) sees job satisfaction as a process of doing a job one enjoy and rewarded for one's effort. This implies enthusiasm and happiness with ones work thus, Maxwell introduces the issue of one being rewarded for the effort put into the work done.

Job satisfaction also describes how contented an individual is with his or her job (Parvin and Kabir, 2016). In other words job satisfaction is often assumed to be a pleasurable or positive emotional state resulting from evaluation or appraisal of one's job or job experience

Another definition by Bunmi (2019) defines Job satisfaction as the delight derived from the tasks or activities performed by a worker in his organization. It also includes the

satisfaction enjoyed by the workers in the organization. This is in agreement with the definition given by Maxwell except that whereas Maxwell talks about reward from doing a job, Bumi talks of satisfaction enjoyed by the worker.

According to Houser, Rick, Chace & Anne (2010), Job satisfaction is the sense of fulfillment and pride felt by people who enjoy their work and do it well.

From the above definitions, it can be seen that job satisfaction has to do with the extent to which a worker has inner fulfillment on his job which results to the worker putting in all his efforts to ensure that there is high performance for the organization.

Concept of an Office Professional

There appears to be no consensus on the office professionals. For instance Osibo (2012) defines an office professional as “an individual employed to deal with correspondence or duties of a personal or a confidential nature. He/she combines shorthand and typing skills with a sound knowledge of secretarial studies; while Odiagbe (2018) with a definition which is adopted for this study describes an office professional as “ a high caliber support staff who can be recalled upon to relieve a typical director or chief executive of some stress inducing workload, solve problems, represent him when necessary, organize the office, manage his tours and be a resources person or a reservoir of facts and information connected to the organization, she/he must be capable of using his/her initiative and good judgment at critical times”.

Based on the contribution of the authors above and definition adopted for this study the researcher can describe the office professionals as an office specialist who assist his/her executive, using his/her professionals skills and expertise towards the achievement of set organizational goals.

Duties of Office Professionals

Stewart, et al as cited by Alegre, Ogiegbaen, Iyamu (2017) in their book office procedures categorized the duties and responsibilities of the office professional into:

Administrative Duties

The office professional applies his or her skills to arrange meetings and conferences, prepare business itineraries, coordinates travel arrangements, attend to visitors, make and keep appointments, order supplies, and supervise staff.

Communication

A large portion of the office professional's task centers around assisting the executive in communication. He or she should be able to handle incoming and outgoing mails, use the telephone, and transmit facsimiles and other forms of telecommunication, and use shipping service

Record Management

This includes knowledge of the various filing systems, filing supplies and equipment. This covers records management procedures and organization and control filing system.

Word Processing

In the business world today there is rapid and continues flow of information which are produced and transmitted through written communication. The office professional is expected to be skilled in communication; the office professional is expected to be skilled in keyboarding letters, report, and other business document. Proofreading and editing are added skill requirement. Accurate transcription from dictated material are called for most of the time

Computing, Accounting and Data Processing

Data processing is organizing, storing, and retrieving numerical data with the use of computer software. Such data may include orders, purchases, account payable, sales, accounts receivable, or inventory. All office professionals, of course, should have working knowledge or basic computations and accounting to handle simple tasks like handling petty cash, checking accounts, and keeping accounting record records.

The broad spectrum of activities carried out by office professionals by office professionals as highlighted above, indicate her around services to the organization and therefore an important member of the organization.

2.2 Theoretical Framework

The two factor theory commonly associated with motivation, has been described as a “classic example of the study of job satisfaction” Herzbeg, (1959) developed the two-factor theoryo f work motivation following an investigation to find out what brings about satisfaction or dissatisfaction to 200 accountants and Pittsburgh. The interviewers sought to find out what particularly made them feel good or satisfied on the job and what

made him feel bad or dissatisfied. From the responses they gathered, Herzberg and associates concluded that the employees satisfaction was mostly tied to the content of the job (motivators or job content factors) while dissatisfaction was tied round the context of the job (hygiene or environmental factors). According to him, once the hygiene factors have been addressed, an atmosphere conducive for motivators to function and create satisfaction for employees prevails. The first set of factors identified by Herzberg and his associates were the satisfaction factors or motivators consisting of achievement, recognition for achievement, the nature of the work itself, responsibility and the possibility for achievement, the nature of the work itself, responsibility and the possibility of advancement on the job which favoured actions concerning growth or actualization; while the second set company policies, supervision, remuneration, working conditions, interpersonal relations, prestige, job security, and personal factors which are strong contributors to job dissatisfaction when absent.

