

COMPETENCY AND JOB SATISFACTION IN MANUFACTURING COMPANIES IN PORT HARCOURT

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ABSTRACT: *This study investigated the association between competency and job satisfaction. The study which was domiciled in Port Harcourt, Rivers State is a cross sectional survey study which examined participants in some selected manufacturing companies. The demographic analysis using descriptive statistical methods examined the characteristics of the respondents while the primary analysis describes the distribution of the variables of the study using measures of central tendencies and dispersion. In the secondary analysis, all previously stated null hypotheses are tested using the spearman rank order correlation coefficient and at a two-tailed 95% confidence interval. The predictor variable, competency is operationalized using two dimensions while the criterion variable, job satisfaction is operationalized using two measures (affective and cognitive satisfaction). All null hypotheses were rejected as results showed significant relationships in all hypothesized instances. It was concluded that competency through its dimensions influences and facilitates workers satisfaction. This study recommends that strategic policies as regard employee competency and self determination be effectively managed and utilized so as to allow workers satisfaction with the organization.*

Keywords: *Competency and job satisfaction, organization culture, self-determination, impact.*

1. INTRODUCTION

The development of competency amongst workers in any organization is imperative given the self-efficacy that such workers have the required skills to perform certain work successfully. Spector, (2009) highlighted three (3) primary factors of job satisfaction;

First: Companies' policies and activities should be based on human values. Hence the evaluation of job satisfaction will provide a good direction for the areas of employee effectiveness. Job satisfaction can also be considered as indication of good emotional and psychological state of workers.

Second: The attitude of workers as a result of their level of job satisfaction will impact on the functioning and activities of the affairs of the organization. This supports the argument that job satisfaction will facilitate positive behaviour and dissatisfaction/ discontent with the role or job will result in workers negative attitude.

Third: Job satisfaction is a good indicator of the direction of workers interest in the activities of the organization. Through job satisfaction, the assessment of various level of satisfaction in various organizational units can be provided and thus defined which can later serve as a good indicator as regards the organizational units changes that would boost the performance of the organization.

Locke, (2013) propounded range of affect theory being one of the most popular and well recognized job satisfaction model. The main position of this theory is that job satisfaction is occasioned by a discrepancy between what the worker want or expects from a job and what one actually experiences or finds in a job. Also, the theory postulates that how much one values a given aspect of a role moderates how satisfied and dissatisfied one turns out to be when expectations are met. Job satisfaction is not in support of staff turnover to a limit extent because turnover is influenced by the availability of alternative job opportunities. A dissatisfied employee does not resign his position unless another attractive position is available. Job performance can lead to job satisfaction. Job performance on the other hand, is a factor of other variables such as technology, ability supervision and motivation.

The decision making process and structures designed by the workers may turn out to not be the same as what is desired or acceptable to the managers are willing to accept. Thus, most workers may even resist. This is a gap which this study seeks to address with a view of proffering solution.

1.1 Aim of the Study

The main purpose of this study is to examine the relationship between competency and job satisfaction.

1.2 Research Question

The following research question is therefore pertinent to this study:
How does competency relate to cognitive job satisfaction?

2. Review of related literature

2.1 Competency

According to Swency & McFarlin (2005) empowered people in a given organization will normally develop competency to successfully perform their duties through application of knowledge and skills. They opined that; developing competency among employees in a given organization is necessary as they feel self-efficacy that they have the necessary skills to perform certain work successfully. This will then translate to improved overall organizational performance. Employees normally develop some internal interest in a given job. They tend to attach some importance and value on their career when engaging in certain activities and thus become communicated in their work engagement in pursued to their objectives and goals of the organization resulting to higher organizational performance.

Menon (1996) introduced the psychological construct of perceived competence and goal internalization. According to him, perceived competence control what individuals in management believe matters concerning making decisions available resources among others. Perceived competence indicates fully engagement in assigned duties in a successful manner and also having the ability to cope with other tasks that are not in routine basis.

