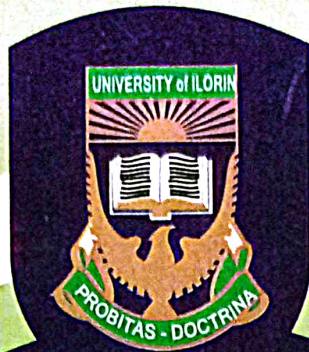


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Ilorin Journal of Human Resource Management (IJHRM) is an interdisciplinary journal that publishes high quality theoretical, empirical and review papers, covering the broad spectrum of Social and Management Sciences research. Ilorin Journal of Human Resource Management is dedicated to increasing the depth of knowledge about Industrial Relations and Human Resource Management and other range of disciplines from scholars across the world.

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JOB SATISFACTION AND EMPLOYEES' SELF-ESTEEM IN NIGERIAN PUBLIC SECTOR

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Abstract

Achieving employees' self-esteem via job satisfaction is a major concern in public sector organizations in Nigeria. Therefore, this study examined the effect of job satisfaction on employees' self-esteem in Kwara State Office of the Head of Service, Ilorin, Nigeria. The descriptive survey research design was adopted. The study population comprises both administrative and executive staff of the Kwara State Office of the Head of the service. A hypothetical sampling technique was used to select a sample size of 298 employees from the organization. 263 (88.3%) copies of questionnaires were retrieved and found appropriate for this study. The primary source of data collection was used, and the data collected was analyzed through regression analysis. The study's findings revealed that compensation and job security have a significant impact on employees' self-esteem. Therefore, the paper concluded that there is a significant impact of job satisfaction on employees' self-esteem. The study recommended that the management of the Kwara State office of the head of the service consider job satisfaction a vital tool for achieving employees' self-esteem and retention.

Keywords: compensation, job security, employees' self-esteem, job satisfaction and public-sector.

1.0 Introduction

Job is an essential aspect of human life. It is a means of generating income for well-being and self-esteem. It is pertinent for employees to be satisfied with their jobs to perceive the organization positively. Satisfaction is the mode of an expected level of pleasure attained from a product or services. Esteem, on the other hand, refers to a subjective internal measure placed on oneself. Therefore, achieving self-esteem through job satisfaction in the public sector is critical to human resource experts and public administrators.

Job satisfaction notably depicts the level of intimacy between an employee and his job (Ellickson & Logsdon, 2001). It tells the perception of one about the nature of his livelihood positively or otherwise (Spector, 1997). Without a doubt, employees prove more satisfied having attained expectations. Effective utilization of job satisfaction factors such as compensation, promotion and advancement, co-workers relations, working environment and job security serves as a supportive element to self-esteem, positively influencing organisational performance.

As reported by Solomon (2014), contented employees are loyal and motivated to attain self-esteem. High esteemed workers seize competitive attributes such as; job personalization, swift decision-making, challenge confrontation and mutual working with peers (Ferkany, 2008). On the other hand, low esteemed

lacks self-confidence, doubt themselves, neglect responsibilities, and contribute less to decision-making. (Mruk, 2013). Thus, leadership in the public sector should recognize self-esteem as a stimulating factor for better performance and job satisfaction.

The public sector involves an environment where the government provides essential goods and services to the general public and worthwhile citizens (Aremu, Noah, Oyetunde, 2016). Kwara State Office of the Head of Service is one of the reputable public organisations in Kwara State. The office is responsible for all administrative functions to the state civil servants in various ministries. Some of these functions include deploying civil servants of all cadres in the state civil service, fostering professionalism among civil servants, service and post-service welfare matters etc.

Poor labour performance in the Nigeria public sector has attracted the attention of the government at various levels. The consensus faulted this problem on managerial inefficiency. Several attempts by scholars linked this crisis to low job satisfaction (Anitha, 2011; Gunu, 2003, Bob, 2011). However, many studies had examined job satisfaction on employees' performance (Reuben, Suveera & Anis 2016; Fernando 2015; Sophia, 2012), but attention has not been drawn to the factors of job satisfaction such as compensation and job security on self-esteem in Nigeria, particularly in Kwara State office of the Head of Service. This case study's choice is based on the fact that the Office of the head of the service is a major umbrella for most civil servants in Kwara State. Besides, it is the most proximal of the research convenience. On this premise, this study investigates the effect of job satisfaction on employees' self-esteem in the Kwara State Office of the Head of Service.

