APPRAISAL OF DETERMINANTS OF JOB SATISFACTION AMONGEMPLOYEES OF NEWS AGENCY OF NIGERIA (NAN)

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DOI: https://doi.org/10.64633/wissj.v9i4.11

KEYWORDS
Job satisfaction, working condition, working environment, job security

ABSTRACT

Background: *Attempts to identify the factors that determine job satisfaction have been a subject of controversies among scholars in the field. Most scholars were of the opinions that the determinant of job security is; career growth opportunities, balanced salary scale, fair and competitive compensation and balanced work-life.*

However, this study focuses on four key determinant factors such as working conditions, job security, leadership styles, and the work environment.

Objective: *The primary objectives of the research are to appraise the extent to which these factors influence job satisfaction in NAN.*

Methods: *A descriptive survey was adopted for the purpose of data collection and analysis. Out of 270 questionnaires administered to selected respondents in NAN, 221 were returned appropriately. Simple percentages, frequency distribution and tables were used for descriptive analysis while linear regression was adopted for test of hypotheses.*

Results: *The study found that working conditions, job security, leadership styles and the working environment significantly influence job satisfaction among NAN employees.*

Conclusion: *The study concludes that addressing and improving on the identified determinants of job satisfactions in NAN can lead to improved productivity, better retention rates of employees and ultimately contributing to the attainment of organizational goals and objectives.*

Key Contributions to Knowledge: *This paper contributed to knowledge in the area of determining to which, working condition, job security, leadership styles and working environment impact on job satisfaction.*

Recommendations: *The study recommends for improved working conditions, enhancement of job security, fostering effective leadership and promoting a supportive work environment, improved reward system.*

Introduction

Over the years, public service employees are reputed for recurring agitations on matters connected to job satisfaction and dissatisfaction especially on pertaining to employees' benefits, remuneration, job security, working conditions, leadership, amongst other determinants of employee job satisfaction (Edwin, 2011).However, governments and other employers oflabour have attempted to address these recurring agitations by enacting labour and employee benefits legislations, such as the National Minimum Wage Act, and other labour relations laws in line with the International Labour Organisation (ILO) conventions with the aim of improving employee welfare.

In spite such efforts, the narratives on job satisfaction and dissatisfaction still dominate discuss. Matters regarding employee job dissatisfaction usually results to lack of commitment to job schedules, absenteeism, boredom, ineffectiveness in the discharge of assigned duties, and ultimately low productivity among others. Employees of the News Agency of Nigeria, a flagship National News Agency that act as gate keeper through the dissemination of information, news contents to the nation's media space, also a purveyor of internal news to the international news area is not insulated on issues relating to job satisfaction.

Tsigilis, (2006) posits that the happier employees of organization are with their work, the more satisfied they are with their work. However, proof of Tisgilis assertion is a function of accomplishing the desired result on the determinates of job satisfaction among employees of the agency, as problems relating to career progression, especially for management cadre employees exists in the agency. This manifests in limited vacancies for promotion to higher cadre, non-review of conditions of service and act establishing the agency.

Furthermore, employees in the agency are also not left out with pockets of internal agitations, occasionally championed by the various labour unions, on issues relating to welfare entitlements, especially for field employees. There are also issues relating to working environment, across the various departments, foreign, states, and district offices, obsolete and inadequate operational working tools, operational vehicles, issues at various levels of management among other issues that center on job satisfaction.

Furthermore the changing perspective of the media space ,coupled with Nigeria's economic uncertainty, has created anxiety among employees regarding their job stability, as employee operate in challenging environments, characterized by insecurity on the field, inadequate infrastructure, equipment, and excessive workload. There are also concerns about leadership styles of some line managers, challenges on interpersonal relationships which may not foster a conducive work environment and ultimately issues relating to employee welfare, empowerment and retention.

Statement of the Problem

Organizations cannot flourish without the effort and commitment of the human resource, as absence of full commitment of personnel of an organization may result in grave consequences especially on attainment of organizational goals and objectives.

The consequences of lack of commitment among employees in workplaces manifests in low productivity, high rate of absenteeism among other consequences. These organizational issues are not unconnected with determinants of employee job satisfaction. Unfortunately in a nation like Nigeria, not only does employee commitment and other job satisfaction matters in the public sector seem to be an issue but in a pitiable situation. Over the years, public service employees are reputed for recurring agitations on matters connected to job satisfaction and dissatisfaction especially on employee benefits, remuneration, job security, working conditions, leadership, amongst other determinants of employee job satisfaction (Edwin, 2011).

