

Job Satisfaction and Effectiveness of Selected Petroleum Marketing Companies in Lagos State, Nigeria

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ABSTRACT

Organisations are trying to flourish and adapt to the various challenges they encounter in today's competitive environment by improving their performance. In order to achieve better results and higher profit margins, organizations are adopting various emerging business tools and management philosophies. It is assumed that the level of satisfaction of the employees in an organization has an impact on its overall effectiveness. This study sought to investigate the effect of job satisfaction on effectiveness within the selected petroleum marketing. Survey research design was adopted for the study. The population of this study consist of the employees of the three selected petroleum marketing companies (Forte Oil Plc, Conoil Producing Plc and Total Nigeria) located in Lagos state, Nigeria. The population was 2725 employees, sample size used for the study is 438 (which included a 30% provision for a non-response rate), using Raosoft sample size calculator. The stratified random sampling technique was employed. The study used an adapted questionnaire, it was administered to the respondents, while the research instrument was validated and the data gathered was analysed using descriptive statistics, multiple linear regression analysis, which was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23 software to test the hypotheses. Findings revealed that job satisfaction dimensions have a positive and significant effect on effectiveness ($F_{(4,377)} = 31.532$, $Adj R^2 = 0.243$, $p < 0.05$) The study concluded that job satisfaction contributes immensely towards effectiveness of selected petroleum marketing companies in Lagos state, Nigeria. The study therefore, recommends that the human resource management team of the selected petroleum marketing companies should necessitate proper job satisfaction to its employees as it leads to high level of organisational effectiveness.

KEYWORDS: Employee empowerment, fringe benefit, promotion, job security and effectiveness.

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I. INTRODUCTION

Performance of business organisations worldwide has elicited concerns from professionals especially in the oil and gas sector of most economies. These concerns become debatable due to the increasingly vital role the oil sector plays in the global economy to engineer growth and development. This cursory observation is evident in areas of innovativeness, effectiveness, productivity and profitability.

A range of factors led to greater price volatility, which included uncertainty about the sustainability of US and other production facilities at lower prices, impact of the lifting of Iranian sanctions, geopolitical instability, the economic outlook for China, and concerns more broadly about global energy demand (Haboudi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017). A major obstacle in the oil and gas sector includes the rise of green technologies like the electric car market, fossils fuels still have major parts to play in the next few decades of the global industry (Mojarad, Atashbari&Tantau, 2018). Total global reported deal value declined in 2015 to just under US\$380 billion, a reduction of 17% compared with 2014. While the total number of oil and gas transactions declined by almost 33%. Just as the present proves, it is clear that the changes that took place in the global economy over the past few years have not passed without consequence in a country especially in organisations (Mojarad, Atashbari&Tantau, 2018). Industries have found themselves in a globalized world in recent years, a housing market in which expertise and information are irreplaceable components to succeed.

In Africa, several conditions have limited the petroleum marketing industry, contributing to issues that affect their output in general, e.g. lack of constant promotion, inadequate benefits, low employee empowerment and even the working environment. This issue differs according to political interference, uncertainty and delays in passing laws, energy policies and regulations into law are stifling growth, development and investment in a

number of countries around Africa. According to the U.S. Energy Information Administration (EIA) (2015), Libya's, current output is around 990,000 bbls/d which is well off from the 1.5m bbls/d this country was producing in 2012. It is not clear yet how this production will be replaced because of it is reserve cutbacks but this has also decreased down the level of profit the country was making. The Organisation of Petroleum Exporting Countries (OPEC) spare capacity at the end of 2017 was 2.1m bbls/d, almost half of the 4m bbls/d it had in 2010. The Africa oil and gas sector has been through a torrid few years in the wake of oil price crash (Price water house coopers, 2013). Africa currently supplies about 12% of the world's oil and holds an estimated at 8% of the world's confirmed reserves. Those reserves have risen from 5.8% in 1991 and 7.6% in 2001 over the last two decades, and this increase is expected to continue