2.0 Literature Review

Concept of Job satisfaction

Warr & Wall (1997) defined a job as a volume of task taken out of necessity, while satisfaction is felt after a need is achieved. Thus, job satisfaction can be defined as any activity that positively influences employees' feeling towards their job. Mucabit (2011) argued that job satisfaction is a mental and physical expression of employees' minds-frame towards their jobs. The occupational, psychological term "job satisfaction" according to Chen (2006), is an emotional achievement derived by individuals in the work environment. This definition implies the employee's effective feeling as a core aspect of the job and not directly the individual self. Stephen and Timothy (2013) also described job satisfaction as a positive feeling towards the job based on job characteristics.

Concept of Employees' Self-esteem

Self-esteem or self-evaluation is an orientation (positive or negative) towards oneself. Pfeffer (2013) highlighted the role of employee's worthiness to an organization's achievement as their overall evaluation of value. Rosenberg (1965) also reported self-esteem as an employee's mindset towards their job. Also, the mindset might either be a favourable or unfavourable one. It should be noted that employees need to be satisfied with their jobs to have high employees' self-esteem, which indicates positive self-regard, recognition and fulfilment.

Korman (1970) described self-esteem as the degree by which a person considers himself capable and need-satisfying. Khan and Quazi (2015) reiterated that individuals with high esteem levels are attributed to personal competency and having a sense of achieved needs. Morgan (2015) argued that employees with a high level of self-esteem trust their thinking and judgment to be valuable in decision making. Such quality enables an individual to build more effective interpersonal relationships in the workplace. More so, it indicates an effective and efficient labour contribution to the work environment, thereby creating an avenue for job satisfaction.

Compensation and Employees' Self-esteem

Employees are the company's most valuable assets because they directly convert business goal into profit. Well paid employees are better in achieving high esteem for improving the organisational performance.

Compensation is a critical factor in job satisfaction determines employee retention and self-esteem. It is defined as maintaining pay, performance and value structure and providing benefits to employees to enhance job satisfaction (Bob, 2011). Compensation is thus a valuable tool that determines whether or not the employee will stay in the organization. Furthermore, it induces commitment to duty, resulting in job attraction and employees' self-esteem (Chiu, Luk & Tang 2002). Examples of compensation include health care services, leave grants, profit-sharing scheme and other financial benefits (Ldama & Peter 2017). An active compensation system comprises performance-based pay, skill-based pay and job-based wages (Lai, 2011), which aids in achieving business goals and building an esteemed workforce.

Job Security and Employees' Self-esteem

Job security can be defined as the process of assuring workforce job continuity as a result of economic inconsistency (James, 2012). Employees that are vulnerable to these inconsistencies possess low self-esteem and perceived job insecurity. The aftermath of which employees tend to react to the perception of job insecurity leads to job dissatisfaction. Watson (2010) argued that up to 75% of the workforce in an organization preferred to retain their jobs. This implies that job security in an organization is an imperative factor for attaining employees' self-esteem. Ruvio (1996) argued that an employee who is job secured performs better and see himself as more valuable than the one who is not. By implication, employees with high self-esteem exhibit less perception of job insecurity. In support of this view, Rashid, Rab & Anam (2014) opined that job security has a high effect on job satisfaction which invariably enhance employee self-esteem. Besides, job security is a strategy used in predicting employees' job satisfaction and self-esteem in an organization (Jang, 2008).

Theoretical Framework

There are many prevailing theories of job satisfaction found in the literature. This study focused on Herzberg hygiene theory of Motivation and Abraham Maslow hierarchy of needs theory.

Motivator-Hygiene Theory

Herzberg (1966) posited that employee satisfaction and dissatisfaction towards their jobs are two separate ends of a continuum. Employees are either satisfied with their job or dissatisfied. The satisfiers or motivators impel job satisfaction in employees. They include recognition, achievement, pay and benefits. However, hygiene indicators such as business policy and structure, working environments, job security and management efficiency are correlated with workers dissatisfaction. The theory proposes that low hygiene factors impel dissatisfaction, which means that when these factors are high, the worker is not unhappy (or neutral) but not necessarily satisfied. This distinction assists in accounting for the complexity of employees feel. While the Motivator-Hygiene theory was crucial in first separating job satisfaction from dissatisfaction, there was no empirical evidence for the theory itself (Collins, 2002).

Abraham Maslow's Hierarchy of Needs

As proposed by Maslow (1943), human behaviour as a function of needs. He structured the needs into the hierarchy of relative importance. Hierarchically, the needs include physiological, security, social, self-esteem and self-actualization. He stated that until the basic needs are satisfied, other needs have little influence on employees' behaviour. Human behaviour is influenced by needs, one of which is achieving esteem needs. Maslow distinguished between two different versions of esteem needs, which are the lower and higher version. The Lower esteem version aims to respect others, e.g. recognition, fame, status, and any form of attention. While the higher esteem version aims at self-respect, i.e., it is related to one's internal need. It includes the desire for physical strength, knowledge, competence etc.