Nwachukwu (1998) opined that promotion is the most valued organizational reward by junior staff. Management development gets an employee ready for a rise in the organizational hierarchy. According to him, promotion gives a sense of self-fulfillment and its denial, especially when one thinks one merit it deflects one's ego. Every organization should identify and encourage employees who have the potential to contribute their quota in the organization and the society as a whole. No organization can continue to survive and grow in our dynamic environment that forgets to develop its managerial cadre. Thus, we hypothesize that:

Ho₁: There is no significant relationship between competency and job satisfaction.

Ho₂: There is no significant relationship between competency and affected job satisfaction,

2.2 Job Satisfaction

The concept of satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definition in organizational research is that of Locke (1976) who defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or experiences”. Others have defined it as simply how content an individual is with his or her job whether he or she likes the job or not. It is assessed at both the global level, whether or not the individual satisfied with different aspects of the job. Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. Others believe it is not so simplistic as this definition suggests instead that multidimensional psychological responses to one’s job are involved. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. In such cases, the assessment of job satisfaction may serve as a good indicator of employee’s effectiveness. According to him, high levels of job satisfaction are as a sign of good emotional and mental state of employees. Second, behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization’s business. This can be concluded that job satisfaction will result in positive behaviour and dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction serves as indicators of organizational activities. Through job satisfaction evaluation of different levels of satisfaction in different organizational units can be defined which later on can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

2.2.1 Training and Development

Nwachukwu (1998) states that employee training and development are at the heart of employee utilization, productivity, commitment, motivation and growth. According to him, many employees have failed in organizations because their need for training was not identified provided for as an indispensable part of the management function. Training is an organization effort aimed at helping employee to acquire basic skills required for the efficient execution of the functions for which he was hired. He opined further that, development deals with the activities undertaken to expose an employee to perform additional duties and assume position of importance in the organizational hierarchy.

Authur (1995) states that training an employee to get well with authority and with people who entertain diverse points of view is one of the best guarantees of long term success. Talent, knowledge and skill alone won’t compensate for a sour relationship with a superior, peer or customer.

Hanison (2005) states that in the field of human resource management, training is a field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational setting. It has been known by several names, including employee development, human resources development and learning and development.

2.2.2 Job Satisfaction and Productivity of Among Employee

Nwachukwu (1992) observed that job satisfaction is important because, it influences absenteeism and tardiness and, to a less extent, labour turnover but not performance. It cost

much money to recruit employee, and no company can stand continuous high turnover of employees or unexcused absence. According to him, job satisfaction affects staff turnover to a limited extent because turnover is influenced by the availability of alternative job opportunities.

3. MATERIALS AND METHODS

3.1 Research design

The research design in this study is the cross-sectional survey. The reason for using the design is because a cross-section of the subject is sampled and studied at the same time. The study is also a quasi-experimental design because the variables are outside the control of the researcher (Anyanwu, 2000 and Baridam 2001). The study employed a combination of the technique to self determined questionnaire as the main instrument for primary data collection. Questionnaires enable the researcher to elicit information from the respondents.

3.2 The population for the Study

The population for this study consists of employees drawn from the manufacturing companies located at the Trans-Amadi industrial layout in Port Harcourt metropolis numbering 4,678. The manufacturing companies were selected by convenience sampling because, it will be convenient for the researcher in terms of data collection and also in terms of asset bases.

3.3 Sampling and sampling procedure

The study adopted the cluster sampling technique because it is one in which a small sample or various sections of the total population are taken. The sample size consists of 5 manufacturing companies. Taro Yemen's formula was used to ascertain the sample size. Therefore, the sample size for this study is 368 respondents. The researcher also used the Kumar's (2011) formula in determining the sample size of the employees in each of the selected manufacturing companies in Port Harcourt metropolis.