However, governments and other employers of labour have attempted to address these recurring agitations on issues relating to job satisfaction in organizations by enacting labour and employee benefits legislations, such as the National Minimum Wage Act, and other labour relations laws in line with the International Labour Organisation (ILO) conventions with the aim of improving employee welfare. In spite such efforts, the narratives on job satisfaction and dissatisfaction still dominate discuss. These

issues in the public institutions on employee job satisfaction results to lack of commitment to job schedules, absenteeism, boredom, ineffectiveness in discharge of services, and ultimately low productivity among others.

Employees of the News Agency of Nigeria, a flagship national news agency that act as gate keeper through dissemination of information, news contents to the nation's media space, also a purveyor of internal news to the international news area is not insulated on issues related to job satisfaction. Tsigilis, (2006) posits that the happier employees of organization are with their work, the more satisfied they are with their work. However, proof of Tisgilis assertion is a function of accomplishing the desired result on the determinates of job satisfaction among employees of the agency, as problems relating to career progression, especially for management cadre employees exists in the agency. This manifests in limited vacancies for promotion to higher cadre, non-review of conditions of service and act establishing the agency. Furthermore, employees in the agency are also not left out with pockets of internal agitations, occasionally championed by the various labour unions, on issues relating to welfare entitlements, especially for field employees. There are also issues relating to working environment, across the various departments, foreign, states, and district offices, obsolete and inadequate operational working tools, operational vehicles, issues at various levels of management among other issues that center on job satisfaction.

Furthermore, the changing perspective of the media space ,coupled with Nigeria's economic uncertainty, has created anxiety among employees regarding their job stability, as employee operate in challenging environments, characterized by insecurity on the field, inadequate infrastructure, equipment, and excessive workload. There are also concerns about leadership styles of some line managers, challenges on interpersonal relationships which may not foster a conducive work environment and ultimately issues relating to employee welfare, empowerment and retention.

These aforementioned problems revolve around factors and determinants of job satisfaction. However, the study focused on examining working conditions, job security, leadership styles and working Environment as determinants of job satisfaction among News Agency of Nigeria employees. More often, questions arise as to what factors can constitute job satisfaction of employees of the agency, given the aforementioned problems, hence the study to appraise the determinants of job satisfaction among employees of the News Agency of Nigeria (NAN).

Objectives of the Study

The main objectives of this paper are:

i. determine, if working conditions determines employee job satisfaction amongs taff of the News Agency of Nigeria

ii. ascertain whether job security determines employee job satisfaction among staff of News Agency of Nigeria.

iii. establish whether working environment is a factor in employee job satisfaction among employees of News Agency of Nigeria.

Conceptual Clarification

Job satisfaction is the most frequently studied variable in organizational behavior (Spector, 1997). As a result there is a wide body of literature about job satisfaction including concept of job satisfaction, with theories and studies that abound. According to the social science citation index no less than 4,336 articles related to job satisfaction were published between the year 2000 to 2009. As earlier stated about the existence of large numbers of studies on job satisfaction, the studies have brought distinctions of findings in job satisfactions and also on the context of job behaviour.

Different authors have different ways of defining job satisfaction because job satisfaction is a complex and multidimensional concept which can mean different things to different people. Job satisfaction is usually associated with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation.

Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative

(Mullins,2005).Job satisfaction is considered to represent a feeling that appears as a result of the perception that the job enables the material and psychological needs. Some of the most commonly cited definitions on job satisfaction are analyzed as follows: The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from appraisal of one's job experiences".

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way the employee feels. That is, job satisfaction presents a set of factors that cause a feeling of satisfaction.

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al.,2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact, the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction, the logic that a satisfied employee is a happy employee and a happy employee is a successful employee comes to bear.

Job satisfaction is an affective or emotional response towards various facets of one's job (Ndulue & Ekechukwu, (2016). Cranny, Smith & Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. According to Willem, (2007) job satisfaction shows the relation between human expectations and advantages taken from job. Vroom (1964), defines job satisfaction as an "effective orientations on the part of the individuals towards work roles which they are presently occupying". Job satisfaction is a positive emotional state that arises from the employee's work or practical experience, and results in job satisfaction from the realization of the extent to which the employees work provides the things that he or she considers important (Hareem, 2013). According to Spector, (1997) job satisfaction shows peoples emotion about their job generally or about some parts of it (i.e. organization, job, supervisory, coworkers, salary and income and promotions). Job satisfaction describes the positive or negative attitude of a person regarding his employment and work environment (Weiss, 2002; Greenberg, 2008). This could be both psychological as well as physiological factors.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).