This study, therefore, adopted Abraham Maslow theory of motivation because it explained more of employee job satisfaction in relations to the attainment of high employee self-esteem, which is very pertinent to the objective of this study

Empirical Framework

Mocheche, Bosire and Raburu (2017) conducted a report on the effect of self-esteem on secondary school teachers' work satisfaction in Kisii Central Sub-County, Kenya. The study used a sample of 306 of 903 populations using stratified sampling. It followed the Ex-post-facto research design in a mixed research process. Data was collected using the updated Sorensen self-esteem scale, the job description index questionnaire and the interview schedule. Based on its results, the study recommended that teachers' counsellors consider expanding their services to secondary school teachers who seemed to be dealing with low levels of work satisfaction that impaired their productivity.

Mozumdar (2015) explored self-esteem and optimism in job satisfaction among teachers at a private university in Bangladesh. The methods used include self-esteem scale (SES), life orientation test (LOT) and job satisfaction surveys (JSS). The data obtained were analyzed using the Pearson product-moment correlation. Results have shown that self-esteem and optimism are positively correlated with the satisfaction of the teacher at work. Similarly, Adewale (2018) analyzed the impact of self-esteem on perceived job vulnerability in terms of sexual categories and self-usefulness. The analysis was based on the conservation of resource theory (CRT) by Hobfall. Research data were obtained from 153 randomly selected Nigerian Bank employees out of 217 from a total population of 509. Result findings indicate that while an improvement in self-esteem will lead to a significant decrease in the perception of work insecurity, such a significant decrease is not correlated with self-efficacy and gender. In conclusion, the author proposed that managers should implement intercession techniques to increase employee self-esteem in others to decrease perceived job insecurity.

3.0 Methodology

This study adopts a descriptive survey research design. This design is considered appropriate because it makes it possible to gain basic insights into a phenomenon such as job satisfaction and employees' self-esteem (Creswell, 2013). The targeted population for this study comprised all the administrative and executive staff of the Kwara State Office of the Head of Service who were randomly selected. A hypothetical sampling technique was adopted to estimate a sample size of 298 from the unknown population. This aligns with Bradford and Cullin (2000) view, who argued that hypothetical sampling could be used for an unknown population. The sample size determination is made about the work of Krejcie and Morgan (1970), Dillman (2000) and Hill, Brierley and McDougal (2003), which revealed that a sample size of 100 or above is sufficient to represent useful research finding of a study size of 2000 elements.

The data were elicited from the chosen respondents with the use of a well-structured questionnaire. The state chosen for this study was Kwara State, Nigeria, for convenience. The study adopted a simple random sampling technique in selecting the number of respondents. A total of two hundred and ninety-eight (298) copies of the questionnaire were administered to the chosen staff of the Head of the service Kwara State office. Two hundred and sixty-three (263) copies of questionnaires were retrieved and used to analyse the study, which is 88.3% response rate. The data collected were analyzed using regression analysis to aid a statistical package for social science (SPSS) to test the hypotheses formulated for the study.

4.0 Results and Discussion

This section tests the hypotheses formulated for the study using Regression Analysis.

Test of hypothesis one

H₀₁: Compensation does not promote employees' self-esteem in Kwara State office of the Head of Service?

Table 1 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 ^a	.872	.866	.003

Source: Field Study, 2020

a. Predictors: (Constant), compensation

From table 1 above, the coefficient (R) value of 0.934 (93.4%) indicates the existence of strong positive examined compensation on employees' self-esteem. The Co-efficient of Determination (R^2) value of 0.872 (87.2%) explains the proportion of the total variations in employees' self-esteem (Value Added) was accounted for by variations in compensation. The adjusted R^2 value is 0.866 (86.6%), which indicates that the actual variation in employees' self-esteem (Value Added) could be attributable 86.6% of compensation. It also suggests that compensation has a significant and vital effect on the self-esteem of employees.