This study is specifically concerned with recognition, interpersonal relationship and compensation as a factor of job satisfaction influencing the performance of office professionals.

2.3 Effect of recognition on the Job Performance of Office Professionals in an Organizations

Working conditions have a modest effect on job satisfaction if the work environment, is well organized. Attractive surroundings for instance, will make personnel find it easier to carry out their jobs, while unattractive and poor conditions (hot, noisy surroundings, for example), personnel will find it difficult to get things done. In other words, the effect of working conditions on job satisfaction is similar to that of the work

group. Where things are good there may not be job satisfaction problem; if things are poor, on the other hand there may likely be job dissatisfaction.

According to Frame (2014) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman (2016), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2013). Robbins (2011) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In tum this will render a more positive level of job satisfaction. Arnold and Feldman (2016) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

2.3 Effect of Interpersonal Relationship on the Job Performance of Office Professionals in an Organization

Interpersonal relationships capture and present workers as social beings with value and “needs to belong”. There is hardly any public institution in Nigeria and the world in general that is devoid of interpersonal relationships. Like Hinde (2014) indicated that in interpersonal relationships, the following nature and categories of dimensions are

likely to be rewarding: “the content of the interactions within the relationship, their diversity; their qualities; their relative frequency and patterning; the nature of their reciprocity complementarity; and their intimacy, interpersonal congruency and commitment between the participants”. Each of the nature and dimensions of interpersonal relationships identified by Hinde has a nexus and linkage with organizational performance. For instance, the content of the interactions within interpersonal relationships if productively enriching in terms of sharing of ideas of innovations; educating and explicating organizational goals and vision; providing guidance and effective ways of addressing problems, etc. would positively affect the job performance of the involved workers and the organization in general.

As noted earlier, interpersonal relationships has become the work-characteristic of public and private organizations. Defining interpersonal relationships in the workplace, Heaphy and Dutton (2008), made distinguishing remarks of the word “connection and relationship”. According to them a connection in the workplace is said to exist when there is a mutual awareness between and among workers that an interaction has taken place. Connection between and among workers or departmental units may be void of intimacy or characterized by momentary interaction involving the sharing of information that may be official or unofficial in nature. On the other hand, relationship is the product of repeated interactions and connections in the organization. Thus, interpersonal relationships is the product of repeated interactions and connections between and among workers usually involving awareness and contributions of the parties involved (Heaphy and Dutton, 2008; Reich and Hershcovis, 2011). These contributions indicate that when

office professionals have good working relationships with the executive, co-workers and even callers to the office it will enhance their job satisfaction.

2.4 Influence of Compensation as a factor of Job Satisfaction on the Job Performance of Office Professional in an organization

Wages and salaries are recognized to be a significant but cognitively complex and multi dimensional factors in the job satisfaction. Money is not only to help people attain their basic needs but is instrumental in providing upper level needs. Employees often see pay as a reflection of how management views their contribution to the organization. There is no doubt that monetary rewards play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. Individual has infinite needs and money provides the means to satisfy these needs. However, there is no such empirical evidence that asserts that pay alone improves worker satisfaction or reduces dissatisfaction (Lower, 2004). The author is of the opinion that handsome salary only cannot be the only factor of job satisfaction even highly paid employees may still be dissatisfied if they do not like the nature of their job.