In Nigeria, during oil boom of the 1970's and 1984 oil's contribution to export revenue in Nigeria was about 97%. Between then and now, petroleum has contributed some 90% of the Nigeria's foreign exchange and 70% of government revenues (Onuegbu, 2016). Eluozo (2018), stated that oil was firstly discovered in Ondo State rather than Rivers State before independence, but the truth remains that commercial quantity and proper exploration activities onshore was firstly established in the old Rivers State in the year 1956 in Olobiri now Bayelsa State. Since the discovery and exploitation began, oil revenue has replaced earnings from agriculture which was the main stay of the Nation's economy. Since the discovery and exploration began, oil revenue has replaced earnings from agriculture which was the main stay of the Nation's economy. In Nigeria, the government has been in the process of implementing the Petroleum Industry Bill since 2006 and it has been estimated that uncertainty around it has cost the country \$50billion in capital projects (Price Water House Coopers, 2013). Shell report says criminal gangs are targeting, demanding and bunkering an estimated 150,000bbl/d in Nigeria (Collins & Braide, 2018). The 2006 HDI painted a dismal picture of Nigeria. The country had a low value of 0.448. A comparison of Nigeria's HDI scores with those of other oil-producing countries of the world shows that Nigeria is falling behind. Levy-Garboua, Montmarquette and Simonnet (2007) demonstrate that job satisfaction is an indicator of quits and non-attendance in like manner wages because people leave low-satisfaction jobs for high-satisfaction jobs. Increased militant attacks in the Niger Delta resulting in a substantial amount of onshore and shallow offshore output, and frequent declaration of force majeure by oil and gas companies in Nigeria. The Nigerian National Petroleum Corporation (NNPC) reported that Nigeria has lost \$7billion, over 700,000 borderline personality disorder to militancy and pipeline vandalism in the Niger Delta in 2016 alone (Eluozo, 2018).

Managers and administrators have realized that having capable staff is a competitive advantage, effective and profitable workforce makes an organisation not only survive but flourish (kumar & Arora, 2012). Studies on job satisfaction and performance has established the truth that job satisfaction provides input for better performance to organisations (Torlak & Kuzey, 2018). Employee job satisfaction can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organisational levels (Fiorita, Bozeman, Young & Meurs, 2007).

1.1 Problem Statement

Employees are important asset in any organisation and employers have to ensure that their needs are met to allow for maximum performance and satisfied workforce. However, 40.9% of workers in Nigerian petroleum marketing sector reported having intention to quit the present workplace within 1 year due to lack of job satisfaction and motivation by majority of them, which is having a great negative effect on the performance of the sector (Onuegbu, 2016).

Studies have been done on job satisfaction and organisation effectiveness (Agbionu, Ogadi & Agbasi, 2013; Ogochi, 2014; Rahman, 2014; Vasudevan, 2014). However, some of the studies applied correlation techniques in conducting the studies. (Mohamad, Wan-Hanafi, & Hanapiyah, 2017; Ololube, 2018). Few studies have been carried out on job satisfaction and organisational effectiveness using regression techniques as mentioned by Agbionu, Ogadi and Agbasi (2013). Authors like Agbionu, Ogadi and Agbasi (2013); Danica (2016); Onuegbu (2016); Ololube (2018) recommended further research on job satisfaction and organisational effectiveness. The financial report of Arдова Plc has also been declining overtime. The company had a profit sum of ₦4,456,617 as at 2014 which progressed to ₦5,794,055 the following year (2015). Their annual profit decline from ₦5,794,055 to ₦2,890,430 in year 2016. The year 2017 was good for the company but did not reflect on their annual profit for 2018 as it declined to ₦8,344,406. (Forte oil, 2019). Such inconsistency is evident based on the report provided by the company's annual report from 2014 to 2018. The employees of the company seem to be dissatisfied due to poor fringe benefits, as we can assume their dissatisfaction is causing them to be less effective to the organisation which in turn negatively affects the effectiveness of the organisation. According to study of Zirra, Charles & Anyatonwu (2019), a negative provision of employee benefit has resulted in employees' increased lack of interest to work, decreased morale and effectiveness.

II. LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction of the employee is as a result of situations, policies, factors, environment and conditions which are either favorable or unfavorable to him or her at the workplace. Job satisfaction is a positive attitude, sentiment, mind-set, inclination that individuals may have towards work or work related activities. Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organisation (Al-dalahmeh, Masa'deh, Abu-Khalaf, & Obeidat, 2018). Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Each employee has different parameters for assessing job satisfaction that includes factors such as payment, salary, working hours, schedule, benefits, level of stress, delegation, promotion opportunities, age and flexibility etc. Job satisfaction has been linked to productivity, motivation, performance, and life satisfaction (Landy, 1978), while Locke (1976) defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Research suggests that job satisfaction has emotional and behavioral components. According to Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem (2013), job satisfaction of employees is quite an essential factor that affects organisational performance and therefore should be of major concern to businesses, implying that it is necessary to know how employees can be retained through their satisfaction in the workplace. He further explained that organisational aim and achievement depends on employee job satisfaction and therefore, it is indispensable for an organisation to exactly feel as to what employees feel, think, wish and make strategies to increase satisfaction of employees, which in turn will enhance organisational efficiency. Bakotic (2016) acknowledged that the number of studies focused on the connection between employee job satisfaction and organisational performance is much smaller in relation to the number of studies dealing with the relationship between employee job satisfaction and individual performance. Fu and Deshpande (2013) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. In the perception of Wicker (2011), the concept of job satisfaction depends upon the nature of the organisation and the attitudes of the employees.

It is evident from past studies that employee empowerment has a significant positive effect on an organisations efficiency, if it's successfully implemented by communicating the idea goals and expectations of workers such as motivation and job satisfaction to the organisation. Employee empowerment is granting employees a certain degree of sovereignty, self-determination and responsibility for decision making regarding their specific activities to the organisation. It allows decisions to be made at the lower levels of an organisation where employees have a unique view of the issues and problems facing the organisation at a certain level (Rathore, 2015). People talk about employee empowerment in many different ways, but the basic theme remains: give your employees the means for making important decisions, and making those decisions the right ones. The results, when this process is done right, are heightened productivity and a better quality of work life. (Ulutas, 2018). Employee empowerment is creating a working environment where an employee is allowed to make his own decisions in specific work-related situations. The decisions can be big or small, and the size and effect of the decision is up to the employer (Krolikowski, 2017).

Fringe benefits in contrast to direct employment and salaries, is a way in which employers use to attract and retain top talent in the workplace. Fringe benefits may include a company vehicle, dental and eye care, paid holidays, pension and retirement plans, housing allowance or free meals. Some fringe benefits are considered to be part of taxable income. Nisar and Siddiqui (2019) defined fringe benefit as any benefit provided or deemed to be provided by reason of an employment or office. Their study also provided examples of fringe benefits such as health protection benefit, recreation leave, annual leave, sick leave, maternity leave and flexible working hours. Fringe benefits includes benefits and services, being a part of wage and salary administration, include all expenditure incurred to benefit employees over and above regular wages and direct monetary incentives related to output (Zirra, Oaya, Mambula, & Anyatonwu, 2019).

Promotion is an occurrence of labor transferred from a current position to a higher position or figure in terms of wages, responsibilities, rank or organisational levels as a reward to employees for good performance. Promotion is an important issue, not only in the selection / placement of the right people in the right place but also a boost for superiors / leaders to plan a policy of the field of personnel of motivating subordinates to develop themselves to achieve (Rasaq, Sarpan & Ramlan, 2018). According to Sikula (2000), technically, promotion within an organisation is a movement of one's position which involves either an increase of pay or an increase in status. Understanding of the above definition that technically promotion is a movement towards an organisation of one position of another that involves both wage and status increases. Promotion will provide an important role in every employee because the promotion means trust and recognition of the ability and skill of employees to maintain a high position. Dessler (2015) asserts that promotion occurs when an employee makes a shift in the upward direction in organisational hierarchy and moves to a place of greater responsibility. Naveed, Usman and Bushra (2013) assert that promotion can be used as an incentive tool. It is a way of rewarding the

employees for meeting the organisational goals. Thus, it serves as a means of synchronizing organisational goals with personal goals.

