



Organizational Justice and Employee Satisfaction in a Manufacturing Firm in the Southeast of Nigeria

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The study evaluated organizational justice and job satisfaction among employees of manufacturing firms in Enugu State. The specific objectives include: Examine the relationship between the organizational condition of service and employees' job security in manufacturing firms in Enugu State and ascertain the relationship between organizational compensation and employees' output in manufacturing firms in Enugu State. A descriptive survey design was adopted for the study. The instrument used for data collection was the questionnaire and interviews. Data were presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and Pearson correlation coefficient (r) was used to test the hypotheses with aid of the Special Package for Statistical Software (SPSS). The findings indicated that there was a positive significant relationship between the organizational condition of service and employees' job security of manufacturing firms in Enugu State $r(95, n = 268) = .798 < .937, p < .05$. There was a positive significant relationship between organizational compensation and employee output of manufacturing firms in Enugu State $r(95, n = 268) = .487 < .917, p < .05$. The study concluded that ensuring justice or fairness may be an incentive system. This could be in the form of regular payment of salary, job security, a better shift, an extra day off, a better serving area, and so on. The study recommended among others that firms should strategically structure their compensation plan accordingly.

ABSTRACT



Keywords: Organisational Justice; Employee Satisfaction; Manufacturing Firms; Enugu State

1. Introduction

The performance of an organization is based on the commitment and productivity of its employees. Essentially, the performance and productivity of any employee whether at the strategic, tactical, or operational level of any organization is predicated on the nature of job satisfaction usually influenced by organizational justice. The term organizational justice is closely associated with the concept of fairness. Organizational justice means that the distribution of pay, rewards and other benefits needs to be fair along with other resources to ensure distributive justice. Similarly, it entails that the procedures used in the institutions are such that they are applied across the institutions equally without any form of bias among the employees. The entrenchment of these ideals in organizational culture boosts employee commitment and motivation toward greater performance. (Iqbal, Rehan, Fatima, and Nawab, 2017). Organizational injustice may lead to undesired institutional outcomes such as lower job performance, retaliation, turnover, misbehavior low productivity, lower work commitment, poor decision-making procedures, and low-quality work relationships. As a result of higher expectations and demands on the state universities, the issues of organizational justice and its associated work-related outcomes are quite relevant to employees working in them.

Employee job satisfaction is a measure of workers' satisfaction with their jobs, whether they like the job or specific aspects or facets of jobs, such as the nature of work or supervision. Job satisfaction is divided into three categories: cognitive (evaluative), affective (or emotional), and behavioral (Thompson and Phua, 2012). Job satisfaction is defined as an individual's level of positive feelings or attitudes toward their work. When someone says he has high job satisfaction, it means he enjoys his work, feels good about it, and values the dignity of his position. Job satisfaction is a relatively new method of motivating employees to work harder. A happy employee is often said to be a productive employee. (Aarti, Seema, Bhawn, and Jyoti, 2013).

Employees and institutions have mutually changing expectations about inputs and outcomes in every job and employment relationship. Organizational justice is defined by the fairness of these changes, employees' equity perceptions of methods used within the organization, the organization's behavior toward employees, and employees' reactions to their perceptions (Chou, Chou, Jiang, and Klein, 2013). Organizational justice is quickly becoming one of the most important motivation theories, as well as one of the most popular research topics in organizational behavior, working psychology, and human resources (Cojuharenco and Patient, 2013).

Employees pay attention to justice within their organization and as a result, employees' perceptions of organizational justice can affect their commitment to work, job satisfaction, withdrawal behavior, organizational citizens' behavior, entrepreneurship, and the organizational trust amongst others which immensely impacts the productivity of the organization (Zhang, Lepine, Buckman and Wei, 2014). This underscores the importance of organizational justice to the overall organizational performance. It is against this background that the researcher was motivated to examine the impacts of organizational justice and job satisfaction among employees on the performance of manufacturing firms in Enugu State.

