

## Effect of Religious Diversity on Job Satisfaction of Selected Manufacturing Firms in Nigeria

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### Abstract

Religious diversity at the point when not supervised is an upsetting certainty in any association as long as individuals vie for employments, assets, power, acknowledgment and security and this has prompted strife in the firm. The assorted variety experienced particularly in work environment condition, are basically a continuation of religious opinions among businesses or the specialists in the firms. This paper examined the effect of religious diversity on job satisfaction of employees of selected manufacturing companies in Nigeria. The paper adopted the survey research design through quantitative research approach. Primary data was used through the administration of questionnaires. 200 copies of questionnaire were administered to employees of the selected manufacturing companies. Findings reveal that religious diversity significantly affects job satisfaction ( $R = 0.263$ ,  $\text{Adj. } R^2 = 0.081$ ,  $p < 0.05$ ,  $F = 11.497$ ). It was found that religious diversity significantly affect job satisfaction of employees of selected firms in Nigeria. The paper suggests that care of the employees by the management is one of the ways of achieving job satisfaction in an organization.

**Keywords:** Religious Diversity, Job Satisfaction, Manufacturing Firms, Nigeria.

### 1.0 Introduction

Individual's religious orientation had a significant impact on personal attitudes and behaviors. (John, 2011). Considering the infusion of people's transcendent and holistic experiences into the management concept. (Stephen, 2009) workplace spirituality or application of spirituality in organizational settings is an important form of humanizing the concept of management. The problems of workers and their work environments cannot be explained fully by traditional management models and, furthermore, that workers try hard to find meaning in their jobs rather than being preoccupied simply with earning a living. (Phillip, 2011). Therefore, religious diversity when not managed well has led to loss of interest from employees which in turn has deepened the production in the organization making the organization to loss enormous amount or revenue. Based on the above, the effect of religious diversity on job satisfaction is been evaluated.

Faniranand Akintayo (2012) have claimed that a greater degree of ethnic or religious diversity by itself' is not a major and direct cause of violent civil conflict. Rather, they see violent civil conflict as associated with conditions that favour insurgency, including poverty, which marks financially and bureaucratically weak states. Other factors that have been identified to intervene between diversity and conflict include the role of formal and informal institutions for conflict regulation, the different sizes of groups relative to the national arena, and the extent to which different identities (ethnic, regional, religious, class) overlap with, or crosscut, each other (Faniran&Akintayo,2012). Scholars argue that racial and ethnic diversity is linked with conflicts especially emotional conflicts among co-workers (Stephen, 2009).

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## 2.0 Literature Review

### Job Satisfaction

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Higgins (2010) 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 (Higgins, 2010). According to his approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way and how the employee feels, in order words job satisfaction presents a set of factors that cause a feeling of satisfaction. (Yaghoob, 2011) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

One of the most often cited definitions on job satisfaction is the one given by Spector and Higgins (2010) according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. In order words 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 is also defined as the extent to which a worker 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 satisfaction refers to the attitude 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 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. Also In addition to having issues 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 (Grandin and Merlin, 2009). Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked 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).

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. As a matter of 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 here is, that a satisfied employee is a happy employee and a happy employee is a successful employee.

Luthans (2008) analyzed a comprehensive meta-analysis of the research literature and found only a 17% best estimate correlation between job satisfaction and productivity, he states that a satisfied worker will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. He also states that from his research, evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements and that there is still a considerable debate whether satisfaction leads to performance or performance leads to satisfaction. Zikmund and Griffin (2010) conducted a research where they surveyed 100 professionals in the information services for five months and it showed a strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent pressure of looking for ways on how to decrease and reduce it to its minimum.

In addition he also states that even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to especially since it is potentially under your control unlike some of the other causes of absenteeism.

Michael (2012) argued that individuals' values will always determine what satisfies them on the job. Only the unfulfilled job values that were important to the individual would be dissatisfying. According to him, Locke's value-percept model value percept theory predicts that discrepancies between what is desired and what is received are dissatisfying only if the job facet is important to the individual. Because individuals consider multiple facets when evaluating their job satisfaction, the cognitive calculus is repeated for each job facet. Overall satisfaction is estimated by aggregating across all contents of a job, weighted by their importance to the individual.