Job security has to do with the prospect of an employee to keep his or her job. The higher the probability of keeping once job, the higher the sense of job security felt by the employee and vice versa. Employees in the workplace today all have fears of losing their jobs especially with any due cause or explanations. Employment is a significant source of material, as well as personal satisfaction and security. High rates of unemployment are one of the hallmarks of present day society. According to Michelle & Helen (2006) job security is a condition in which employees feel a lack of assurance on their work to remain stable from day to day, week to week and year to year. Geisquecker (2012) on the other hand defines job security as individuals who keep working with the same organization without weakening the aspect of seniority rights, wages, retirement and so on. De-Witte (2005) defines it as a stressor which consists of the cognitive possibility of losing one's job and the affective experience which is related to it

2.1.1 Effectiveness

Organisational effectiveness is a means towards the attainment of organisational goals and the degree to which objectives are achieved. Effectiveness according to Daft (1998); Ololube (2018); Moon (2004); Vasudevan (2014); Malik, Ghafoor and Sir (2011) is a broad concept that is difficult to measure in organisations. It takes into account a wide range of variables at both the organisational and departmental levels. To them, organisations are large, diverse and fragmented and tend to perform many activities simultaneously with various outcomes (Weick & Daft, 1984), and therefore need to be effective to cope with the above challenges. Organisational effectiveness tests how good companies use their key approaches to accomplish their missions. The extent to which an organisation is effective can be measured using goal approach, internal process approach, system resource approach, constituency approach and domain approach (Rhalid, Salin & Locke, 2001). Organisations can use one or more approaches to achieve the main objective of effectiveness which is meeting organisational objectives and prevailing societal expectations in the near future, adapting and developing in the intermediate future and then surviving in the distant future (Oji, 2001). This cannot be achieved without the most critical factor in achieving organisational goals being understood and respected, and this is the human resource factor. Therefore, work satisfaction of workers is very important in terms of organisation effectiveness.

2.2 Theoretical Review

2.2.1 Frederick Herzberg's Two Factor Theory

The two-factor theory was propounded in 1959 by Fredrick Herzberg (a behavioral scientist). The two-factor theory known as the motivation/hygiene theory is basically concerned with job satisfaction and job dissatisfaction. The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. He argued that hygiene factors resulted largely from extrinsic factors (for example, company policy, interpersonal relations, working conditions, pay, status, and job security) and were mainly found in employees' descriptions of the bad events (negative events). These factors are related with work environment such as working conditions, organisational policies, administration and procedures, interpersonal matters, status, security and so on and can hardly provide a real feeling of job satisfaction (Hackman & Oldham, 1976). When these factors fall below the acceptable level for the employee, job dissatisfaction emerges as a result. He also argued that a person can expect when satisfying the hygiene factors to prevent the feeling of dissatisfaction and the poor levels of job performance, as its existence will help remove the barriers to achieve job satisfaction. Therefore, the hygiene factors offer little chance for self-actualization because they do not offer the employees the chances for responsibility or achievement (Carrel & Ditttrich, 1978). On the other hand, motivators (for example achievements, recognition, work itself, responsibility, advancement, and possibility of growth) were related to the content and the nature of the job itself (Steers, Bigley, & Porter, 1996) and were mainly found in employees' description of good events (positive events). These motivators offer a better chance for self-actualization and creativity. Accordingly, the only way for employees to achieve satisfaction and motivation is by using the motivators.

The absence of these factors will not lead to job dissatisfaction as in the case of the absence of the hygiene factors, but the result will reach the neutral state as in the case of the existence of the hygiene factors (Tech-Hong & Waheed). Consequently, to reach job satisfaction, there are two stages that must be filled.