1.2 Statement of the Problem

Every organization's fundamental goal is to have a dedicated and motivated workforce whose output will ensure maximum productivity in achieving the organization's objectives. As a result, food and beverage manufacturers strive to improve the organizational justice system by ensuring that organizational processes are transparent and free of bias, favoritism, and gaining favor because of who you know. This aims to maximize profits by optimizing production. Despite these efforts, employees of most manufacturing firms in Nigeria, particularly in Enugu state, continue to perceive a high level of organizational injustice in various forms. Unfair and unequal treatment of employees, tribalism, poor communication, limited access to training and career development, and a poor and biased remuneration structure are all factors that contribute to this perception. This resulted in a lack of job security and fulfillment, which had negative consequences for employee productivity, overall output, and organizational goals.

1.3 Objectives of the Study

The main objective of the study was to evaluate organizational justice and job satisfaction among employees of manufacturing firms in Enugu State. The specific objectives include to:

- i. Examine the relationship between the organizational condition of service and employees' job security in manufacturing firms in Enugu State.
- ii. Ascertain the relationship between organizational compensation and employee output in manufacturing firms in Enugu State.

1.4 Statement of Hypotheses

The following null hypotheses guided the study:

- i. There is no positive significant relationship between the organizational condition of service and employees' job security in manufacturing firms in Enugu State.
- ii. There is no positive significant relationship between organizational compensation and employees' output in manufacturing firms in Enugu State.

2. Review of Literature

2.1 Conceptual Framework

Organizational Justice

Organizational justice, first postulated by Greenberg in 1987, refers to an employee's perception of their organization's behaviors, decisions, and actions and how these influence the employee's attitudes and behaviors at work. (e.g., If a company fires half of its employees, an employee may feel betrayed, leading to a shift in attitude and decreased productivity). Justice or fairness refers to the concept of a morally correct action or decision, which can be defined in terms of ethics, religion, fairness, equity, or the law. People are naturally concerned about the fairness of events and situations in their daily lives, in a variety of settings (Tabibnia, Satpute, & Lieberman, 2008). Every day, people react to the actions and decisions of organizations. Individuals' perceptions of these decisions as fair or unfair can have an impact on their attitudes and behaviors. Organizations are often concerned about fairness because perceptions of injustice can have an impact on employee attitudes and behaviors (Xiaofu, Mengyan, Zhichao a, and Wenfen, 2018).

Job Satisfaction

Job satisfaction is an employee's subjective feeling of happiness or contentment in his or her work situation, usually dependent on working conditions, compensation, and opportunities for accomplishment and advancement (Amos, 2013). It is the satisfaction or sense of accomplishment that an employee gets from his or her work. It is as a result of appraisal that one can meet their basic needs or achieve their job values. It aids in determining how much a person enjoys or dislikes his or her job. Job satisfaction, according to Hulin and Judge (2003), includes multidimensional psychological responses to an individual's job, with cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, effective Individual job satisfaction reflects the level of pleasure or happiness derived from their work in general. A more objective and logical assessment of various aspects of a job is cognitive job satisfaction (Hulin and Judge, 2003).

Organizational Condition of Service

Condition of service is a list of defined terms that an employer and employee agree upon for a job. Terms of employment include an employee's job responsibilities, workdays, hours, breaks, dress code, vacation, sick days, pay, and more. They also include benefits such as health insurance, life insurance, and retirement plans. Terms of employment are often outlined in a contract. Employees whose skills are in higher demand will have an advantage when negotiating terms of employment (Kenton, 2018).

Most employers require professional, administrative and executive employees to sign an employment agreement or contract that expresses the terms of employment. Hourly employees typically do not have to sign a contract, as their terms of employment tend to be expressed in an employee handbook or company policy manual. In cases where employees are not required to sign an employment contract, the terms of employment are generally determined by state or federal guidelines or common law. Terms of employment as expressed in an employment contract can protect both the employee and the employer. Common elements covered under the terms of employment and usually found in an employment contract include employee responsibilities, benefits,

absence/vacation, trial periods, dispute resolution, nondisclosure or non-compete agreements, and grounds for termination. Sometimes, an employment contract can be made verbally (Kenton, 2018).

