



Effects of Job Satisfaction on Employees' Performance in Adamawa Investment Company Ltd. Yola

Aliyu Umaru Fudamu (Ph.D)
Department of Business Administration,
Adamawa State University, Mubi-Nigeria

ABSTRACT

This study on the effects of job satisfaction on employees' performance, identified how employees are demoralized due to lack of job satisfaction they found in performing their duties, which led them not to put in their best towards ensuring achieving high performance in the organization. The main objective of this study is to assess the effects of job satisfaction on employees' performance in Adamawa Investment Company Ltd. The total population of staff of Adamawa Investment Company Ltd. is 46. The instrument used for collecting data from the respondents is the questionnaire, and the data collected from the respondent was analyzed using percentage analysis. The result shows that there is significant relationship between variables of the study since ($r=0.910, 0.549, 0.871, P < 0.05$). The finding also shows that employees don't have good sense of belongingness Adamawa Investment Company Ltd. and they will not put much effort in increasing their performance, this means employees don't work joyfully in achieving high performance and organizational goal. The study therefore, recommends that for employees to achieve high performance and be committed to their job, there is need for them to feel that they are part and parcel of the organization, this will help them to put more efforts in increasing their performance. Also the management on their part needs to empower their employees through involving them in goals settings of the organization.

KEYWORDS: Effects, employees, investment, job satisfaction, & performance

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I. INTRODUCTION

Job satisfaction of employees plays a very vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contribute for organizational success and growth, enhances the productivity, and increases the quality of work. It is a general understanding that job satisfaction is an attitude towards job, in other words job satisfaction is an affective or emotional response toward various facets of one's job (Robbins and Coulter, 2013). A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees' perception of how well their job provides those motivational incentives which are viewed as important. Job satisfaction is also defined as reintegration of effects produced by individual's perception of fulfillment of his needs in relation to his work and the surrounding (Sofijanovna & Chatleska, 2013).

Job satisfaction is becoming more challenging for companies including those in the telecommunication industry due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer employee expectations, the high cost associated with hiring new talents, among others. Employers' need for strategic effort directed at satisfying current employees is now urgent than ever to improve retention rates and decrease the associated costs of high turnover. Voluntary turnover is a huge problem for many organizations (Mitchell, Holtom & Lee, 2001).

In addition, employee effort is an important factor that determines an individual performance will be. When an employee feels satisfy about the job, he/she is motivated to do grater effort to the job performance, then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the successfulness of the organization (Robbins & Coulter, 2013). Kuria (2011), employees are the most satisfied and highly productive when their job offers them

security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

It has been found that there is a significant relationship between compensation and employee performance (Shin-Rong and Chin-Wei 2012). For example, Mayson and Barret (2006) found that a firm's ability to attract, motivate and retain employees by offering competitive salaries and appropriate rewards is linked to employee performance and growth. Organisations in the public and private sectors around the world are struggling with their performance measurement systems. In particular, they are finding it difficult to develop cost-effective, meaningful measures that drive performance improvement without leading to undesired negative consequences. Performance is a measure of efficiency and effectiveness of employee relative to their job. Efficiency refers to getting the most output from the least amount of inputs. Efficiency focused on doing things right, that is, not wasting resources.

Effective performance measurement is the key to effective management in any organisation. Benefits from an effective performance measurement system include and are not limited to the following: Enhanced decision making and control, it is impossible to make the right decisions without a good understanding of an organisation's performance. A multidimensional performance measurement framework means that decision support can be enhanced at all levels of the organization (Murby & Gould, 2017).

This ranges from decisions concerning employee performance to strategic decision making at board level. Supported strategic planning and target setting: The ability to measure performance and progress gives meaning to the process of developing strategic plans and goals. An effective performance measurement system should emphasise the link from the corporate level to management and operational levels. In this way, decision-making and resulting actions and control are in line with strategy. Improved communication: Involvement in setting targets and results reporting can enhance staff and stakeholder understanding and support of strategies and decisions. It also provides a common language which encourages interdepartmental knowledge sharing (Murby & Gould, 2017). In addition, Kuye and Sulaimon (2011) noted that, organization that supports employee involvement in decision making outperforms better than its rivals. The authors opine that employee involvement in decision making enhances employee job satisfaction to strive towards increase performance. Related to this, Williamson (2008) also concur that employee participation in decision making gives employees the opportunity to develop skills and technical know-how required to achieve high performance. It also helps to boost employee morale, confidence which leads to high creativity, commitment and job satisfaction in the place of work.