As an appreciation for the performance dedicated by employees, then the company provides compensation in form of salaries and wages as a source of living for those employees. This compensation is always related to the quantity, quality, and usefulness of services the employees dedicate to the company where they work. The compensation provided for them will influence how far the organization's goal can be achieved, even it can influence the viability of that company. Additionally Promotional opportunities as a way of compensating hard working and dedicated workers also seem to have a varying effect on job satisfaction. This is because promotions takes a

number of different forms that have a basis of seniority often experienced in job satisfaction but not as much as those who are promoted on the basis of performance. Additionally, a promotion with a salary raise of 10 raise for instance cannot be compared with a as one with a 20 salary raise. These differences help explain why executive promotion maybe more satisfying than promotion that occur at the lower levels of organization. There is a consensus among the researchers that job satisfaction is strongly associated to opportunities for promotion. The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees (Krejcic and Morgan, 2005).

Based on the contribution above one can deduce that a worker in this case office professional is more likely to perform to full potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys. A well-paid employee feels valued by his organization. He knows management isn't just paying him to get the job done, he's also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, an employee who doesn't feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher paying position of a comparable nature at another company.

2.5 Ways to Improve Job Satisfaction of Office Professionals towards enhancing their Job Performance in an organization

Work environment could -be seen as the physical, social, psychological and technological conditions that are found in the work places that impart the job performance of employees. This impact could be directly or indirectly, and environment could be internal or external. Environmental factors include social interaction, power supply, physical facilities, lighting level, motivation, etc (Babalola, 2012). The work place or environment can impede or enhance the productivity of employees whose jobs require comfortable, conducive, and congenial environments. Kampert (2018) averred that employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save cost, and improve the productivity of: their workers.

Also, Sakir and Fajonyorni (2017) identified clean environment as part of the incentive packages that can be given to workers. Ndagana (2017) also noted the indispensability of a fine ecology on the output of workers. He believes that the work place is one of the major focuses of evaluation of self. As a result, a unattractive working environment is likely to dampen employee's morale, and as a consequence, contribute less to the total organizational output. Iyoro (2015), on his part, noted that investigations have demonstrated that, when workers are given necessary motivation they require, they display maximum willingness in the discharge of their duties. Another factor that influences employees is work environment because this factor has been found to have a direct impact on job satisfaction of employees in service organizations. Chen and Lien (2018) stated that a large number of employees are likely to change their jobs when they are under pressure. Good working environment is able to influence employees to commit themselves to carrying out their tasks and duties effectively. Similarly, respect among colleagues and

managements will assist in creating a good work environment thus serves as an incentive for employees in workplaces found a significant correlation between work environment and job satisfaction factor in the multinational organization.

Furthermore, studied the correlation between stressful work environment and the level of a person's work ability among workforce of North American companies. The results showed in 90 of the companies, there was negative association between stressful work environment and job performance. Adebayo and Lucky (2012) This suggests that if the work environment seems stressful, managers must make effort to develop and implement programs that can foster a friendly job environment to motivate the employees For this reason, managements should play a constructive role in creating a harmonious atmosphere.

Furthermore Adebayo and Luky (2012), This suggests that if the work environment seems stressful, managers must make effort to develop and implement programs that can foster a friendly job environment to motivate the employee for the reason, managements should play a constructive role in creating a harmonious atmosphere. These contributions indicate that several factors in the work environment can be employed to improve the work performance of office professionals including clean environment, comfortable offices with furniture and good pay packages.

2.6 Summary of the Review

The review revealed that job satisfaction refers to the positive attitude and feelings people have about their work place, whereas negative and unfavorable attitudes towards the jobs indicates job dissatisfaction. In his words, job satisfaction as a process of doing a job one enjoy and rewarded for one's effort. This implies enthusiasm and

happiness with ones work thus, Maxwell introduces the issue of one being rewarded for the effort put into the work done.

Office professionals as a person employed to write letters, keeping of records and make business arrangement for another person and deal with other administrative matters of an organization or who is in charge of people who do such work.

The review also indicated that the recognition of employees in the case of office professionals. Also revealed in the review is the positive relationship of interpersonal relations between office professionals their executives and co-workers on their high performance.