Organizational Compensation

Employee compensation is the total amount an employee can expect to receive when working for an organization. There are many different types of compensation packages that an employer will offer employees (Paul, 2018). Wage and/or salary programs and structures, such as salary ranges for job descriptions, merit-based programs, bonus-based programs, commission-based programs, and so on, are all examples of compensation. Compensation is money given to an employee in exchange for doing their job and contributing to the organization. Wages, salaries, and tips are the most common forms of compensation (Sheri, 2009). Base pay and/or variable pay are common forms of compensation. Base pay is determined by the organization's role and the market for the expertise needed to perform that role. Variable pay is determined by a person's performance in that role, such as how well that person met his or her annual goals. Bonus plans, for example, are an example of incentive plans, (Some people might consider bonuses as a benefit, rather than a form of compensation.) Base pay and consistent pay are included in some programs. Compensation/pay ranges are frequently associated with job descriptions in organizations. The ranges include the minimum and maximum annual salary that can be earned in that position (Henderson, Richard, 2003). Most companies want to hire the most qualified employees and keep those employees loyal and productive.

Companies offer a "package" that includes compensation (money), incentives (special perks or rewards for good work), and benefits to attract and retain their best employees (valuable options such as health insurance and paid vacation). Larger corporations offer a variety of mix-and-match options to suit individual needs and preferences because each employee is unique. As a manager, you may have the option of providing specific incentives to your team members based on their type of work and specific areas of interest and need (Bhattacharyya, 2009).

Compensation for an employee can include anything from health insurance to vacation pay to employee discounts, among other things. Intangible benefits, such as job security or job satisfaction, are never included in an employee's compensation package. Employee compensation skills, then, are the ability to assess the performance of workers and employees to provide them with all of the tangible benefits and monetary value that they deserve, without making them feel undervalued or overvalued. Employee compensation is an important part of any company's HR department. However, these skills are in high demand among employers nowadays because managers in every department are responsible for evaluating employee performance and compensating them accordingly (CLEVERISM, 2018). A general compensation plan consists of three components: base compensation, rewarding incentives, and indirect compensation in form of benefits. Compensation is usually given in the form of monetary rewards that can be either direct or indirect.

Employee Job Security

Because of the country's general economic conditions, job security is defined as the assurance of an employee's job continuity (James, 2012). It is concerned with an individual's ability or likelihood of keeping his or her job (Adebayo and Lucky, 2012). It is concerned with the likelihood of employees keeping their jobs and not becoming unemployed (Simon, 2011). Job security is defined as jobs that are not covered by indefinite contracts or cannot be guaranteed for a reasonable period. It is also seen as the employees being free of the fear of being fired from their current job or losing their job. Some occupations and activities provide more job security than others. Job security is an employee's assurance or confidence that they will keep their current job for a longer period as they so wish. It is the assurance from the company or organization that their employees will remain with them for a reasonable period without being wrongly dismissed (Simon, 2011). Several factors, including an individual's employment contract, collective bargaining agreement, labor legislation, and personal factors such as education, work experience, job functional area, industry, and location, all play a role in determining the need for an individual's services and impact job security (Adebayo and Lucky, 2012). On the other hand, essential skills and experience required by employers, subject to the current economic situation and business environment, may help to ensure job security. Job security refers to the likelihood that an individual will keep his or her job; a job with a high level of job security has a low probability of being lost (Neely, 2010).

Employees Output

Output is an assessment of the efficiency of a worker or a group of workers in an organization. This is defined as the number of goods and services or waste products that are produced by an employee. With an agreed-upon strategy, an organization can transform and add value to inputs by producing quality outputs (information, products, services, personal accomplishments, or reports which are considered the primary activity of most organizations (Meredith and Shafer, 2013). Employee output shows the capacity of a company to achieve independent goals efficiently or inefficiently. One of the assessable elements is the employees' output through the level of their productivity. Several research has been introducing various methods to evaluate employee output (Wong and Wong, 2007; Prajogo, 2007). This includes the quality, quantity, knowledge, or creativity of an individual towards the accomplished works that are by the responsibility during a specified period- in other words, the assessment systems must have some standard parameters that can be relied upon (Wong and Wong, 2007; Prajogo, 2007).

2.2 Theoretical Framework

The study was guided by the Equity theory.