2.2.2 Equity Theory

Adams (1965) articulated a construct of equity theory on job motivation and job satisfaction in 1965. The theory stated that the way individuals are treated at work affects their behavior and attitude to work. According to Kannan (2005), equity theory is founded on the assumption that workers expect justice, fair play, or equity in treatment by their employers. An employee seeks a fair balance between what he or she puts into the

job and what he or she gets out of it. Adams (1965) calls these inputs and outputs. Individuals form perceptions of what constitutes a fair balance or trade of inputs and outputs by comparing their own situation with other “referents” (reference points or examples) in the workplace. According to Adams, colleagues, friends, and partners also influence establishment of these benchmarks and their own responses to them in relation to their ratio of inputs to outputs. If people feel their inputs are fairly and adequately rewarded by outputs (the fairness benchmark being subjectively perceived from market norms and other comparable references), then according to equity theory they are happy in their work and motivated to continue their inputs at the same level. Equity Theory fundamentally is a social comparison theory, which focuses that people always assess themselves in comparison to others (Mukherjee, 2009). Mukherjee (2009) stated that Adam (1965) acknowledged the following possible behavioral consequences of inequity,

Changing the entity of comparison – choosing the right (appropriate) person to be compared rather than one whom is being compared with.

Changing the perceptions of others – by changing the views of others about the one with whom the comparison is done with.

Changing the self-perception - in order to adjust to realities, one might change his perception about his inputs or outputs.

Output Modifications – asking for pay raise or promotion by making a change in the output without putting a change to the inputs.

Input Modifications – the level of inputs might change by improving the quality of work, extra hours of work etc.

Leaving the workplace – in order to find a more favorable situation, one might leave the field like leaving the company and joining a new one.

From a job satisfaction point of view, Borkowski (2009) discusses that this theory is based on two assumptions, one that there is a similarity between a procedure through which people assess their social relationships and communication in the market.

2.3 Empirical Review

Ololube (2018) carried out a study on teachers’ job satisfaction and motivation for school effectiveness: An assessment. This study assessed the differences and relationship between the level of teachers’ job satisfaction, motivation and their teaching performance in Rivers State of Nigeria. The survey results revealed that teacher related sources of job satisfaction seem to have a greater impact on teaching performance, as teachers are also dissatisfied with the educational policies and administration, pay and fringe benefits, material rewards and advancement. The findings of Mohamada, Wan-Hanafi and Hanapiyah (2017) is in line as it also illustrates that employee job satisfaction has positive significant effect on organisational effectiveness. It also revealed that effective training is significantly related to job satisfaction while behavior is negatively related to job satisfaction.

Vasudevan (2014) examined the relationship of training on job satisfaction and organisational effectiveness. This study exemplifies a positive light towards increasing employee’s performance. The outcomes of the study suggest that training commitment, training needs assessment, training contents and delivery approaches, and training evaluation affect an employee’s work commitment, job satisfaction and performance to the better effectiveness of the organisation. Correspondingly, the findings from the study of Rahman (2014) is in line with the study of Vasudevan (2014). This is a step towards identifying the kinds of training and development programs needed to ensure creativity, understanding of new knowledge and skills instilled into the employees to make them more effective. As a result of the study, employees and employers are likely to deliver a better understanding in recognizing the importance of training that reveals in the employee’s work commitment and performance. The survey also indicates that job dissatisfaction has an insignificant relationship with organisational effectiveness in commercial banks. Agbionu, Ogadi and Agbasi (2013) examined job satisfaction and organisational effectiveness: a study of public organisations in Anambra state. This paper built a framework for ensuring that employees are satisfied in organisations since employees’ job satisfaction has been found to positively affect the level of effectiveness in organisations. The findings indicate that job satisfaction positively influences organisational productivity and profitability, which are strong measures of organisational effectiveness.

2.4 Theoretical Framework

The theoretical framework for this study would be based on the Equity Theory. This theory is relevant to this study as it asserts that employees are induced by a desire to be treated fairly. The implementation of the theory provides guidelines for enhancing employee job satisfaction by improving the employees’ individual sense of derived equity which then could enhance the organisations effectiveness. The equity theory focuses on people’s sense of justice and fairness. According to this theory, a person’s motivation depends on the degree of equity that people perceive in their work situation. An employee’s sense of satisfaction comes about when he

perceives that his inputs are in balance with the outcomes i.e., when pay is commensurate with productivity. Inputs are generally referred to as a person’s qualification, experienced and special abilities while outputs include pay, benefits etc. (Perry, 1993). According to equity theory people can readdress states of inequity cognitively, for instance, altering their beliefs about the outcomes they received from their jobs. Equity theory asserts that workers who are underpaid financially may be able to reestablish overall level of equity by convincing themselves that they are well compensated with respect to other outcomes