And finally the review showed that work place or environment can impede or enhance the productivity of employees whose jobs require comfortable, conducive, and congenial environments. Averred that employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save cost, and improve the productivity of: their workers.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deals with the methodology that is used in conducting the research work. The chapters constitute the following:

- 3. 1 Research Design
- 3.2 Area of the Study
- 3.3 Population of the Study

3.4 Sample Size and Sampling Techniques

3.5 Instrument for Data Collection

3.6 Validation of the Instrument

3.7 Administration of the Instrument

3.8 Methods of Data Analysis

3.1 Research Design

The research design adopted for this study was survey design, survey design is suitable for this study because it is necessary to collect data on the opinions of many workers from many organizations on the issue under investigation (Uloko, 1998)

3.2 Area of Study

The study covered four (4) selected organizations within Kaduna metropolis namely; Federal Radio Corporation of Nigeria (FRCN), National Teachers Institute (NTI), New Nigeria News Paper and National Board for Technical Education (NBTE).

3.3 Population of the study

The population for this study is 170 respondents, made up of 86 executives and 84 office professionals in the organizations under study. A breakdown of the population is as follows:

Table 3.1: Population Distribution

S/N	Organizations	Executives	Office Professionals	Total
1	Federal Radio Corporation of Nigeria (FRCN)	22	17	39
2	National Teachers Institute (NTI)	19	25	44

3	New Nigeria News Paper	20	23	43
4	National Board for Technical Education (NBTE).	25	19	44
	Total	86	84	170

3.4 Sample size and Sampling Techniques

There was no sampling made as the entire population was used due to the small size of the population. This is in line with Uloko (2004), who stated that when the population of a study is small, the whole population should be used for the study.

3.5 Instrument for Data Collection

A set of questionnaire was used for the collection of data and it was divided into four sections: Section “A” sought the personal characteristics of the respondents, Section “B” sought to know the effect of recognition on the job performance of office professionals in the selected organizations, Section “C” seeks response on effect of interpersonal relationships on the job performance of office professionals. Section “D” focuses on the influence of compensation on the job performance of office professional while Section “E” sought for the ways of improving the job satisfaction of office professionals toward enhancing their job performance.

3.6 Validation of the Instrument

A draft copy of the questionnaire was subjected to face validation by the project supervisor and two other lecturers in the Department of Office and Technology Management, Kaduna Polytechnic. After correction, the final copies were produced and distributed to the respondents.

3.7 Administration of the Instrument

The researcher was personally administered the questionnaires to the respondents in the various organizations. A repeat visit was made after three(3) days for the collection of the questionnaires.

3.8 Method of Data Analysis

The researcher adopted the four point Likert Scale, and use the values allocated to the four-point scale as follows:

SA	-	Strongly Agreed	=	4 points
A	-	Agreed	=	3 points
SD	-	Strongly Disagreed	=	2 point
D	-	Disagreed	=	1 points

To obtain the cut off point for the decision , rule the following formula is applicable thus:

$$X = \frac{\sum FX}{\sum f} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.5$$

The cut-off point was be 2.5 and the mean score was calculated by multiplying each variable by the value allocated to each of the four (4) points and sum up to get the summed frequency ($\sum fx$) which was divided by the number of the sample size (N) to get the mean score. Any mean score that is equal to 2.5 or greater is agreed while on the other hand, any mean score calculated which is less than 2.5 is disagreed.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter concerns the analysis and interpretation of the data collected from executives and office professional through questionnaire. A total of two hundred (170) questionnaires were administered to both executives and office professionals in the selected organizations in Kaduna metropolis out of which one hundred and sixty (160) of the questionnaires were dully returned for analysis. The analysis of data carried out based on each research questionnaire as presented below;

4.1 Answering the Research Question

Research Question 1: What are the effects of recognition as a factor of job satisfaction on the job performance of office professionals?