Equity Theory

The idea of organizational justice stems from equity theory (Adams, 1963, 1965), which posits that judgments of equity and inequity are derived from comparisons between one's self and others based on inputs and outcomes. The goal of equity theory is to determine whether resource distribution is equitable for both relational partners. The ratio of contributions (or costs) to benefits (or rewards) for each person is used to calculate equity. Under equity theory, the employee is thought to engage in an internal balancing of his or her perceived inputs (e.g., effort, experience, and education) and outputs (e.g., rewards, punishments, and allocations), about a chosen "referent other's" perceived inputs and outputs (Van Den, 2001) evaluated a 5-week burnout intervention, which used equity theory as its theoretical framework. The goal of the intervention was to reduce inequity perceptions by improving the fit between employees' goals and expectations and their actual work situation. In comparison to the control group, the intervention group experienced less burnout, absence, and deprived feelings. The results suggest that promoting equity may protect employees from burnout.

Adams (1965) has explained the perception of justice in his Equity Theory, in which, employees will perceive inequity if their given inputs are greater than the outputs. For example, if they show hard work and enthusiasm (input) towards the organization, they may expect recognition, praise, a better salary, and rewards (output) for the accomplishment of their work. This may in turn increase their performance in the organization. Employees, on the other hand, may become demotivated if their hard work is undervalued and compensated, causing them to reduce their effort and performance. This theory advocates for a fair balance between the employee's work and the organization's response in terms of distributive justice, procedural justice, substantive justice, and interactional justice.

Adams' Equity Theory, a fair balance must be struck between an employee's inputs (hard work, skill level, acceptance, enthusiasm, and so on) and outputs (productivity, efficiency, and so on) (salary, benefits, intangibles such as recognition, and so on). Finding this fair balance, according to the theory, ensures a strong and productive relationship with the employee, with the result being contented, motivated employees.

Most individuals will attempt to achieve equity by adjusting their inputs and outcomes or attempting to change the inputs or outcomes of the comparison other. Individuals can use behavioral processes or cognitive processes to attempt to restore equity. Attempting to distort or justify changes in their perceptions of inputs and/or outcomes, for example, decreasing productivity at work, finding a new job, asking for a wage increase, changing the comparative other, or attempting to distort or justify changes in their perceptions of inputs and/or (Adams, 1963). The methods for reducing inequity will differ depending on the situation, and not all will be equally satisfying to an individual. Keep in mind that there are a variety of mechanisms that can be used to reduce perceptions of inequity; Adam's equity theory does not predict which one an individual will use, but it does predict that the behavior chosen will maximize utility (Stecher & Rosse, 2007).

2.3 Empirical Review

Oladejo and Yinus (2014) carried out a study on an assessment of the impact of compensation plans on workers' performance of selected quoted food and beverages manufacturing companies in Nigeria. The study showed that a compensation plan has a significant and positive effect on workers' performance which will eventually increase the overall performance of the Nigerian foods and beverages industry.

Gentiana (2015) conducted a study on Job security and performance: A case study of the Albanian Public Administration. The main purpose of the study was to analyze the relationship between job security with performance seen at two levels; individual and organizational. The study made use of Descriptive Statistics. The study shows that job security does not have any impact on public administrator performance.

Rabia, Mehwish, and Abida (2015) carried out a study on the impact of organizational justice, job security, and job satisfaction on organizational productivity in Pakistan. The study was to examine the relationship between organizational justice and organizational productivity. The study used descriptive statistics mean value and standard deviation value. The study revealed the fact that lack of job security and organizational justice as well as job satisfaction can be a cause of a decrease in organizational productivity.

Heydy and Didona (2017) carried out a study to examine if job security positively impacts the effectiveness of job performance among employees of unionized organizations vs employees of non-unionized organizations. The study adopted correlation/regression. The that employees are more susceptible to show better performance in their workplace when in the context of the security offered by unionized organizations.

Similarly, Nyawa (2017) conducted the effects of compensation on employee productivity in a case study at the Kenya literature bureau, South Nairobi. The objective of the study was to investigate the effects of compensation on employee productivity, at Kenya Literature Bureau in Nairobi. The findings of the study were to assist KLB (South C) and other branches countrywide to formulate acceptable and better compensation strategies to enhance and increase employee motivation and uplift their morale and have a positive attitude towards work, hence high productivity which results in highly competitive advantage.