Job satisfaction can be defined also as the extent to which an employee is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfactions refer to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction, negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

job satisfaction represents a feeling that appears as a result of the perception of the job.(Aziri,2008)opined that job satisfaction represents a feeling that appears, as a result of the perception that the job enables provision of the material and psychological needs. The importance of job satisfaction emerges, given the many negative consequences of job dissatisfaction, which could result in lack of loyalty, increased absenteeism among others negatives work place practices.

Spector, (997) lists three important features of job satisfaction. First organizations should be

guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

Secondly, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation, different levels of satisfaction in different organizational units can be defined, and in turn can serve as a good indication on how organizational unit changes could boost performance.

Arising from the above definitions and views on job satisfaction by various scholars, job satisfaction is a complex and multifaceted concept that is influenced by both internal and external environmental factors. Work environment is an important determinant of job satisfaction of employees (Herzberg, 1968, Spector, 2008).Existing literature and research results show that job satisfaction is influenced by a variety of factors that are both internal and external to an organization. The organizations have a level of control over the internal factors, however, they have very limited or no control of the external environmental factors that influence job satisfaction.

Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Therefore, the organization should strive to improve on the factors that they have control over in order to increase the level of job satisfaction. At the same time they should try as much as possible to support those responsible for the external environment to improve it. This may call for initiatives that are similar to the existing public-private partnerships.

The results of a study by Dawal & Taha, (2015) showed that job and environmental factors are significantly related to job satisfaction. Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Ndulue & Ekechukwu, (2016) have also identified pay, the work itself, promotions, supervision, workgroup, and working conditions as the factors that influence job satisfaction. The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with work group and the degree to which individuals succeed or fail in their work (Armstrong, 2006).

Pay, the work itself, promotions, supervision, workgroup and working conditions have a great influence on the level of an employee's satisfaction with the job (Luthans,1985). According to Saranya, (2014) the important factors that contribute to the higher level of job satisfaction are challenging and responsible forpromotional opportunities, impartial treatment by the management, creativity and innovative ideas,attractive salary and perks, freedom in work situation, participative management and welfare facilities like medical, uniform, canteen etc. Smith, Kendall &Hullin (1969), expressed the five aspects that can be used to determine job satisfaction as; being satisfied from job (i.e. interesting tasks and opportunities for learning and training), being satisfied from supervisor (i.e. technical and managing abilities and their considerations about employees), being satisfied from coworkers (technical qualification and support they show), being satisfied from promotion (achieving real opportunity to advance), being satisfied from income (amount of income, its equality and way of paying to staff).

Other researchers who have investigated the factors that affect job satisfaction include Tabassum, Khan, Sherani, & Khan, (2016) who say that the major determinants of job satisfaction are basically nine facets which are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of works and communication. Purcell, Kinnie, Hutchinson, Rayton, &Swart, (2003) also did a research and found that the key factors affecting job satisfaction were career opportunities, job influence, team work and job challenge. According to Revenio Jr. (2016) leadership style also has a great role in the employee's level of job satisfaction. Brudney & Coundry (1993) have also explained different variables that influence performance of the employees in the organization. They included

factors such as pay, organization commitment, relationship between pay and performance, etc. Working conditions have positive impact on job satisfaction (Guest, 2004; Silla, Gracia & Peiro, 2005). Job satisfaction is adversely affected by factors such as lack of promotion, working conditions, low job security and low level of autonomy (Guest, 2004; Silla et al., 2005).

It is essential for an organization to motivate its employees to work hard to realize the organizational goals and objectives. According to Jerrell, Coggburn, Battaglio Jr., & Bradbury, (2014), how an organization manages conflict also has a bearing on employee job satisfaction.For the purpose of this study job satisfactions should be understood as the attitude and feelings people have about their work. Positive and favorable attitudes towards the job, sign posts job satisfaction. Negative and unfavorable attitudes towards the job, signifies job dissatisfaction (Armstrong, 2006). For the purpose of this paper, job satisfaction refers to a sense of fulfillment and contentment by employees in a given organization.