### **Religious Diversity on Job Satisfaction**

Studies exist in the public health industry investigating job satisfaction across different occupational classes. The vast majority of studies conducted in the public health industry in South Africa over the past years have mainly focused on job satisfaction amongst health care doctors and nurses (Duvie, 2007; Higgins, 2010; Mowday, Steers and Porter, 2011; Michael, 2012; Phillip, 2011). Salami (2009) argues that a person's job is more than just the obvious activities of shuffling papers, waiting on customers or driving a truck. Rather, jobs include interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal and the like. In addition, Fajar (2015) emphasizes that an employee's assessment of how he/she is satisfied or dissatisfied with their job is a global summation of a number of discrete job elements. Herzberg was the first researcher to show that satisfaction and dissatisfaction at work nearly always arises from different kinds of factors. Herzberg showed that certain factors truly motivate (motivators) whereas others tend to lead to dissatisfaction (hygiene factors). Accordingly Herzberg developed the motivation-hygiene theory.

Fajar (2015) pointed to six main factors causing dissatisfaction. These are company policy, supervision, relationship with the boss, working conditions, salary and relationship with peers. Satisfaction, by contrast, is caused by recognition, the work itself, responsibility, advancement and growth. Rue and Byars (2003) replicated Herzberg's theory for the South African context. The results of their study showed that similar motivators and hygiene factors were causing satisfaction and dissatisfaction respectively for both the white and black schooled population. For the unschooled black, satisfaction and dissatisfaction were caused mainly by the hygiene factors because they had no exposure to motivators.

Chazelle (2000) show that diversity in the work situation encompasses every individual difference that affects a task relationship; this can mean that people may want different supervision, working conditions or even have different attitudes towards their bosses because of their diverse characteristics. Between tenure and job satisfaction. Nevertheless, there are many diverse characteristics of employees that may bring some changes in these results. The above results demonstrate that employees may feel differently about their jobs because of diverse characteristics they have. Chang and Miao (2007) explain that Herzberg's theory distinguishes between intrinsic and extrinsic factors. Intrinsic factors include advancements and achievements and are related to job satisfaction. In their study Chang and Miao (2007) include intrinsic political affiliation among the factors as a subtle but powerful force in the diversity stakes. Black employees in South Africa are advancing to higher positions and as a result they can be called achievers.

### **Conflict Theory**

Conflict theory was the theory introduced by Karl Marx in the book "Communist Manifesto", 1848. Conflict theory argues that society is not best understood as a complex system striving for equilibrium but rather as a competition. Society is made up of individuals competing for limited resources. According to Karl Marx (1818–1883), in any societies there are two major social groups: a ruling class and a subject class. The ruling class derives its power from its ownership and control of the forces of production. The ruling class exploits and oppresses the subject class (lower class). As a result there is a basic conflict of interest between these two classes. All in all, conflict theory rose when exploitation of capitalist and existing government being increase to lower class or workers, and the exploitative in order to reduce and removal those kinds of injustice, they require forming movements and overthrowing existing government. Karl Marx believed that, economic and political analysis of capitalism is the main causes of conflict theory. This is due to forced labour, long working hours, low wages and poor working condition which under capitalism system.

According to Marx (1825), conflict may be said to be as old as the human race itself in which individuals, social or political groups, communities or even nations disagree on matters of principles or simply as part of the process of social transformation (Marx, 1825). It could also arise in the quest of either individuals or groups seeking to exercise hegemonic control over the rest or resources in the society and this will in most instances be resisted and where there is resistance, conflicts result. Marx was drawn towards politics by Romantic literature and his earliest writings embody a conception of reality as subject to turbulent change and of human beings as realizing themselves in the struggle for freedom. His identification with these elements in Hegel's thought (and his contempt for what he regarded as Hegel's apologetic attitude towards the Prussian state) brought Marx to associate himself with the Young Hegelians.