Uwizeye and Muryungi (2017) conducted a study on the influence of compensation practices on employee performance of tea companies in Rwanda: a case study of Rwanda Mountain Tea. The study showed that there is a significant relationship between compensation practices and employees' performance.

3. Methodology

The study was based on the organizational justice and job satisfaction among employees of manufacturing firms in Enugu State. The pharmaceutical firms studied include Juhel, Nemel Pharmaceuticals, Swiss Pharm, and A.C. Drugs Limited. The target population of the study consists of senior and junior staff of the selected firms. The total population for the study is one thousand, four hundred and thirty-two (1432). The study used the survey approach. The primary source is the administration of the questionnaire. A stratified sampling method was adopted. An adequate sample size of 303 was determined using Freund and William's statistic formula at a 5a percent margin of error. 268 staff returned the questionnaire and accurately filled it. That gave an 88 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.81 which was also good. Data were presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and Pearson correlation coefficient (r) was used to test the hypotheses with aid of the Special Package for Statistical Software (SPSS).

4. Results

4.1 Result of Analyses

4.1.1 The relationship between the organizational condition of service employees' job security in manufacturing firms in South-East, Nigeria

Table 4.1.1 Responses on the relationship between the organizational condition of service employees' job security in manufacturing firms in South-East, Nigeria

| | | 5 SA | 4 A | 3 N | 2 DA | 1 SD | ΣFX | - X | SD | Decision |
|--|--|-------------------|--------------------|-----------------|-------------------|------------------|-------------------|-------------|--------------|----------|
| 1 | Employees are usually afraid of the fear of being dismissed from their present employment or job loss | 330 66 24.6 | 372 93 34.7 | 33 11 4.1 | 140 70 26.1 | 28 28 10.4 | 903 268 100 | 3.37 | 1.372 | Agree |
| 2 | The condition of service forms the basis of business activities in your organization | 375 75 28.0 | 336 84 31.3 | 33 11 4.1 | 140 70 26.1 | 28 28 10.4 | 912 268 100 | 3.40 | 1.399 | Agree |
| 3 | The effective condition of service between the management and employees helps in building people's attitude in your organization | 295 59 22.0 | 404 101 37.7 | 27 9 3.4 | 140 70 26.1 | 29 29 10.8 | 895 268 100 | 3.34 | 1.358 | Agree |
| 4 | An increase in job satisfaction improves one's pride in his/her duty in your organization | 260 52 19.4 | 464 116 43.3 | 36 12 4.5 | 110 55 20.5 | 33 33 12.3 | 903 268 100 | 2.45 | 1.333 | Agree |
| 5 | There is work-life balance in your organization | 335 67 25.0 | 404 101 37.7 | 39 13 4.9 | 108 54 20.1 | 33 33 12.3 | 919 268 100 | 3.43 | 1.376 | Agree |
| Total Grand mean and standard deviation | | | | | | | | 3.20 | 1.367 | |

Source: Field Survey, 2022

Table 4.1.1, 159 respondents representing 59.3 percent agreed that employees are usually afraid of the fear of being dismissed from their present employment or job loss with a mean score of 3.37 and a standard deviation of 1.372. The condition of service forms the basis of business activities in your organization with 159 respondents representing 59.3 percent with a mean score of 3.40 and a standard deviation of 1.399. The effective condition of service between the management and employees helps in building people's attitude in your organization with 160 respondents representing 59.7 percent with a mean score of 3.34 and standard deviation of 1.358, Increase in jobs at improves on improving one's pride in his/her duty in your organization with 168 respondents representing with a mean score of 2.45 and 1.333 and There is work-life balance in your organization with 168 respondents representing 62.7 percent with a mean score of 3.43 and standard deviation of 1.37

4.1.2 The relationship between organizational compensation and employees' output of manufacturing firms in South-East, Nigeria.

