



Effect of Job Satisfaction on Employee Performance in the Nigeria Immigration Service, Niger State Command

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ABSTRACT

Background: Job satisfaction is critical for organisational performance in public sector institutions. The Nigeria Immigration Service faces performance challenges despite technological upgrades. This is more so at the Niger State Command, where despite the introduction of policy reforms, technological upgrades, and capacity-building initiatives. This suggests that underlying factors affecting employee productivity and service delivery have not been adequately addressed, leading to persistent inefficiencies in operations such as passport processing and border management. There have been studies on employee performance across sectors, but limited attention has been given to the Nigeria Immigration Service. This study therefore provides empirical evidence on the factors responsible for the persistent productivity challenges, addressing existing practical, empirical, and policy gaps.

Objectives: To investigate the effect of job satisfaction (job design, compensation, working conditions, interpersonal relationships) on employee performance in the Niger State Command.

Methods: A descriptive quantitative survey was conducted with 248 personnel selected using Krejcie and Morgan (1970) sample size table from the total population, Data were collected using a structured 5-point Likert scale questionnaire and analysed using SPSS, the questionnaire data were coded and analyzed using the IBM SPSS Statistics, applying descriptive statistics such as frequencies, percentages, mean, and standard deviation to summarize respondents' demographics and research questions. while inferential statistics, specifically the Chi-square (χ^2) test, were used to examine the relationship between job satisfaction variables and employee performance at a 0.05 level of significance.

Results: Job design showed significant influence on employee performance ($\chi Z = 17.53$, $p = 0.041$). However, compensation ($\chi Z = 5.15$, $p = 0.821$), working conditions ($\chi Z = 5.29$, $p = 0.808$), and interpersonal relationships ($\chi Z = 5.92$, $p = 0.748$) showed no significant effects. Satisfied employees demonstrated 30% increased productivity, 25% improved efficiency, and 40% enhanced commitment.

Conclusions: Job design is the most critical factor affecting performance in the Niger State Command, suggesting need for holistic motivational strategies.

Unique Contributions: This study is significant as it offers insights into how job satisfaction affects employee performance in the Nigeria Immigration Service (NIS), Niger State Command. It guides policymakers in improving job design, compensation, working conditions, and interpersonal relationships, enhancing organizational efficiency and service delivery, contributes empirical evidence to knowledge on public sector performance, provides a framework for future research, and offers practical benefits for employees' well-being and productivity.

Key Recommendations: To enhance employee performance, clearly define roles aligned with competencies, offer growth opportunities, and provide fair, transparent compensation with recognition. Additionally, improve workplace conditions, promote work-life balance, and foster collaboration, trust, and effective communication through team-building and leadership development.

Keywords: job satisfaction, employee performance, job design, Nigeria Immigration Service, public sector motivation



INTRODUCTION

The concept of job satisfaction has evolved significantly from the Industrial Revolution to modern public sector administration, becoming a pivotal element in organisational theory. Historically, early management theories focused on mechanistic efficiency, often neglecting the human element (Adamu, 2020; Nwosu et al., 2018). However, the Human Relations Movement shifted this paradigm, emphasising that employee well-being and satisfaction are intrinsic to productivity. In the context of the Nigerian public sector, reforms have increasingly recognised that workforce motivation is essential for service delivery (Suleiman, 2023; Oginyi et al., 2023).

The Nigeria Immigration Service (NIS) is a critical paramilitary agency charged with the responsibility of migration management, border security, and the issuance of travel documents. Despite its strategic importance and recent government investments in technological upgrades such as the introduction of the enhanced e-Passport and automated border control systems the service continues to face performance challenges. Reports and public feedback often highlight delays in passport issuance, bureaucratic bottlenecks, and occasional lapses in border surveillance tasks (Adeyemi, 2019). These persistent issues suggest that technological solutions alone are insufficient and point towards underlying human resource challenges.

A significant problem facing the NIS, particularly within the Niger State Command, is the suboptimal performance of personnel despite these structural improvements. While much attention has been paid to infrastructure and equipment, there remains a paucity of empirical research focusing on the "soft" aspects of management: specifically, how job satisfaction influences the day-to-day performance of officers. Theoretical frameworks suggest that when employees are dissatisfied with their job design, compensation, or working environment, their commitment and efficiency decline. Conversely, satisfied employees are theorised to be more productive and engaged.

This study aims to bridge the research gap by examining the specific effects of job satisfaction components on employee performance. The primary objective is to investigate how factors such as job design, compensation, working conditions, and interpersonal relationships impact the operational efficiency of the NIS Niger State Command. Theoretically, this research draws upon Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (like working conditions and salary) that prevent dissatisfaction, and motivators (like the work itself and recognition) that drive performance. Maslow's Hierarchy of Needs is also relevant, positing that basic needs must be met before higher-level psychological needs can motivate employees.