Table 4.1: How would you agree with the following variable as the effect of recognition as a factor of job satisfaction on the job performance of office professionals

S/N	VARIABLES	SA	A	D	SD	Σ FX	MEAN	REMARK
1.	The recognition and prestige accorded to office professionals in my organization makes me happy and enhances my job performance	85	43	19	13	520	3.2	Agreed
2.	The way executives and co workers looks down on office professionals in an organization	91	37	20	12	527	3.2	Agreed
	Makes me miserable and less productive on the job.							
3.	The unfair treatment of office professionals in terms of salaries and promotion demoralizes me and lower my productivity	75	41	24	20	491	3.0	Agreed
4.	The positive recognition given to office professionals in my organization boost my morale and increases my job performance	50	71	14	25	460	2.9	Agreed
5.	The assignment of any routine job to office professionals in my organization creates job dissatisfaction and lowers productivity	62	54	20	24	474	2.9	Disagreed

Source: Field Study 2022

N = 160

Cut of Point 2.5

Interpretation

In table 4.1 above, variable 1, 2, 3, 4 and 5 had mean scores of 3.2, 3.2, 3.0, 2.9 and 2.9 respectively which are greater than the cut off mark of 2.5. This implies that majority of the respondents agreed that the recognition and prestige accorded to office

6.	The creation of team spirit in my work organization creates happiness in me and promotes high productivity.	54	46	30	30	444	2.7	Agreed
7.	Support from my co-workers makes me happy and enhance my job performance.	69	60	20	10	506	3.6	Agreed
8.	The good interpersonal relationship I have with my executives and co-workers gives me a sense of belongingness and creates productivity..	74	39	28	19	488	3.5	Agreed
9.	The provision of opportunities to socialize with my co-workers gives me joy and enhance my productivity	80	40	10	10	470	2.9	Agreed
10	Free interaction among workers in my organization increases my knowledge and enhance my productivity	100	34	26	-	554	3.4	Agreed

Source: Field Study 2022

N = 160

Cut of Point 2.5

Interpretation

In table 4.2 above, variables 6, 7, 8, 9 and 10 ha mean scores of 2.7, 3.6, 3.5, 2.9 and 3.4 respectively which greater than the cut off mark of 2.5. this show that majority of the respondent agreed that The creation of team spirit in my work organization creates happiness in me and promotes high productivity, Support from my co-workers makes me happy and enhance my job performance, the good interpersonal relationship I have with my executives and co-workers gives me a sense of belongingness and creates productivity, provision of opportunities to socialize with my co-workers gives me joy and enhance my productivity and Free interaction among workers in my organization increases my knowledge and enhance my productivity.

Research Question 3: What is the influence of compensation as a factor of job satisfaction on the performance of office professionals?

How do you agree on the following variables as influence of compensation as a factor of job satisfaction on the job performance of office professionals?

S/N	VARIABLES	SA	A	D	SD	ΣFX	MEAN	REMARK
11.	Special allowances given to office professionals in my office creates job satisfaction and greater productivity in my organization.	45	35	50	40	425	2.6	Agreed
12.	Fair payment of salaries among various categories of workers in my organization creates job satisfaction and better performance.	45	45	40	30	425	2.6	Agreed
13.	Promotion opportunities as a way of compensating hard work in my organization makes me happy and motivates me to work better.	70	30	45	15	475	2.9	Agreed
14.	Good pay in my organization gives me job satisfaction and increases my commitment to work..	85	35	30	5	510	3.1	Agreed
15.	Periodic increase in salaries in organization promotes job satisfaction and makes work harder.	80	20	35	25	475	2.9	Agreed

Source: Field Study 2022

N = 160

Cut of Point 2.5

Interpretation

In table 4.3 above, variables 11, 12, 13, 14 and 15 had mean scores of 2.6, 2.6, 2.9, 3.1 and 2.9 respectively which are greater than the cut off mark of 2.5. This implies that the respondents all agreed that special allowances given to office professionals in my office

creates job satisfaction and greater productivity in my organization, fair payment of salaries among various categories of workers in my organization creates job satisfaction and better performance, promotion opportunities as a way of compensating hard work in my organization makes me happy and motivates me to work better, good pay in my organization gives me job satisfaction and increases my commitment to work and periodic increase in salaries in organization promotes job satisfaction and makes work harder.