Theoretical Framework

The study applied the Herzberg's two-factor approach as a theoretical underpinning in the analysis of factors that determine job satisfaction. The theory was propounded by Fredrick Herzberg in the year 1959. According to Herzberg, some job factors cause satisfaction and dissatisfaction. These factors as categorized by Herzberg are hygiene factors and motivational factors. Hygiene factors are those job factors whose absence at work place leads to dissatisfaction and are known as dissatisfies.

The two-factor theory supports that factors influencing workers are independent of factors that doesn't motivate workers. When motivating factors are present, employee satisfaction at work will be increased, and when hygiene factors are not available employee satisfaction will be decreased. The theory ultimately focuses on the factors that accounts for employees' job satisfaction. Herzberg's two-factor theory has been used as a structure for research concerning employee motivation and job satisfaction in the work place since 1959 (Efraty & Sirgy,1990); (Stone-Romero,1994).

Waltman, Bergom, Hollens head (2012) suggests that satisfaction and dissatisfaction at work are influenced by two sets of factors hygiene factors and motivators, hygiene factors are basic necessities such as working conditions and salary, among others, such that if not met can cause dissatisfaction, while motivation such as recognition and achievement drive job satisfaction and motivation.

The theory argues that the two factors motivation and hygiene can cause either employee satisfaction or dissatisfaction. According to Herzberg the different combinations of the two factors can lead to various outcomes in the workplace in relation to an employee's job satisfaction level. The theory asserts that to improve job satisfaction and motivation, managers must not only provide adequate hygiene factors but also focus on motivators.

It further posits that when employees have high levels of both hygiene factors and motivators, they are more likely to be highly engaged and motivated in their work. On the other hand, when employees have low levels of hygiene factors and motivators, they may experience low motivation high dissatisfaction and turnover. The two-factor theory supports that factors influencing workers are independent of factors de-motivating workers. When motivating factors are present, employee satisfaction at work will be increased, and when hygiene factors are not available employee satisfaction will be decreased drastically.

Some of the motivators of employees are achievement, recognition, the work itself, responsibility, advancement, and growth (Herzberg, Mausner, & Snyderman, 1968). The other aspect of Herzberg's two-factor theory (dual-factor theory) enumerated that dissatisfaction is brought about by hygiene factors not being met. The hygiene factors suggested by Herzberg are company policies, supervision, relationship with supervisors and peers, physical work conditions, salary, status and job security. In summary, motivation factors help in increasing worker productivity and overall satisfaction, while hygiene factors help in decreasing in workers dissatisfaction turnover.

Given the tenets of Herzberg's two-factor theory, it is believed that the theory is best suited for the study because of the following points: Herzberg two factor theory focuses directly on the factors that result in employees' job satisfaction which is a major objective of this study, hence it is applied to appraise the

determinants of job satisfaction among employees of the Agency. The theory was applied in the appraisal of the selected variables and dependent variable such as: working conditions, working environment, job security, leadership style and job satisfaction in public or private organization

Research Design

The study adopts a survey research design, which according to Obasi (1999) elicits data from a target population through either questionnaire or interview instrument and subjecting the data to statistical analysis for the purpose of drawing conclusions". The essence, according to Okeke,(2001) is that it studies both large and small populations, usually as samples that are representative of such populations. A survey on randomly selected employees of the News Agency of Nigeria on their perception and appraisal of the determinants of job satisfaction was embarked upon to ascertain their views. The design was intended to generate data from respondents on the variables, on a five point likert scale template.

Population of the Study

The population of the study consists of the staff of News Agency of Nigeria. The total population of staff in the organization are 831. The breakdown of the population of this study is presented in table 1.1 below:

Table 1.1: Study Population

Departments	Number of Staff
Editorial	483
Administration and Human Resource	109
Technical/ICT	75
Marketing	69
Finance/Accounts	39
Managing Director's Office	30
Planning, Research &Statistics	26
Total	831

Source: Admin/HR Department, News Agency of Nigeria, 2024

Sampling Technique/Sample Size

Based on the survey method applied, structured questions in line with the objectives of the study were administered randomly among the 271 selected respondents in the Agency on a five-point likert scale template. Given the ultimate intent of achieving a valid and reliable result, the Simple Random Sampling (SRS) Technique was adopted to enable employees of the agency have equal chances of being selected for the exercise. The reason why the researcher chose the simple random sampling technique is because of its unbiased nature in distribution of questionnaire to respondents, as every employee has an equal chance of selection, hence making the sample representative of the entire population.