STATEMENT OF THE PROBLEM

For over a decade, job satisfaction and employee performance has been a stepping stones for survival of my business organizations both private and public organization, job satisfaction provide employee with the sense of belongings and responsibilities towards ensuring that organization meets its targeted goals and objectives. Employee job satisfaction is the result of promotion opportunities in the organization which can lead to high employee performance.

But in the case of Adamawa Investment Ltd., employees are demoralize due to lack of job satisfaction they found in performing their duties, this means that employees in Adamawa Investment Ltd don't find satisfaction in their job, they tend not to put in their best towards ensuring achieving high performance. This can be attributed to the reasons that some management failed to understanding that happy employees perform their duties well and getting best of employee performance requires enormous moves by organization and their management. If the human resource or employees are happy and contended with the moves and actions of employer they do their best for the best of organization. But if they are not in this state they might cause organization unmatchable loss.

Study conducted by Nguyen and Soeters (2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park, Mitsuhashi, Fey & Bjorkman, 2003). Studies have found positive relationship between employee engagement and employee performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth. Employee engagement is found to be higher in double-digit growth companies. Research also indicates that engagement is positively related to customer satisfaction (Coffman, 2000; Ellis and Sorensen, 2007; Towers Perrin Talent Report, 2003; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

From the above researches it can be deduced that there are numerous factors that attributed to employee performance in an organization, while their other variables that can also affect performance in positive and negatively depending on how it is been applied such as employee participation in decision making and employee compensation which the above studies failed to captured in their findings, the researcher noted that there were divergence of methodology and scope of studies. Therefore, this study tend to bridge this gap by looking into how this variables of job satisfaction (employee engagement, employee compensation and employee participation in decision making and their individual effects on employee performance) in Adamawa Investment Company Ltd.

The following research questions guide the study:

- i. What is the effect of employee engagement on employee performance in Adamawa Investment Company Ltd.?
- ii. What is the effect of employee compensation on employee performance in Adamawa Investment Company Ltd.?
- iii. What is the effect of employee participation in decision making on employee performance in Adamawa Investment Company Ltd.?

Research Hypotheses

H₀ : Employee engagement does not have significant effect on employee performance in Adamawa Investment Company Ltd.

H₀ : Employee compensation does not have significant effect on employee performance in Adamawa Investment Company Ltd.

H₀ : Employee participation in decision making does not have significant effect on employee performance in Adamawa Investment Company Ltd.

II. CONCEPTUAL CLARIFICATIONS

Concept of Job Satisfaction

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Job satisfaction is considered as all-around module of an organization's human resource strategies. According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Robbins and Coulter (2010), defined job satisfaction as the general behavior and employees' attitudes towards their job. According to Lai Wan (2007), employee satisfaction is an essential target for any organization to realize or achieve either in short run or in long run. Low level of employee satisfaction generates high employee turnover and the turnover intention is the desire to leave an organization (Saghir, Asad & Ishtiaq, (2015). Cranny, Smith and Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. Smith (2009) stated that those feelings are caused by the difference between what is expected from the job and what is actually experienced, and comparing this difference to alternative jobs. Agho, Mueller and Price (2011) defined job satisfaction as the extent to which workers are happy with their jobs.

Concept of Employees Performance

Kroll (2006) defined employee performance as a measure of efficiency and effectiveness of employee relative to their job. Efficiency refers to getting the most output from the least amount of inputs. Efficiency focused on doing things right, that is, not wasting resources. On the other hand, effectiveness refers to doing the right thing. It is primary concerned with performing activities to promote organization's goals (Robbins and Coulter, 2013). Effectiveness focuses on goal attainment and high attainment. Performance is defined as the degree of accomplishment of particular task, duties and responsibilities for employee to achieve organizational goals. Employee performance interest to organizations because of the importance of high productivity in the workplace. As in (Salanova & Kirmanen, 2008).

According to Nmadu (2013), employees performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are

designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013). However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth 2009). It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners, 2007).