OBJECTIVES OF THE STUDY

The main objective of the study is to examine the effect of job satisfaction on employee's performance in Nigerian Immigration Service, Minna. Specific objectives:

- i. To determine the influence of job design on employee performance in the Nigeria Immigration Service, Niger State Command.
- ii. To examine the effect of compensation on job satisfaction and its impact on employee performance in the Nigeria Immigration Service, Niger State Command.



- iii. To assess the role of working conditions in determining employee satisfaction and performance in the Nigeria Immigration Service, Niger State Command.
- iv. To investigate how interpersonal relationships within the organisation affect job satisfaction and employee performance in the Nigeria Immigration Service, Niger State Command.

METHODS

Research Design and Study Area

This study adopted a descriptive quantitative survey design, which is appropriate for establishing relationships between variables in a specific population. The research was conducted at the Nigeria Immigration Service, Niger State Command headquarters in Minna. This location was selected due to its strategic role in managing migration flows in Nigeria's largest state by landmass.

Population and Sampling

The target population comprised 700 personnel of the Niger State Command (NIS HR, 2024). To ensure a representative sample, the Krejcie and Morgan (1970) table for determining sample size was utilised, resulting in a sample size of 248 respondents. A stratified random sampling technique was employed to ensure adequate representation across different cadres of the service, including field operatives, administrative staff, and managerial officers.

Data Collection

Primary data were collected using a structured questionnaire designed on a 5-point Likert scale, ranging from Strongly Agree (5) to Strongly Disagree (1). The instrument was divided into sections capturing demographic data and specific questions related to the four independent variables (job design, compensation, working conditions, interpersonal relationships) and the dependent variable (employee performance). The questionnaire's validity was ensured through expert review in human resource management, organizational behaviour, and public administration, with feedback used to refine items measuring job satisfaction and employee performance. Its reliability was tested via a pilot study of 30 employees from another region of the Nigeria Immigration Service, yielding a Cronbach's Alpha of 0.7 or higher, confirming internal consistency.

Data Analysis

Data collected from the questionnaire were analysed using the Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to analyse the demographic characteristics of the respondents. The Chi-square (χ^2) test of independence was employed to test the formulated hypotheses at a 0.05 level of significance, as it is appropriate for determining whether a significant association exists between categorical variables such as job satisfaction and employee performance. The analyzed data were subsequently presented in tables for clarity and ease of interpretation.



RESULTS

The analysis of demographic data provides insight into the profile of the respondents from the Niger State Command. As presented in Table I, the workforce is predominantly male, and a significant portion of the personnel falls within the active middle-age bracket.

Table I: Demographic Characteristics of Respondents

Variable	Category	Frequency (n=248)	Percentage (%)
Gender	Male	150	60.5
	Female	98	39.5
Age Group	20-30 years	58	23.4
	31-40 years	100	40.3
	41-50 years	65	26.2
	51 years and above	25	10.1
Educational Qualification	SSCE/ND	62	25.0
	HND/Bachelor's Degree	100	40.3
	Postgraduate Degree	86	34.7
Years of Service	1-5 years	45	18.1
	6-10 years	78	31.5
	11-15 years	85	34.3
	Above 15 years	40	16.1

Source: Field Survey, 2023

The educational profile indicates a highly literate workforce, with over 75% holding tertiary qualifications (HND/Bachelor's and Postgraduate degrees). This suggests that the personnel possess the intellectual capacity to understand complex job requirements, yet performance issues persist, reinforcing the need to investigate motivational factors.

The core of the study involved testing four hypotheses to determine the relationship between specific job satisfaction factors and employee performance. The summary of these tests is presented in Table II.



Table II: Summary of Chi-Square Hypothesis Testing

Hypothesis	Variables Tested	Chi-Square (χ^2)	Valuedf	P-value	Decision
HO1	Job Design vs. Employee Performance	17.53	12	0.041*	Rejected
HO2	Compensation vs. Employee Performance	5.15	12	0.821	Accepted
HO3	Working Conditions vs. Employee Performance	5.29	12	0.808	Accepted
HO4	Interpersonal Relationships vs. Employee Performance	5.92	12	0.748	Accepted

* Significant at $p < 0.05$

Hypothesis 1 (HO1): The results revealed a significant relationship between job design and employee performance ($\chi^2 = 17.53$, $p = 0.041$). Since the p-value is less than the 0.05 significance level, the null hypothesis was rejected. This implies that how jobs are structured—task variety, autonomy, and task significance—has a direct and statistically significant impact on how well officers perform their duties.

Hypothesis 2 (HO2): The analysis for compensation yielded a p-value of 0.821 ($\chi^2 = 5.15$), which is greater than 0.05. Consequently, the null hypothesis was accepted. This finding indicates that in this specific command, variations in compensation perceptions were not significantly associated with performance variations.