2.5 Conceptual Model

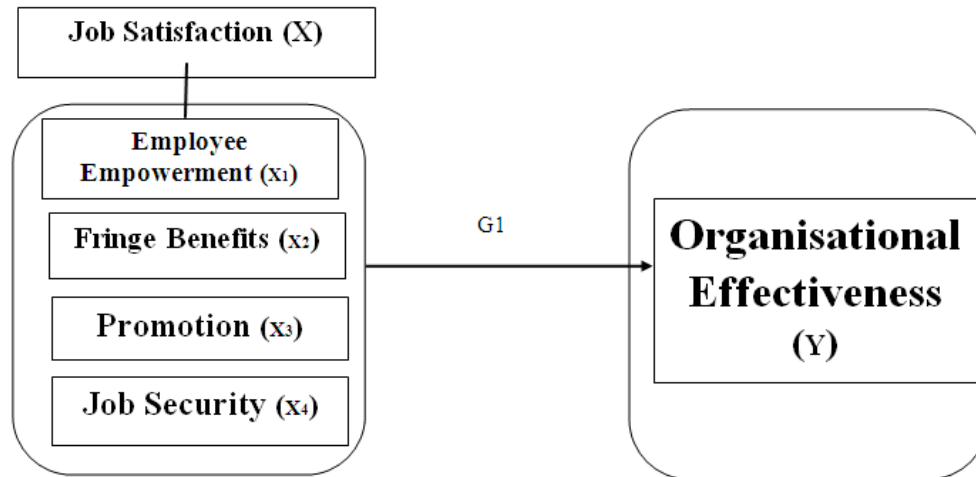


Figure 1

III. METHODOLOGY

The research design that was used for this study was cross-sectional survey research design. The population of this study consist of the employees of the three selected petroleum marketing companies (Forte Oil Plc, Conoil Producing Plc and Total Nigeria) located in Lagos state, Nigeria. The population was 2725 employees, sample size used for the study is 438, using Raosoft sample size calculator. The stratified random sampling technique was employed. The study used an adapted questionnaire, it was administered to the respondents, while the research instrument was validated and the data gathered was analysed using descriptive statistics, multiple linear regression analysis which was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23 software to test the hypotheses.

IV. RESULTS AND DISCUSSION

Table 4.1: Regression Result of Effect of Job Satisfaction dimensions on Effectiveness.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.308	0.783		32.323	.000
	Employee empowerment	0.242	0.046	0.384	5.309	.000
	Fringe benefits	0.173	0.055	0.244	3.168	.002
	Promotion	0.002	0.018	0.006	.113	.910
	Job security	-0.338	0.035	-0.571	-9.667	.000

- a. Dependent Variable: Effectiveness
- b. R= 0.501, Adj R² = 0.243, F_(4,377) = 31.532

Source: Researcher’s Field Survey Results, 2020

The analysis in Table 4.1 reveals the result of multiple regression analysis conducted to investigate the effect of job satisfaction dimensions (employee empowerment, fringe benefits, promotion and job security) on effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. Overall, the result of the analysis revealed that employee empowerment ($\beta = 0.242$, $t = 5.309$, $p = 0.000$), fringe benefits ($\beta = 0.173$, $t =$

3.168, $p = 0.002$) and job security ($\beta = -0.338$, $t = -9.667$, $p = 0.000$) have a positive significant effect on effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. From the table above, adjusted R square is 0.243, which indicates that 24.3% of the variations in effectiveness of selected petroleum marketing companies in Lagos State is accounted by only employee empowerment, fringe benefits and job security. However, the regression the not explain the 75.7% of the variation in effectiveness which was not captured in the model. This indicates that there was a statistically significant effect of employee empowerment, fringe benefits and job security on effectiveness ($F = 31.532$, $\text{Adj } R^2 = 0.243$, $p < 0.05$). The regression model equation indicates that employee empowerment, fringe benefits and job security were all positively correlated to effectiveness of selected petroleum marketing companies in Lagos State ($R = 0.501$). The analysis showed that for the coefficient (parameter estimate) results, when employee empowerment, fringe benefits and job security are improved by one unit, effectiveness would increase by 0.242, 0.0734, -0.338 units respectively. This implies that an increase in employee empowerment, fringe benefits and job security would lead to an increase in effectiveness in selected petroleum marketing companies in Lagos State, Nigeria.