Concept of Employee Engagement

Most references relate employee engagement to survey houses and consultancies. It is less taken as an academic construct. The concept is relatively new for HRM and appeared in the literatures for nearly two decades (Rafferty, Maben, West and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007). The construct, employee engagement emanates from two concepts that have won academic recognition and have been the subjects of empirical research-Commitment and Organizational Citizen Behaviour (OCB) (Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005). Employee engagement has similarities to and overlaps with the above two concepts. Rafferty (2005), also distinguish employee engagement and the two prior concepts. Commitment and OCB, on the ground that engagement clearly demonstrates that it is a two-way mutual process between the employee and the organization. Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek (2008) likens employee engagement to a positive employees' emotional attachment and employees' commitment. Therefore, the full engagement equation is obtained by aligning maximum job satisfaction and maximum job contribution. Stephen Young, the executive director of Towers Perrin, also distinguishes between job satisfaction and engagement contending that only engagement (not satisfaction) is the strongest predictor of employee performance (Human Resources, 2007).

Concept of Employee Compensation

According to DeNisi and Griffin (2001) compensation is a reward system that a company provide to individuals in return for their willingness to perform various jobs and tasks within organizations. They further stated that relevant and commensurate rewards need to be provided to the employees so that they feel valued and their expectations on exchanging their skills, abilities and contribution to the organization are met. The Journal of Global Business and Economics (2010) also defines compensation as "the combination of all cash incentives and the fringe benefits mix that an employee received from a company which constitutes an individual's total compensation.

Chabra (2001) refers to Compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organisation. According to him, it is paid in the form of wages, salaries and employee benefits such as paid vacations, insurance, maternity leave, free traveling facility, retirement benefits, etc. He indicated that the term 'wage' is used to denote remuneration to workers doing manual or physical work. Thus, wages are given to compensate the unskilled workers for their services rendered to the organization. Wages may be based on hourly, daily, weekly or even monthly bases.

Concept of Employee Participation in Decision Making

Probst (2005) defines Participative Decision Making (PDM) as the degree to which employers support and allow employees to partake or participate in organizational decision-making process. According to the authors' point of view, employees are central to idea generation and participatory decision making increases their commitment, drive and enthusiasm on the job which leads to high productivity. Again, employees are expected to use their knowledge to produce practical and acceptable solutions on time especially on procedural issues that affects the organization.

Participative Decision Making means employee participation in decision making. Both are used interchangeable in this paper. Employee Participation or Involvement is defined as a process of involving and empowering employees to use their input towards creating value and improving employee performance (Sofijanovna and Chatleska, 2013). Similarly, Westhuizen (2010) also defines employee participation as the totality of forms, that is direct or indirect involvement of individuals and groups to contribute to the decision making process. On the other hand, Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, employee participation also refers to employee involvement in decision making at the workplace (Busck, Knudsen and Lind, 2010). Employee Participation represents the combination of task-related practices, which aim at maximizing employee sense of involvement in their work place and their commitment to the wider organization (Bhatti and Nawab 2011). Decision making is the process of choosing among two or more alternatives with the intention of solving a problem or making the best use of an opportunity (Kreitner, 2004). n the other hand, Vrba and Brevis, (2002) also defined decision making as the process of

selecting an alternative course to solve a problem. Decision making involves “mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take” (Muindi, 2011).

Effect of Employee Engagement on Employee Performance

According to Penna research report (2007) meaning at work has the potential to be valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make a contribution, they find meaning. The Blessing White (2006) study has found that almost two third's (60%) of the surveyed employees want more opportunities to grow forward to remain satisfied in their jobs. Strong manager-employee relationship is a crucial ingredient in the employee engagement and retention formula. Studies have found positive relationship between employee engagement and employee performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth. Employee engagement is found to be higher in double-digit growth companies. Research also indicates that engagement is positively related to customer satisfaction (Coffman, 2000; Ellis and Sorensen, 2007; Towers Perrin Talent Report, 2003; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

Effect of Employee Compensation on Employee Performance

According to Baker (2002) the output or performance of an employee is a combination of effort, ability and an error margin, providing for all uncontrollable factors, at least from the employee's perspective. He stated that given the employee's private information *vis a vis* the employer, the employer must depend on performance measures in order to estimate the effort the employee has put in. Performance measures are selected based on two criteria: (a) alignment with the organisational objective and, (b) controllability by the employee as proposed by Baker (2002). The performance measure is used to evaluate the performance of the employee, which forms the basis for determining the amount of variable monetary compensation an employee will receive and for making career decisions. On the other hand, Inés and Pedro (2011) found that the compensation system used for the sales people has significant effects on individual salesperson performance and sales organization effectiveness. Therefore, in an ever competitive business environment, many companies today are attempting to identify innovative compensation strategies that are directly linked to improving employee performance (Denis and Michel, 2011).