Research Question 4: What are the ways to improve job satisfaction of office professionals towards enhancing their job performance in selected organization?

How do you agree with the following variables as ways to improve job satisfaction of office professionals towards enhancing their job performance in selected organization.

S/N	VARIABLES	SA	A	D	SD	Σ FX	MEAN	REMARK
16.	The province of a clean environment a in my organization given me satisfaction and enhance my productivity	91	49	10	10	541	3.3	Agreed
17.	The provision of basic factor such as highly, ventilation and recreational facility make me happy and more productivity in my organization	84	36	29	11	513	3.2	Agreed
18.	The attractiveness of the physical appearance of my organization make me happy on the job and enhances my productivity	76	42	31	15	502	3.1	Agreed
19.	The conducive work environment in my organization relaxes me and makes me put my best on the job	92	28	30	30	524	3.3	Agreed
20.	Special allowances given to office professionals in my	90	30	30	10	521	3.2	Agreed

	organization increases my job satisfaction and motive me to work harder							
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Source: Field Study 2022

N =160

Cut of Point 2.5

Interpretation

In table 4.4 above, variables 16, 17, 18, 19 and 20 mean score of 3.3, 3.2, 3.1, 3.3 and 3.2 respectively which are greater than the cut off mark of 2.5. This shows that majority the respondents agreed that the province of a clean environment a in my organization given me satisfaction and enhance my productivity, the provision of basic factor such as highly, ventilation and recreational facility make me happy and more productivity in my organization, the attractiveness of the physical appearance of my organization make me happy on the job and enhances my productivity, conducive work environment in my organization relaxes me and makes me put my best on the job, special allowances given to office professionals in my organization increases my job satisfaction and motive me to work harder

4.2 Major Findings

Based on the analysis above, the following findings were obtained:

Research Question 1: What are the effects of recognition as a factor of job satisfaction on the job performance of office professionals?

- The recognition and prestige accorded to office professionals in my organization makes me happy
- The way executives and co workers looks down on office professionals in an organization Makes me miserable and less productive on the job.
- The unfair treatment of office professionals in terms of salaries and promotion demoralizes me and lower my productivity
- The positive recognition given to office professionals in my organization boost my morale and increases my job performance
- The assignment of any routine job to office professionals in my organization creates job dissatisfaction and lowers productivity

Research Question 2: What is the effects of interpersonal relationship as a factor of job satisfaction on the performance of office professionals in selected organizations?

- The creation of team spirit in my work organization creates happiness in me and promotes high productivity
- Support from my co-workers makes me happy and enhance my job performance
- The good interpersonal relationship I have with my executives and co-workers gives me a sense of belongingness and creates productivity..
- The provision of opportunities to socialize with my co-workers gives me joy and enhance my productivity
- Free interaction among workers in my organization increases my knowledge and enhance my productivity

Research Question 3: What is the influence of compensation as a factor of job satisfaction on the performance of office professionals?

- Special allowances given to office professionals in my office creates job satisfaction and greater productivity in my organization.
- Fair payment of salaries among various categories of workers in my organization creates job satisfaction and better performance.
- Promotion opportunities as a way of compensating hard work in my organization makes me happy and motivates me to work better.
- Good pay in my organization gives me job satisfaction and increases my commitment to work.
- Periodic increase in salaries in organization promotes job satisfaction and makes work harder.

Research Question 4: What are the ways to improve job satisfaction of office professionals towards enhancing their job performance in selected organization?

- The provision of a clean environment in my organization given me satisfaction and enhance my productivity.
- The provision of basic factor such as highly, ventilation and recreational facility make me happy and more productivity in my organization.
- The attractiveness of the physical appearance of my organization make me happy on the job and enhances my productivity.