V. DISCUSSION

The findings in Tables 4.1 revealed that based on the aggregate result, job satisfaction (employee empowerment, fringe benefits and job security) has a significant effect on effectiveness in selected petroleum marketing companies in Lagos State, Nigeria.

On the contrary, Agbionu, Ogadi and Agbasi (2013) in their study indicated that it is among the most crucial functions of managers to motivate the employees successfully and influence their behaviour to achieve greater organizational efficiency. They also argued that if an employee performs successfully, it leads to an organizational reward and as a result, the motivational factor of employees lies in their performance. A work by Vasudevan (2014) which is in line with the findings of the current study. The study also found out that job satisfaction has a positive significant on effectiveness of an organisation. He further pointed out that employees who lack satisfaction in a workplace will cease to be effective in the organisation, and this will hinder the organisations effectiveness since the organisation will need man power (employees) to be effective. Likewise, the study of Agbionu, Ogadi and Agbasi (2013) discovered a positive association of job satisfaction and organisational effectiveness. He further explained that the extent of job satisfaction an employee derives from the performance of their job, which consequently influences the effectiveness of the organisation, has continued to attract the attention of managers, academia and other professionals globally. Also, the survey result of Ololube (2014) which is in line with the findings of this study revealed that job satisfaction has an impact of organisational effectiveness. Furthermore, he pointed out that an employee` sources of job satisfaction seem to have a greater impact on his or her performance which in turn develops the organisation to be more effective in carrying out its goals and objectives. Also, the survey result of Ololube (2014) which is in line with the findings of this study revealed that job satisfaction has an impact of organisational effectiveness. Furthermore, he pointed out that an employee` sources of job satisfaction seem to have a greater impact on his or her performance which in turn develops the organisation to be more effective in carrying out its goals and objectives.

V. CONCLUSION AND RECOMMENDATION

The study determined the effect of job satisfaction on effectiveness in selected petroleum marketing companies in Lagos State, Nigeria. The study revealed that job satisfaction dimensions have a significant effect on effectiveness of selected petroleum marketing companies in Lagos State, Nigeria. The study recommend that the management team of the selected petroleum marketing companies should ensure that they enforce a proper job satisfaction policy to increase effectiveness behaviour.

5.1 Limitations of the Study

Despite the relevance of the study results and implications of findings, the study has some limitations in which can be viewed in line with the sequence used in carrying out the study. The limitations of the methodology for this study are identified and will be mitigated. Such limitations include; the methodology allows for some level of researcher`s discretion in drafting the questionnaire, the researcher may be making decisions and assumptions as to what is and is not important and therefore may miss out on relevant information. In order to reduce this, the researcher ensured that items in the questionnaire was designed using basic English, free from statements that are improper and irrelevant and also, effort was made to ensure that the relevance of the items in the research instrument remain intact. The use of cross-sectional survey did not provide the researcher with the casualty on effectiveness in the selected petroleum marketing companies in Lagos State, Nigeria over a period. Consequently, the longitudinal survey research design would have studied the impact which could have provided casualty over a period.

5.2 Suggestions for Further Studies

A comparative and longitudinal study on the impact of job satisfaction on organisational performance among various companies in various sectors so as to capture the dynamics of job satisfaction and effectiveness. This study could also be expanded into other industries and countries in Africa to cover other geographical areas for generalizability reasons since the current study is geographically restricted. Future research should also ascertain more factors that can also play more roles in the enhancement of employee job satisfaction and effectiveness to produce better research, concretely and comprehensively.

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