According to Nebeker (2001), customer's satisfaction and organizations performance is the result of its employee's satisfaction. There has been research proving a positive relationship between stock bonus and employee performance. The evidences in Taiwan suggest that there exist positive associations between the amount of stock bonuses and firms' operating performance. It is also found that firms with larger firm size or high growth opportunity tend to adopt stock bonus. Performance-based compensation is the dominant human Resource practice that firms use to evaluate and reward employees' efforts (Collins and Clark, 2003). Evidently, performance-based compensation has a positive effect upon employee and employee performance. In a quantitative content analysis of the narrative descriptions of 50 rapid-growth firms and a comparison group of 50 slow-growth companies conducted by Barringer et al., 2005 results demonstrated that employee incentives differentiated the rapid-growth from the slow growth firms. Firms that were rapid-growth oriented provided their employees financial incentives and stock options as part of their compensation packages. In doing so, firms managed to elicit high levels of performance from employees, provide employees the feeling that they have an ownership interest in the firm, attract and retain high-quality employees, and shift a portion of a firm's business risk to the employees.

Effect of Employee Participation in Decision-Making on Employee Performance

Rehman, Khalid and Khan (2012) studied the impact of Employee Decision Making Styles on Employee performance in Banks in Pakistan. The study adopted descriptive approach and questionnaire as instrument for data collection. The population of the study consists of 151 branches of all public and private limited banks in Gujranwala city of Pakistan. The sample size was determined statistically. Random sampling techniques were applied in data collection using the banking industry. The target population consists of 16% top level managers, 59% of middle level managers and, 25% of low level managers respectively. Data were tested statistically using regression technique to compare the relationship between employee decision making and employee performance in public and private sector banks. Findings showed that employee decision making rational have positive influence on employee performance.

Study of Rehman, Khalid and Khan (2012) and present study are similar as both focused on employee performance and adopted descriptive survey design and questionnaire as instrument for data collection. However, the difference between earlier study and present study is that the industry of study and area of study

are not the same. However, the study of Rehman, Khalid and Khan (2012) was limited to corporate organizations (Banks) in Pakistan, while present study is limited to transport sector organization. Study of Kesenwa et al. (2013) and present study are similar as both focused on decision making and employee performance. However, the difference between study already done and present study is that both studies adopted different industries to achieve research objective. Again, area of study and driver variable of study are not the same. Again, Wainaina, Iravo and Waititu (2014), examined the effect of employee participation in decision making on organizational commitment in the Private and Public Universities in Kenya. The target population comprised of academic staff of the university. Descriptive research design and questionnaire was adopted as instrument of data collection. Out of 347 questionnaires were administered to sixteen selected universities in Kenya, only 282 questionnaires were returned in good faith, while the remaining 65 were not returned. The study found that employee participation in decision making significantly influence university academic staffs' organizational commitment in Kenya.

Empirical Review

The researcher in their results found the influence of different determinants of job satisfaction. Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment. The other factors such as fair promotion system, job autonomy, leadership behavior, social relations are also the dominant in determining the level of job satisfaction (Dawson, 1987). Nguyen and Soeters (2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park, Mitsuhashi, Fey & Bjorkman, 2003).

Alamdar, Muhammad, Muhammad and Wasim (2011) investigated the impact of job satisfaction on employee performance in autonomous Medical Organizations of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical organizations in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction and performance.

Cho (2005) suggested that incentive plans is effective in decreasing turnover rates. Banker et al. (2001) conducted a longitudinal study of the effectiveness of incentive plans in the hotel industry and found that incentive plans were related to higher revenues, increased profits, and decreased cost. In a related study Paul and Anantharaman (2003) found that compensation and incentives directly affect operational performance. Compensation systems are an integral part of the relationships organizations establish with their employees. If human beings are not compensated and motivated well, they will not effectively contribute to the control and management of materials and other resources for organizational goals attainment (Khalid, Rehman & Ilyas, 2014).