Table 1.1 **Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.276	.057		4.852	.000
	pay	1.442	0.34	.075	56.146	.002
	salary	1.665	0.44	.045	28.224	.001
	compensation	1.786	0.22	.880	35.175	.000

Source: Field Study, 2020

a. Dependent Variable: Value Added

Table 1.1 displays the coefficient used to test if the three independent variables contributed information to the predictor of the dependent variable, "employees' self-esteem". The t-value was found to be relevant at 0.05 levels in this study. Both proxies were found to be significant (Sig. $t < 0.05$) for independent variables in the regression model. There is also a significant difference in pay and salary, wages and self-esteem of workers. The result implies that for one additional unit of "pay", the value-added, which is the proxy for employees' self-esteem, increases by 7.5%. This means that the organization should consider the payment to its employees to increase the value-added by employees. It is also found that the result of "salary" positively impacted employees' self-esteem. The result revealed that a unit adoption of "compensation" will bring about 4.5% increases in the value-added and extension employees' self-esteem. This is statistically significant at 5%. The result of "compensation" shows that recognition positively impacted employees' self-esteem. The magnitude of the beta coefficient is statistically significant, at 5% for the sample. The result shows that recognition affects employees' self-esteem by 88% for the total sample.

H₀₂: Job security does not influence employees' Self-esteem

Table 2.: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.603	.94258

a. Predictors: (Constant), job security

Source: Field study, 2020

The coefficient (R) value, as shown in Table 2 is 0.778 (77.8%), which indicates a strong and positive effect of job security on employees' self-esteem. The R^2 value is 0.605 (60.5%), and the adjusted R^2 is 0.603 (60.3%) with a standard error of 0.942. This signifies that the variability changes in the amount of employees' self-esteem within the organization could be accounted for by 60.5% of variables related to job security, which implies that job security has a significant impact on employees' self-esteem.

Table 2.1: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.158	.124		9.325	.000
job security	.770	.034	.778	22.869	.000

a. Dependent Variable: employees' self-esteem

Source: Field study, 2020

Table 2.1 above shows that the regression model (R) is equal to 0.778, suggesting a positive effect of job security on employees' self-esteem level. The R-squared estimations show that the model is fitted to explain 60.5% of the variations in employees' self-esteem. The regression coefficient of the above equation for the model proposes that an improvement in the job security unit would significantly affect the level of employees' self-esteem. Also, the P-value of (0.000), which is less than the significance level at 0.05, suggests that the result is statistically significant. Thus, the null hypothesis is denied. It can be concluded that job security has a major impact on employees' self-esteem.

Discussion of Findings

The study aims to examine the effect of job satisfaction on employees' self-esteem in the Kwara State Office of the Head of Service regarding job satisfaction components such as compensation and job security. In testing hypothesis 1 in table 1 the coefficient $R=0.934$ indicates a strong positive impact of compensation on employees' self-esteem. Table 1.1 posited that the calculated P-value of (0.000, i.e. positive) is less than the tabulated (alpha) value of 0.05 at 95% level of confidence. The testing of the Null hypothesis, which posits that compensation does not have a significant impact on employees' self-esteem, is rejected. In contrast, the alternative hypothesis that established that compensation does have a significant impact on employees' self-esteem is accepted. The finding indicates that compensation has a significant effect on employees' self-esteem. This aligns with Ldama and Peter (2017) view, who reported a positive relationship between compensation and self-esteem.

Moreover, the coefficient in hypothesis 2 shows the value of $R=0.77$ indicates a strong and positive effect of job security on employees' self-esteem at 5% level significant. It can be concluded that job security has an impact on employees' self-esteem. The finding of hypothesis 2 agreed with Adewale's (2018) result, who identified job security as one of the predictive factors for job satisfaction, which invariably enhances employees' self-esteem. Furthermore, Rashid, Rab and Anam (2014) concluded that job security positively impacts job satisfaction.

5.0 Conclusion and Recommendations

The study aims to examine the impact of job satisfaction on employees' self-esteem in the Kwara State Office of the Head of Service. Findings showed that compensation has a significant effect of 93.4% on employees' self-esteem. This indicated that an increase in employee's compensation would have a strong impact on their self-esteem. Also, it was revealed that job security contributes to up to 77% of employees' self-esteem. Therefore, job security relatively has a good impact on employees' self-esteem. The study

concluded that compensation and job security significantly impact employees' self-esteem in the Kwara State Office of the Head of Service.

The following recommendations were proposed, based on the findings of the study;

- i. The management of public organizations should consider job satisfaction as a tool to achieve high employee self-esteem.
- ii. Adequate compensation and rewards should be the priority of leadership in the Office of the Head of Service to enhance high job satisfaction, quality service delivery and employees' self-esteem.
- iii. Although job security is usually funded in most of Nigeria's public institutions, the government should ensure that more workplace security increases workers' engagement and self-esteem to achieve organizational objectives.

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