3.4 Data collection Method

The data collected for this study was obtained from both primary and secondary sources using the questionnaire as the main instrument. The primary source of data was obtained from the self-administered questionnaire. The researcher designed questionnaire which was administered to the sample area.

3.5 Reliability of the Measuring Instrument

To ensure that reliability of the test, several steps are taken. Baridam (2001) identified four commonly used methods for establishing the reliability of a test. These include; test-retest, alternate forms, split half and Kuder-Richardson formula 21.

The first three are based on correlation procedures, while the Kudar-Richardson subjects formula 21 is based on proportion of the subjects who gets the items right or wrong. The Cronbash's alpha coefficient will be determined through the statistical package for social sciences (SPSS) was used to test the internal reliability of the measure.

4. RESULTS

4.1 Correlation Analysis and Decision Rules

The two hypotheses which dealt with the relationship characteristics between predictor variable (competency) and them ensures of job satisfaction were thus analyzed using the spearman Rank order correlation coefficient statistical tool. The spearman Rank Order

Correlation coefficient rho is computed at the 0.01 level of significance. In the assessment of the association between competency and the measures of job satisfaction, the results indicate significant associations in both instances with competency and affective satisfaction reflecting a $\rho = .471$ and a $P=0.00 < 0.05$, and competency and cognitive satisfaction reflecting a $\rho = .225$ and a $P= 0.000 < 0.05$. The results depict.

Table 1: Relationship between Competency and Job Satisfaction

	Competency	Affective	Cognitive
Spearman's rho correlation	1.000	.471	.225
Coefficient		1000	.000
sig. (2 tailed)			
N	311	311	311
Affective correlation	.471	1.000	.568
Coefficient sig.	.000		.000
(2 tailed)			
N	311	311	311
Cognitive Correlation	.225	.568	1.000
Coefficient	.000	0.000	
Sig. (2 tailed)			
N	311	311	311

Source: Survey Data 2016

4.2 Hypotheses (HO₁)

There is no significant relationship between competency and affective job satisfaction.

Table 2.

Hypotheses	Test result	Decision rule
There is no significant relationship between competency and affected job satisfaction	Significant relationship Where $\rho = .471$	$P = 0.00 < 0.005$
There is no significant relationship between competency and cognitive satisfaction	Significant relationship Where $\rho = .225$	$P = 0.00 < 0.005$

Table 2 shows the result of the correlation using the spearman Rank correlation coefficient tool. From the results, it shows that; competency significantly influences job satisfaction. The results show a significant relationship between competency are both measures of job satisfaction (affective and cognitive) implying that significant changes in job satisfaction can be attributed to changes in the employee empowerment programs geared towards employee competency.

5. Discussion of findings

5.1 Competency

The results of the analysis reveal that both dimensions of employee empowerment (competency and self determination) are significantly associated with the measures of job satisfaction (affective and cognitive satisfaction) implying that manifestations of employee

empowerment in organization can be considered advantageous and imperative to securing a more enthusiastic and cognitively as well as effectively satisfied workforce.

This findings collaborates the assertion of Adeyemo (2000) that organizations will provide for the work related needs and conditions of their workers tend to benefit from outcomes of citizenship behaviour and activities which can be tied to satisfaction and identification with the job and the organization.

5.2 Job satisfaction

Job satisfaction reveals an average response which favours agreement to feeling to identification, attachment and commitment with the organization. This is based on the resulting statistics on the indicators of the measures as well as the summarized outcome of the variable with significant mean and standard deviation ($d=4.1214$ and $s=7.6644$).

5.3 Recommendations

The following recommendations help to assist on competency and job satisfaction of this study which include:

- 1) Management should create an enabling workplace environment which encourages and allows the employee creativity and innovative capacities.
- 2) Skills should be recognized and appreciated as a means of promoting workers' confidence and encouraging self development.
- 3) Organization should implement policies and processes which would effectively identify, select and develop employees in their key areas of competence and also allow for an overview of what is involved in the general aspects of other work areas.

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