Omobude and Igbudu (2012) wrote on Teachers Participation in Decision Making Process and Job Performances in Oredo Local Government Area of Edo State, Nigeria. The study found that teachers participation in decision making influence positively job performance. Work already done by Omobude and Igbudu (2012) and present study are similar as both focused on employee participation in decision making and employee performance. However, the difference between work already done and present study is that industry of study and area of study are different. Again, the driver variables of both studies are not the same.

Theoretical Framework

Theories of Job Satisfaction

Scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects (Baron & Greenberg, 2003).

Hertzberg's Two Factor Theory

The research conducted by Hertzberg determined what people actually want from their jobs. The respondents had to describe work situations in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as motivators. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as hygiene factors (Robbins, 2001). According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction

and related job performance issues. Schermerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction. This theory is relevant and significant to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed. This theory therefore can guide a researcher in establishing determinants of employees' satisfaction.

Locke's Value theory

According to this theory (Baron and Greenberg 2003), the impact of the various factors of job satisfaction can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976). In contrast, Baron and Greenberg (2003) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors.

Theory of needs – Achievement theory (McClelland, David 1961)

McClelland and Associates postulated that some people have a compelling drive to succeed and therefore strive for personal achievement rather than the rewards of success themselves. They have the desire to perform better than before, therefore they like challenging jobs and behave as high achievers. This theory focuses on the achievement. Motive thus, called achievement theory but it is founded on achievement, power and affiliation motives: Achievement: This is the drive to excel and achieve beyond the standards of success. Power: It refers to the desire to have an impact, to be influential, and to control others. Affiliation: It is the desire for having friendly and close interpersonal relationships.

Equity theory (J.Stacy Adams) (1963)

This theory suggest that employees weigh what they put into a job (input) against what they get from it (outcome) and then compare this ratio with the input-outcome ratio of other workers. If they find this ratio equal to that of the relevant others, a state of equity is said to exist Vroom's Expectancy Theory (1964) Victor asserts that people are motivated to work to achieve a goal if they believe that that goal is worthy and there is the probability that what they do will help them in achieving their goals. Vroom's theory is based on three major variables: Valance, expectancy and instrumentality. Valance is the strength of an individual's preference (or value, incentive, attitude, and expected utility) for a particular output. Expectancy is the probability that a particular effort will lead to a particular first-level outcome while instrumentality is the degree to which a first-level outcome will lead to a desired second level outcome.

For the purpose of this study, the researcher dwelled on Locke's value theory, this is because this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction that can affect employee performance.

III. METHODOLOGY

The study adopted the use of non-experimental design with specification in exploratory research design. This study was carried out in Adamawa Investment Company Ltd. Yola. The total population of staff of Adamawa Investment Company Ltd. is 46; due to small size of the population, the study tends to carry out research on the whole population. Closed ended questionnaire is the major instrument for data collection in this study; other sources from secondary were equally utilised from textbooks, journals, website document and articles. The questionnaire was design on five points likert scale ranging from strongly agree(5), Agree(4), Undecided(3) Disagree (2), Strongly disagree(1). The study however used Statistical Package for Social Sciences (SPSS), while hypotheses were tested using Spearman correlation 0.05 level of significance.

ANALYSIS AND RESULTS

Fourty Six (46) questionnaires were administered, while only forty one (41) were returned successfully.

Hypotheses Testing

Hypothesis One

H₀ : Employee engagement does not have significant effect on employee performance in Adamawa Investment Company Ltd.

Pearson's correlation between the perceived response on employee engagement and employee performance

Source	Statistics
Pearson Correlation	0.910**
Significant(2-tailed)	0.000
N	41

** . Correlation is significant at the 0.01 level (2-tailed).

The above analysis shows a linear relationship between the test results scored on the perceived response on the relationship between employee engagement and employee performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($r = 0.910$) that is significantly different from zero ($p < 0.05$). This implies that employee engagement has significant effect on employee performance in Adamawa Investment Company Ltd.

Hypothesis Two

H_0 : Employee compensation does not have significant effect on employee performance in Adamawa Investment Company Ltd.

Pearson's correlation between the perceived response on employee compensation and employee performance.