### 3.0 Methodology

The design adopted for this study is the quantitative research design using the survey design. This design was considered in order to investigate the relationships that exist among variables of the research. Data were collected through the primary source of data collection (Questionnaire). The research instrument was validated and reliability was carried out using the Cronbach alpha analysis. Two hundred and fifty respondents were surveyed using a structured questionnaire in three manufacturing firms in Lagos State. These manufacturing firms were chosen because they are key players in the sector and Lagos State is the commercial nerve center of the country. Data was analyzed by inferential statistics using the statistical package for service solutions (SPSS).

#### Research Population

S/N	Company	Population size per company	Total
1	Unilever Nigeria Plc	90	250
2	Honeywell Flour Mills Plc	70	
3	PZ Cussons Nigeria Plc	90	

### 4.0 Data Presentation, Analysis and Findings

Two hundred questionnaires were distributed to employees. Two hundred and forty three questionnaires were retrieved indicating a ninety-eight point two (98.5%) response rate.

The study revealed that majority of the respondents are male (67.7%), are between the ages of 25-30 years (47.6%), are single (51.0%), are B.Sc./HND holders (59.2%), were middle level management staffs (51.8%) and 50.0% had 6-10 years length of service.

**Restatement of Hypothesis:** there is no significant relationship between religious diversity and job satisfaction of selected manufacturing firms in, Nigeria.

**Table 1.1: Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.263 <sup>a</sup>	.134	.081	3.31617

a. Predictors: (Constant), RELIGIOUS DIVERSITY

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	F	Sig.
	B	Std. Error	Beta			
1 (Constant)	22.976	1.595		14.409	11.497	.000
RELIGIOUS DIVERSITY	.177	.063	.263	9.223		.000

a. Dependent Variable: JOB SATISFACTION

Model for (H<sub>01</sub>) is stated as  $y_1 = f(x_1)$  and  $y_1 = \alpha_0 + \beta_1 x_1 + \mu = 22.976 + 0.177 x_1$

### Interpretation

Table 1.1 and 1.2 shows that religious diversity has a positive and significant effect on job satisfaction of selected firms in Nigeria. Therefore, the null hypothesis which state that there is no significant effect between religious diversity and job satisfaction is rejected  $P < 0.05$ . The model R<sup>2</sup> (coefficient of determination is 0.081) which reveals that 8.1% of variance occurs in religious diversity is explained by job satisfaction while the increasing degree in ethnicity will increase behavioral outcome by (0.177).

### Discussion

In this analysis it was discovered that religious diversity had a significant effect on job satisfaction. This finding is confirmed by the study of Cavaleros et al. (2002) who showed that diversity in the work situation encompasses every individual difference that affects a task relationship; this can mean that people may want different supervision, working conditions or even have different attitudes towards their bosses because of their diverse characteristics. Between tenure and job satisfaction. Nevertheless, there are many diverse characteristics of employees that may bring some changes in these results. The above results demonstrate that employees may feel differently about their jobs because of diverse characteristic they have. Chang and Miao (2007) explain that Herzberg's theory distinguishes between intrinsic and extrinsic factors. Intrinsic factors include advancements and achievements and are related to job satisfaction. In their study Chang and Miao (2007) include intrinsic political affiliation among the factors as subtle but powerful force in the diversity stakes. Black employees in South Africa are advancing to higher positions and as a result they can be called achievers.

Obasan (2011) argued that individuals' values will always determine what satisfies them on the job. Only the unfulfilled job values that were important to the individual would be dissatisfying. According to him, Locke's value-percept model value percept theory predicts that discrepancies between what is desired and what is received are dissatisfying only if the job facet is important to the individual. Because individuals consider multiple facets when evaluating their job satisfaction, the cognitive calculus is repeated for each job facet. Overall satisfaction is estimated by aggregating across all contents of a job, weighted by their importance to the individual.

### Conclusion and Recommendation

Religious diversity significantly impact job satisfaction of selected firms in Lagos State, Nigeria. The analysis carried out also showed that to a great extent that religious diversity is an important requirement to achieve job satisfaction. The paper recommended that managers also should always think about what really motivate and excite their employees. Care of the employees by the management is one of the ways of achieving job satisfaction in an organization.

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