Sample Size

Based on the 0.05 formula as advocated by Taro Yamene, (1973), the sample size forthe study was determined from the entire population of 831. The derived sample size gives a typical representation of the population from which generalizations about the population was drawn. Yamen's formular is given below as thus:

Given the formula: n=N/(1+N(e)2)

Where:

n - Sample size
N – Population size
e - Level of Precision, degree of error expected or margin error

n = N/(1+N(0.05)^2)
n = 831/(1+831X0.05X0.05)=3.0775
n = 8313.0775

S= 270

Table 1.2 Sample Size

Departments	Number of Staff	Sample Size
Editorial	483	157
Administration and Human Resource	109	36
Technical/ICT	75	24
Marketing	69	22
Finance/Accounts	39	13
Managing Director's Office	30	10
Planning, Research & Statistics	26	9
Total	831	270

Source: Field Work, August 2024

Data Presentation and Analysis

This aspect of the paper focuses on the presentation and interpretation of data generated from the respondents. The data was presented and analyzed in quantitative in tabular form using tables, frequency and percentages. The data comprised the demographic information of respondents, which included marital status, gender, age, level of educational qualification, number of years in service and salary grade levels, while response rate of respondents was presented in tables and analyzed in percentages.

Two hundred and seventy-one (271) questionnaires were administered to respondents in the agency in line with the sample size, however, two hundred and twenty-one (221) responded, representing 81.5 %response rate. Fincham, (2008), stated that are sponserate of 70% in research and above is a very good response rate to conclude a study. Thus, the 221-response rate is high to drawn on conclusions from the study. The breakdown of the above result is presented in the table below:

Table 1.3 Response Rate

Departments	**Administered Questionnaire**	**Returned Questionnaire**
Editorial	157	132
Administration and Human Resource	36	25
Technical/ICT	24	20
Marketing	22	18
Finance/Accounts	13	11
Managing Director's Office	10	8
Planning, Research & Statistics	9	7
Total	270	221

Source: Field Work, August 2024

Data Presentation

Table 1.4: Data distribution of respondents regarding whether current working conditions in the agency are a determinant of job satisfaction?

Responses	Frequency	Percentage (%)
Strongly Agreed	72	32.5.
Agreed	101	45.7
Disagreed	23	10.5
Strongly disagreed	14	6.4
Undecided	11	4.9
Total	**221**	**100**

Source: Field Work, August 2024

Table 1.4 represents responses of respondents whether the current working conditions are determinant of employee job satisfaction. 72 of the respondents representing 32.5% strongly agreed, 101 representing 45.7% agreed, 23 representing 10.5% disagreed, 14 indicating 6.4% strongly disagreed, while 11 representing 4.9% were undecided.

Overall analysis of the table indicates that a significant majority of employees 78.2% agree or strongly agree that current working conditions are a determinant of job satisfaction, only 16.9 % (10.5% + 6.4 %) of employees disagree or strongly disagree with the notion that current working conditions influence job satisfaction.

Table 1.5: Distribution regarding whether job security is an influence on job satisfaction among employees of News Agency of Nigeria

Responses	Frequency	Percentage (%)
Strongly Agreed	84	38
Agreed	72	32.9
Disagreed	27	12.2
Strongly disagreed	23	10.4
Undecided	15	6.7
Total	221	100

Source: Field Work, August 2024.

Table 1.5 reveals that 84 of the respondents representing 38 per cent strongly agreed that job security is an influence on overall job satisfaction among employees of News Agency of Nigeria,72 representing 32.9%agreed,27 indicating 12.2%disagreed, 23 of the respondents indicating 10.4%strongly disagreed, while 15 respondents, representing 6.7% were undecided. The table ultimately showed that a significant majority of employees 70.9 % (38 + 2.9 %) agree or strongly agree that job security influences job satisfaction. Only 22.6 % (12.2% + 10.4%) of employees disagree or strongly disagree with the notion that job security influences job satisfaction.

Table 1.6 Data distribution on whether the leadership and goal-setting of top management have significant impact on

job satisfaction of employees of the agency.

Responses	Frequency	Percentage (%)
Strongly Agreed	130	58.8
Agreed	66	29.8
Disagreed	6	2.7
Strongly disagreed	15	6.8
Undecided	4	1.9
Total	**221**	**100**

Source: Field Work, August, 2024.