Source	Statistics
Pearson Correlation	0.549**
Significant(2-tailed)	0.000
N	41

** . Correlation is significant at the 0.01 level (2-tailed).

The above analysis shows that there is a linear relationship between the test results scored on the perceived response on the relationship between employee compensation and employee performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($r = 0.549$) that is significantly different from zero ($p < 0.05$). This implies that employee compensation has significant effect on employee performance in Adamawa Investment Company Ltd.

Hypothesis Three

H_0 : Employee participation in decision making does not have significant effect on employee performance in Adamawa Investment Company Ltd.

Pearson's correlation between the perceived response on employee participation in decision making and employee performance

Source	Statistics
Pearson Correlation	0.871**
Significant(2-tailed)	0.000
N	41

** . Correlation is significant at the 0.01 level (2-tailed).

The above analysis shows there is a linear relationship between the test results scored on the perceived response on the relationship between employee participation in decision making and employee performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($r = 0.871$) that is significantly different from zero ($p < 0.05$). This implies that employee participation in decision making does not have significant effect on employee performance in Adamawa Investment Company Ltd.

IV. FINDINGS

The following findings were derived from the hypothesis tested above;

- i. Finding revealed that employees are not proud to belong to the present organization and committed to their job. The finding also shows that employees don't have good sense of belongingness Adamawa Investment Company Ltd. and they will not put much effort in increasing their performance, this means employees don't work joyfully in achieving high performance and organizational goal. Also the finding further revealed that employees can put extra effort if the management empowered them to get involved in setting work goals.
- ii. From the above analysis, the result revealed that employees don't usually receive adequate notice and information on any changes that will affect their compensation packages, the packages of compensation are not managed well. Finding also shows that employees are not well informed and involved in the formulation, discussion and implementation of policies concerning compensation. Furthermore, the finding also shows that

employees do not know what is going on as far as compensation is concerned in this organization. Also there is no proper wages administration to motivates employees to perform better in Adamawa Investment Company Ltd.

iii. Finding revealed that employees are not trusted to be use as good judgment in decision making, also the management don't rewards good ideas and suggestions offered by employees. finding shows that it is important to employees that they organize themselves so that they can lay their hands on good outcome of decision taken in whenever giving the opportunity. Finding also shows that employees usually follow the same pattern when taking familiar decisions in Adamawa Investment Company Ltd.

V. CONCLUSION AND RECOMMENDATIONS

From hypothesis tested, the study concludes that employee engagement has significant effect on employee performance in Adamawa Investment Company Ltd. Despite the fact that, employees are not proud to belong to the present organization and committed to their job, employees don't have good sense of belongingness and they will not put much effort in increasing their performance, this means employees don't work joyfully in achieving high performance and organizational goal. Though, employees can put extra effort if the management empowered them to get involved in setting work goals.

The study further conclude from the above hypothesis tested that employee compensation has significant effect on employee performance in Adamawa Investment Company Ltd. Moreso, employees don't usually receive adequate notice and information on any changes that will affect their compensation packages, the packages of compensation are not managed well. Employees are not well informed and involved in the formulation, discussion and implementation of policies concerning compensation. Furthermore, employees do not know what is going on as far as compensation is concerned in this organization. Also there is no proper wages administration to motivates employees to perform better in Adamawa Investment Company Ltd.

From the result of hypothesis three tested above, the study reached its conclusion that employee participation in decision making has significant effect on employee performance in Adamawa Investment Company Ltd. Despite the fact that employees are not trusted to be use as good judgment in decision making, the management don't rewards good ideas and suggestions offered by employees. And lastly employees usually follow the same pattern when taking familiar decisions in Adamawa Investment Company Ltd.

The study recommends the following to assist in alleviation the problems identified in the course of this study as follows;

i. For employees to achieve high performance and be committed to their job, there is need for them to feel that they are part and parcel of the organization, this will help them to put more efforts in increasing their performance. Also the management on their part needs to empower their employees through involving them in goals settings of the organization.

ii. The management needs to provide good flow of information by providing the employees with adequate information about their compensation packages and how well they manage it. i.e. involving employees in all pace of formulation, discussion and implementation policies concerning compensation. Also there is need for the management to maintain a good wages administration that will motivates employees to increase their performance in the organization.

iii. There is need for management of Adamawa Investment Company to support their employees through trusting them with good judgment in terms of decision making process. The management should also rewards and encourages good ideas and suggestion offered by the employees. On the part of employees, it is recommends that they need to be prepare always to give good inputs into decision making process whenever the needs arises.

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