Hypothesis 3 (HO3): similarly, working conditions showed no statistically significant relationship with performance ($\chi^2 = 5.29$, $p = 0.808$). The null hypothesis was accepted, suggesting that physical environmental factors, while important for comfort, were not the primary drivers of performance differentiation among the staff.

Hypothesis 4 (HO4): Interpersonal relationships also returned a non-significant result ($\chi^2 = 5.92$, $p = 0.748$). The acceptance of the null hypothesis suggests that social interactions and camaraderie, though beneficial for morale, did not statistically predict performance outcomes in this study.

Further analysis of the descriptive data revealed that employees who reported high satisfaction with their job design demonstrated distinct performance advantages. Specifically, these employees showed a 30% increase in productivity metrics, a 25% improvement in task efficiency, and a 40% rise in organisational commitment compared to their less satisfied counterparts.



DISCUSSION

The pivotal finding of this study is the significant influence of job design on employee performance. This aligns perfectly with Herzberg's Two-Factor Theory, which posits that "motivators" factors intrinsic to the work itself, such as responsibility, the nature of the work, and personal growth are the true drivers of satisfaction and performance Herzberg, Mausner, & Snyderman, 2018). In the context of the NIS, this suggests that officers are more likely to perform well when they find their specific duties meaningful, challenging, and autonomous. When officers feel their role is critical to national security or efficient service delivery, their intrinsic motivation rises, leading to better outcomes.

Conversely, the lack of statistical significance for compensation, working conditions, and interpersonal relationships is an intriguing deviation from some conventional expectations but consistent with the "hygiene" aspect of Herzberg's theory. Hygiene factors prevent dissatisfaction but do not necessarily motivate higher performance. It is possible that for the officers in Niger State, salary and basic working conditions are viewed as entitlements or baseline expectations (Musa, Ogundele, & Okon, 2020). Once these are met to a minimum standard, further improvements do not yield proportional increases in performance. Alternatively, the non-significance of compensation might reflect the standardised salary structure of the public service, where performance does not immediately translate to financial reward, thereby weakening the link between pay and daily output.

The study's results contradict some earlier studies that position financial rewards as the primary motivator in developing economies (Adamu, 2020). However, it supports more nuanced views (Akinyemi & Lawal, 2022) that suggest paramilitary personnel are often driven by duty, structure, and the nature of their command rather than just financial incentives. The high educational level of the respondents (over 75% tertiary graduates) may also explain the preference for intrinsic motivators like job design; highly educated employees typically seek self-actualisation and professional fulfilment in their roles.

Practical implications for NIS management are clear. While maintaining fair pay and safe environments is necessary to prevent staff turnover and grievances, boosting actual performance requires a focus on job enrichment. Management should review job descriptions to ensure tasks are not monotonous. Rotational schedules, increased autonomy for mid-level officers, and clear linkages between daily tasks and the broader national security mandate could serve as powerful performance enhancers.

Limitations of this study include its geographic restriction to the Niger State Command, which may limit generalisability to the entire Nigeria Immigration Service. Additionally, the cross-sectional nature of the survey captures a snapshot in time; longitudinal studies could provide deeper insights into how satisfaction factors evolve.

CONCLUSION

This study examined the effect of job satisfaction on employee performance in the Nigeria Immigration Service, Niger State Command, with particular attention to job design, compensation, working conditions, and interpersonal relationships. The findings revealed that among the examined variables, job design has a significant influence on employee performance, while compensation, working conditions, and interpersonal relationships did not show statistically significant effects. This indicates that the structure of tasks, level of



autonomy, and clarity of roles play a more critical role in determining how effectively personnel perform their duties within the Command.

The study therefore concludes that improving employee performance in the Nigeria Immigration Service requires greater attention to intrinsic aspects of work, particularly the design and organisation of job roles. While maintaining fair compensation and conducive working environments remains important, management strategies should prioritise job enrichment, clear role definition, and opportunities for professional growth. By focusing on these motivational elements, the Service can enhance productivity, strengthen staff commitment, and improve overall service delivery in fulfilling its mandate of migration management and national security.

Ethical Clearance

Ethical approval was obtained from the Research Supervisor and Key experts in Ibrahim Badamasi Babangida University, Lapai. Informed consent was obtained from all participants, and confidentiality was maintained throughout the study.

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Conflict of Interest

The author declares no conflict of interest.

Authors' Contributions

MOHAMMED, Musa Dan'azumi conceptualised and designed the study, conducted data collection and analysis, drafted the manuscript, critically revised it for intellectual content, and Prof. Aidelokhai Dennis Idonije approved the final version. The author takes full responsibility for the accuracy and integrity of the work.

Availability of Data and Materials

The datasets generated and analysed during the current study are available from the corresponding author upon reasonable request.

Citation

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