- The conducive work environment in my organization relaxes me and makes me put my best on the job.
- Special allowances given to office professionals in my organization increases my job satisfaction and motive me to work harder

4.3 Discussion of Findings

The study found out that the effects of recognition as a factor of job satisfaction on the job performance of office professional is provided their will recognition and prestige accorded to office professionals in my organization makes me happy make me, way executives and co workers looks down on office professionals in an organization Makes me miserable and less productive on the job, unfair treatment of office professionals in terms of salaries and promotion demoralizes me and lower my productivity according to positive recognition given office professionals in my organization boost my morale and increases my job performance and assignment of any routine job to office professionals in my organization creates job dissatisfaction and lowers productivity.

The study also found out that the effects of interpersonal relationship as a factor of job satisfaction on the performance of office professionals which are reaction of team spirit in my work organization creates happiness in me and promotes high productivity, Support from my co-workers makes me happy and enhance my job performance, good interpersonal relationship I have with my executives and co-workers gives me a sense of belongingness Robbins (2011) address that creates productivity and provision of opportunities to socialize with my co-workers gives me joy and enhance my productivity

The study discovered the influence of compensation as a factor of job satisfaction on the performance of office professionals which are special allowances given to office professionals in my office creates job satisfaction and greater productivity in my organization, fair payment of salaries among various categories of workers in my organization creates job satisfaction and better performance, promotion opportunities as a way of compensating hard work in my organization makes me happy and motivates me to work better, good pay in my organization gives me job satisfaction and increases my commitment to work and Periodic increase in salaries in organization promotes job satisfaction and makes work harder.

Finally the ways to improve job satisfaction of office professionals towards enhancing their job performance in selected organization, provision of a clean environment in my organization given me satisfaction and enhance my productivity, provision of basic factor such as highly, ventilation and recreational facility make me happy and more productivity in my organization, attractiveness of the physical appearance of my organization make me happy on the job and enhances my productivity and conducive work environment in my organization relaxes me and makes me put my best on the job. Adebayo and Lucky (2012) suggested that if there is a good job environment and conducive work environment, they will be a good job satisfaction among office professionals towards that enhancing of job performance

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of the study, the conclusion arrived at, and the recommendations. This chapter presents areas for further studies.

5.1 Summary

Job satisfaction which is considered a strong tool for enhancing the productivity of employees appears to be mirages for office professionals in the selected organizations for the study which consequently seem to affect their productivity in organizational areas of concern include poor recognitions, weak relationship with executives and co-workers as well as poor remunerations. In order to effectively investigate the issues raised as problems of the study, the researcher raise four research questions to guide the population of the study was one hundred and seventy (170). The study consisting of eighty six (86) executive and eighty four (84) office professionals, the research used the total one hundred and seventy (170) sample size and used as instruments of data collection. The four point Likert was used for the analysis of data using frequency distribution tables. From the findings of the study, the researcher discovered that the job satisfaction factors of recognition, good interpersonal relationships in the work place as well as good pay system enhance the productivity of the office professionals, and that good working conditions can positively influence the productivity of office professionals

5.2 Conclusion

Based on the data analysis and findings made the researcher concludes that the proper acknowledgement and recognition of employees and office professionals in particular can boost their performance. Similarly it can safely be concluded from the findings that good working relationships in the office and appropriate pay packages can enhance the performance office professionals. The study also concludes that when special salary increase, promotions with adequate raise in salary as well as office professionals.

5.3 Recommendations

Based on the findings and conclusions drawn from the study, the researcher proffers the following recommendations.

1. The management of organization should motivate their office professionals to produce more by facilitating their job satisfaction through promotions accompanied with a raise in salaries and allowances.
2. The management of organization should ensure that challenging jobs are given to office professionals to promote their job satisfaction and boost their morale to higher productivity.
3. The management of organizations should create special allowances for the special role of office professionals to give them a sense of recognition and enhance their productivity.
4. Organizations should create opportunities for meaningful interpersonal relationships to enhance job satisfaction and high productivity among all categories of workers.