Table 4.1.2: Responses on the relationship between organizational compensation and employees' output of manufacturing firms in South-East, Nigeria.

| | | 5 SA | 4 A | 3 N | 2 DA | 1 SD | ΣFX | - X | SD | Decision |
|---|---|--------------------|--------------------|-----------------|-------------------|------------------|--------------------|-------------|--------------|----------|
| 1 | Remuneration in your organization ensures organizational attachment | 555 111 41.4 | 228 57 21.3 | 39 13 4.9 | 108 54 20.1 | 33 33 12.3 | 963 268 100 | 3.59 | 1.490 | Agree |
| 2 | Improvement of salary in your organization increases the output | 335 67 25.0 | 432 108 40.3 | 18 6 2.2 | 108 54 20.1 | 33 33 12.3 | 926 268 100 | 3.46 | 1.377 | Agree |
| 3 | Staff salary results in the retention of employees in your organization | 305 61 22.8 | 492 123 45.9 | 27 9 3.4 | 108 54 20.1 | 21 21 7.8 | 953 268 100 | 3.56 | 1.257 | Agree |
| 4 | An increase in staff morale improves hard work in your organization | 610 122 45.5 | 292 73 27.2 | 39 13 4.9 | 92 46 17.2 | 14 14 5.2 | 1047 268 100 | 3.91 | 1.242 | Agree |
| 5 | Highly compensated employees possess the talent, capabilities, and competencies required for higher organizational productivity | 590 118 44.0 | 336 84 31.3 | 36 13 4.9 | 78 39 14.6 | 14 14 5.2 | 1054 268 100 | 3.39 | 1.217 | Agree |
| | Total Grand mean and standard deviation | | | | | | | 3.58 | 1.317 | |

Source: Field Survey, 2022

Table 4.1.3, 168 respondents representing 62.7 percent agreed that Remuneration in your organization ensures organizational attachment with a mean score of 3.59 and d standard deviation of 1.490. Improvement of salary in your organization increases the output with 175 respondents representing 65.3 percent with h mean score of 3.46 a and standard deviation of 1.377. Staff salaries result in retention of employees in your organization with 184 respondents representing 68.7percenta with a mean score of 3.56 a and a standard deviation of 1Aincrease creases in staff morale improves hard work in your organization with 195 respondents representing7a 2.7 wait for the mean score of 3.91 and 1.242 and Highly compensated employees possess the traceability Citi, es, and competencies require higher highly organizational productivity with 202 respondents representing 75.3 percent with a mean score of 3. 39 and standard deviation of 1.217.

4.2 Test of Hypotheses

4.2.1 Hypothesis One: There is no positive significant relationship between the organizational condition of service employees' jobs and the security of manufacturing firms in South-East, Nigeria

Table 4.2.1. Showed the Pearson correlation matrix on the relationship between the organizational condition of

Correlations

| | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|
| Employees are usually afraid of being dismissed from/her present employment or job loss | Pearson Correlation | 1 | .937** | .858** | .851** | .870** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| The condition of service forms the basis of business activities in your organization | Pearson Correlation | .937** | 1 | .862** | .798** | .916** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| The effective condition of service between the management and employees helps in building people's attitude in your organization | Pearson Correlation | .858** | .862** | 1 | .808** | .822** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| An increase in job satisfaction improves one's pride in his/her duty in your organization | Pearson Correlation | .851** | .798** | .808** | 1 | .906** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| There is work-life balance in your organization | Pearson Correlation | .870** | .916** | .822** | .906** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 268 | 268 | 268 | 268 | 268 |

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

service employees' job security in manufacturing firms in Enugu State showing the correlation coefficients, significant values, and the number of cases. The correlation coefficient shows .798 < .937. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was a positive significant relationship between an organizational condition of service employees losing job security in manufacturing firms in Enugu State ($r = .798 < .937$). The computed correlations coefficient is greater than the table value of $r = .000$ at an alpha level for a two-tailed test ($r = .798 < .937$, $p < .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise, reject the null hypothesis.

Decision

Since the computed ($r = .798 < .937$) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was a positive significant relationship between organizational condition of service employees losing job security in manufacturing firms in Enugu State as reported in the probability value of ($r = .798 < .937$, $p < .05$).