Table 1.6 shows that 130 respondents, indicating 58.8% strongly agreed that the leadership and goal-setting of current top management has significant impact on motivation and job satisfaction of employees of the agency.66 of the respondents representing 29.8% agreed, six respondents representing 2.7% disagreed, 15 representing 6.8%strongly disagreed, while four respondents representing 1.9 % were undecided.

Discussion of Findings

In as far as working conditions at the News Agency of Nigeria is concerned, majority of the employees agreed that it is a determinant of their job satisfaction, they strongly believe that current working conditions significantly influence their job satisfaction. This suggests that improving the working conditions may have a substantial positive impact on employee job satisfaction, and that management should prioritize creating a conducive work environment going further to enhance employee well-being and productivity.

They also believed that compensation and benefits packages play a significant role in their job satisfaction. This suggests that NAN should prioritize provision of competitive and attractive compensation and benefits packages to enhance employee job satisfaction, motivation, and overall well-being.

From the questions , results and analysis on job security as determinants of job satisfaction, a significant number of the employees acknowledged that activities of the labour unions at NAN is intended at promoting and protecting employees' rights, hence play significant role in determining employee job satisfaction in the agency. As stated by Wang, Lu and Siu (2015), job security is a major factor when determining employee satisfaction. Unsecure employees are increasingly unsatisfied with their jobs. However, as indicated in the results, most respondents are secure in their positions, considering that they are employed on permanent and pensionable basis as majority employees believed that the activities of the labour unions is designed at promoting and protecting employees' rights, affirming that job security policies of the management play a significant role in determining their job satisfaction .

The overwhelming majority of employees believe that job security has a significant impact on their job satisfaction. The employees however, advocated that the labour unions should be more intense in their collaboration with current management of the agency to enhance employee benefits, protection and overall work experience which ultimately results to improved job satisfaction and productivity among the employees of the agency.

Furthermore, the findings suggest that majority of the employees experience job security and satisfaction ,contradicting the notion, that "there is no significant relationship between job security and job satisfaction". This progressive view could foster productive work situation, encouraging employee retention and performance. However, efforts should be made to address the views of minority on job insecurity for further growth of the organization.

From the results, the findings indicated that employees at the News Agency of Nigeria have mixed opinions about the impact, of prevailing general office and work environment on job satisfaction ,while some employee believe it influences their satisfaction, others do not. This presumes a need for NAN to assess and improve its work environment to enhance employee satisfaction and productivity, as a well-designed work environment can trigger motivation and general satisfaction.

On prevailing provision of work tools, equipment, facilities, transport logistics, the findings suggest that employees at the agency do not perceive prevailing provision as significant factor influencing their job satisfaction. This indicates that other factors may play a more important role in determining employee satisfaction.

Given the mixed opinions, findings also suggest that some employees believe there is no significant relationship between prevailing working environment and job satisfaction, however, research indicates that work environment plays a crucial role in determining job satisfaction, consequently, NAN may need to reassess its work environment to further enhance employee satisfaction and productivity. Awan & Tahir, (2015) pointed out that the working environment affects job satisfaction a great deal. This includes the safety of buildings, maintenance of the offices and the availability of tools necessary for the completion of duties and responsibilities at the workplace.

Conclusion

This study has provided valuable insights into the determinants of job satisfaction among employees of the News Agency of Nigeria (NAN). The findings reveal that working conditions, job security, leadership styles, and working environment are significant factors influencing employee job satisfaction. The study's results have practical implications for NAN's management, policymakers, and stakeholders seeking to enhance employee satisfaction, productivity, and overall well-being especially in a media related organisation such as NAN.

Recommendations

Based on the conclusions drawn from the study, number of recommendations are suggested:

i. Prioritize employee satisfaction, by conscientiously give priority to the four key determinants (working conditions, job security, leadership styles, and work environment) and other identified factors to ensure employee job satisfaction.

ii. Improve working conditions: Provide adequate medical cover, balanced salary scales, that is competitive, comparable to other similar organizations, and create positions openings, possibilities and opportunities for future career advancement.

iii. Enhance job security through improved mutual collaboration on activities of labour unions and management to significantly promote employee rights on job security and ultimately impact employee satisfaction.

iv. Create conducive and supportive work environment, by ensuring a good working environment with necessary tools to promote smooth execution of duties and responsibilities.

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