5.4 Areas for Further Studies

The researcher suggests as follow:

- Effect of hazards management strategies on organizational productivity
- Impact of Training needs of office professionals to enhance performance
- Influence of incentives on workers' productivity in organization
- Replication of this Study

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APPENDIX

Department of office Technology &Mgt.
College of business &Mgt studies
Kaduna Polytechnic, Kaduna
P.M.B

Dear Respondents,

LETTER OF INTRODUCTION

The researcher is a final year Higher National Diploma (HND) Student in the department of Office Technology and Management undergoing a research work on **“IMPACT OF JOB SATISFACTION ON THE PRODUCTIVITY OF OFFICE PROFESSIONALS IN SELECTED ORGANISATION IN KADUNA METROPOLIS.**

You are please requested to contribute to the study by responding to the questions contained in the questionnaire. All information supplied will be treated with utmost confidentiality as the researcher work is purely for the academics purpose

Thanks for your cooperation

Researcher
Lauretta Dennis
KPT/CBMS/19/48883

SECTION A: PERSONAL DATA

- **Name of organization:**.....
- **Rank:**
 - Executives []
 - Office professional []
- **Sex:**
 - Male []
 - Female []

Please answer the question that follows using the acronyms below.

- SA = Strongly Agreed
- A = Agreed
- SD = Strongly Disagreed
- D = Disagreed

SECTION B: What are the effects of recognition as a factor of job satisfaction on the job performance of office professionals?

How would you agree with the following variable as the effect of recognition as a factor of job satisfaction on the job performance of office professionals

S/N	VARIABLES	SA	A	D	SD
1.	The recognition and prestige accorded to office professionals in my organization makes me happy and enhances my job performance.				
2.	The way executives and co workers looks down on office professionals in an organization Makes me miserable and less productive on the job.				
3.	The unfair treatment of office professionals in terms of salaries and promotion demoralizes me and lower my productivity				
4.	The positive recognition given to office professionals in my organization boost my morale and increases my job performance				
5.	The assignment of any routine job to office professionals in my organization creates job dissatisfaction and lowers productivity				

SECTION C: What are the effects of interpersonal relationship as a factor of job satisfaction on the performance of office professionals in selected organizations?

How do you agree with the following variables as the effects of interpersonal relationship as a factor of job satisfaction on the job performance of office professionals?

S/N	VARIABLES	SA	A	D	SD
6.	The creation of team spirit in my work organization creates happiness in me and promotes high productivity.				

7.	Support from my co-workers makes me happy and enhance my job performance.				
8.	The good interpersonal relationship I have with my executives and co-workers gives me a sense of belongingness and creates productivity..				
9.	The provision of opportunities to socialize with my co-workers gives me joy and enhance my productivity				
10	Free interaction among workers in my organization increases my knowledge and enhance my productivity				

SECTION D: What is the influence of compensation as a factor of job satisfaction on the performance of office professionals?

How do you agree on the following variables as influence of compensation as a factor of job satisfaction on the job performance of office professionals?

S/N	VARIABLES	SA	A	D	SD
11.	Special allowances given to office professionals in my office creates job satisfaction and greater productivity in my organization.				
12.	Fair payment of salaries among various categories of workers in my organization creates job satisfaction and better performance.				
13.	Promotion opportunities as a way of compensating hard work in my organization makes me happy and motivates me to work better.				
14.	Good pay in my organization gives me job satisfaction and increases my commitment to work.				
15.	Periodic increase in salaries in organization promotes job satisfaction and makes work harder.				

SECTION E: What are the ways to improve job satisfaction of office professionals towards enhancing their job performance in selected organization?

How do you agree with the following variables as ways to improve job satisfaction of office professionals towards enhancing their job performance in selected organization.

S/N	VARIABLES	SA	A	D	SD
16.	The province of a clean environment a in my organization given me satisfaction and enhance my productivity				
17.	The provision of basic factor such as highly, ventilation and recreational facility make me happy and more productivity in my organization				
18.	The attractiveness of the physical appearance of my organization make me happy on the job and enhances my productivity				
19.	The conducive work environment in my organization relaxes me and makes me put my best on the job				
20.	Special allowances given to office professionals in my organization increases my job satisfaction and motive me to work harder				