4.2.2 Hypothesis Two: There is no positive significant relationship between organizational compensation and employees' output of manufacturing firms in South-East, Nigeria.

Correlations

| | | | | | | |
|---|---------------------|--------|--------|--------|--------|--------|
| Remuneration in your organization ensures organizational attachment | Pearson Correlation | 1 | .917** | .709** | .630** | .487** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| Improvement of salary in your organization increases the output | Pearson Correlation | .917** | 1 | .708** | .531** | .556** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| Staff salary results in the retention of employees in your organization | Pearson Correlation | .709** | .708** | 1 | .740** | .516** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| An increase in staff morale improves hard work in your organization | Pearson Correlation | .630** | .531** | .740** | 1 | .512** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 268 | 268 | 268 | 268 | 268 |
| Highly compensated employees possess the talent, capabilities, and competencies required for higher organizational productivity | Pearson Correlation | .487** | .556** | .516** | .512** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 268 | 268 | 268 | 268 | 268 |

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

Table 4.2.1. Showed the Pearson correlation matrix between organizational compensation and employees' output of manufacturing firms in Enugu State showing the correlation coefficients, significant values, and the number of cases. The correlation coefficient shows .487<.917. This value indicates that the correlation is significant at a 0.05 level (2 tailed) and implies that there was a positive significant relationship between organizational compensation and employees' output of manufacturing firms in Enugu State ($r = .487 < .917$). The computed correlations coefficient is greater than the table value of $r = .000$ at an alpha level for a two-tailed test ($r = .487 < .917$, $p > .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise, reject the null hypothesis.

Decision

Since the computed ($r = .487 < .917$) is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that there was a positive significant relationship between organizational compensation and

employees' output of manufacturing firms in Enugu State as reported in the probability value of ($r = .487 < .917$, $p < .05$).

4.3 Discussion of Findings

From the result of hypothesis two, the computed ($r = .798 < .937$) is greater than the table value of .000. Therefore, we concluded that there was a positive significant relationship between the organizational condition of service employees' job security in manufacturing firms in Enugu State as reported in the probability value of ($r = .798 < .937$, $p < .05$). In the support of the result, Gentiana (2015) revealed that Job security is a pain tice which its results are important as explaining the individual outputs as well as the performance of public organizations. Heydy and Didona (2017) examined if job security positively impacts the effectiveness of job performance among employees of unionized organizations vs employees of non-unionized organizations. The study also revealed that the security offered by union participant organizations can be used as a predictor of increased job performance, and to some extent to the employee's behavior within the organization.

From the result of hypothesis three, the computed ($r = .487 < .917$) is greater than the table value of .000. Therefore, we concluded that there was a positive significant relationship between organizational compensation and employee output of manufacturing firms in Enugu State as reported in the probability value of ($r = .487 < .917$, $p < .05$). In the support of the result, Uwizeye and Muryungi (2017) found that there is a significant relationship between compensation practices and employees' performance. Also, compensation practices have a positive impact on employee performance.

Summary of the Findings

- i. There was a positive significant relationship between the organizational condition of service and employees' job security of manufacturing firms in Enugu State $r(95, n = 268) = .798 < .937$, $p < .05$.
- ii. There was a positive significant relationship between organizational compensation and employees' output of manufacturing firms in Enugu State $r(95, n = 268) = .487 < .917$, $p < .05$.

5. Conclusion

The study concluded that there was a positive relationship between n organizational condition of service and employees' job security, organizational compensation, and employee output of manufacturing firms in Enugu State. Given the nature of the manufacturing work environment, ensuring justice or fairness may be an incentive system. This could be in the form of regular payment of salary, job security, a better shift, an extra day off, a better serving area, and so on. Whatever the incentive, it is important that employees understand what the rewards are for and how they are allocated.

6. Recommendations

- i. Manufacturing firms should consider job security as a viable strategy so that employees would give less attention to job security in searching for another job.
- ii. Finally, firms should strategically structure their compensation plan accordingly. This can be done informally by asking employees with other companies that you interview about their compensation plan, or more objectively by hiring an outside consulting firm to benchmark their plan against others and advise you on how to adjust it.

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