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Job Satisfaction and Work Attitude in Bakery Enterprises: A Proposed Model

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Abstract

Employee job satisfaction and attitude to work is of paramount importance in ensuring the wellbeing of any business venture. Organisations have however, invested highly on human resource development and management, towards achieving organisational success through satisfied employees. Despite this special efforts, there is still high record of job dissatisfaction and poor work attitude among employees. This study therefore, adopt a systematic review of relevant literature on the effect of employee job satisfaction on work attitude in bakery enterprises. Moreover, the study proposed to contribute to knowledge by advancing research in the area of job satisfaction and work attitude of employees, particularly among bakery enterprises. Literature revealed that work environment, work condition and remuneration, all influence employee's work attitude in an organization. However, it was hypothesized that work environment, work condition and remuneration have

no significant effects on employee's work attitude among employees of bakery enterprises. Furthermore, a conceptual framework was proposed. The study however, recommends that empirical research be conducted to validate the predictive model developed in the study.

Keywords: Productivity; Enterprise; Labour turnover; Absenteeism

Introduction

In any business organization, employees' attitude to work is very important and, as such attracts high attention. Job satisfaction and work attitude are vital components of organizational success (Okeke & Onuorah, 2023), as they directly impact employee productivity, labour turnover, and absenteeism (Harter et al., 2002; Adeyemi et al., 2019). The food industry is a key sector of any economy. Bakeries play major roles and are very active in the food industry. The bakery industry, in particular, faces unique challenges in maintaining a satisfied workforce, owing to the physical and psychological demands of the job (Garg & Singh, 2017). Despite efforts to improve the working conditions, many bakeries still struggle with high labour turnover and absenteeism rates, particularly in Nigeria (Afolabi, 2020).

Job satisfaction, a multifaceted concept, is influenced by various factors, including work environment, work conditions, and remuneration (Locke, 1976). The work environment encompasses physical and psychological aspects, such as safety, comfort, and autonomy (Garg & Singh, 2017). Work conditions, including workload, job security, and opportunities for growth, also significantly impact job satisfaction (Bodescu et al., 2022; Hackman & Oldham, 1976). Remuneration, comprising salary, benefits, and incentives, is a critical predictor of job satisfaction (Lawler, 1971).

Work attitude, comprising organizational commitment and job involvement, is shaped by job satisfaction (Mowday et al., 1979). Satisfied employees exhibit positive work attitudes, leading to improved productivity, reduced turnover, and enhanced overall well-being (Herzberg et al., 1959). Conversely, dissatisfied employees display poor work attitudes, resulting in decreased productivity, increased absenteeism, and higher labor turnover (Adeyemi et al., 2019).

Bakery industry faces distinct challenges in maintaining a satisfied workforce. Long working hours, physical demands, and high pressure to meet production targets can lead to job dissatisfaction and poor work attitude (Afolabi, 2020). Moreover, the industry's highly competitive nature and fluctuating demand can result in job insecurity and uncertainty, further exacerbating the issue (Garg & Singh, 2017).

This paper aims to investigate the relationship between job satisfaction and work attitude in bakeries enterprises. By examining the effect of work environment, work conditions, and remuneration on work attitude, this study seeks to contribute to the existing body of knowledge and provide insights for bakeries to enhance employee satisfaction and productivity.

The specific objectives of this study include the following:

- i. To assess the effect of work environment on work attitude among staff of bakeries enterprises.
- ii. To evaluate the effect of work condition on work attitude among staff of bakeries enterprises.
- iii. To assess the effect of remuneration on work attitude among staff of bakeries enterprises.

In order to achieve these objectives, the following null hypotheses were proposed:

- i. Work environment has no significant effect on work attitude among staff of bakeries enterprises.
- ii. Work condition has no significant effect on work attitude among staff of bakeries enterprises.
- iii. Remuneration has no significant effect on work attitude among staff of bakeries enterprises.

Literature Review

The section begins with review of related literature on the concepts of work environment, work conditions, remuneration, and work attitude. The theoretical framework, which consists of the underpinning theories of the study, as well as the empirical review and conceptual framework are explained and depicted. Conclusively, the summary of the literature review is presented, and relevant suggestions/recommendations were made.

Job Satisfaction

Job satisfaction is a multifaceted concept that has been extensively studied in various organizational settings. It is defined as a positive emotional state resulting from an evaluation of one's job experiences (Locke, 1976). Job satisfaction is a key factor in productivity. Employees' satisfaction levels are reflected in their intrinsic and extrinsic willingness to put their labour at the disposal of their employer (O'Malley, 2000). Job satisfaction is influenced by various factors, including work environment, work conditions, and remuneration (Garg & Singh, 2017).

In bakery enterprises, specific factors such as autonomy, skill variety, and task identity can impact job satisfaction (Morganson et al., 2010). For instance, a study by Lee et al. (2019) found that bakery employees who experienced higher levels of autonomy and skill variety showed higher job satisfaction. Leadership styles also play a crucial role in shaping job satisfaction in bakery enterprises. Chen et al. (2020) found that bakery employees who perceived their leaders as transformational enjoyed higher job satisfaction and engagement.

Furthermore, work-life balance is essential for job satisfaction in an organisation, bakery enterprises inclusive, where long hours and physical demands are common (Kossek & Lautsch, 2012). Kim et al. (2020) found that bakery employees who experienced better work-life balance reported higher job satisfaction and reduced turnover intentions. However, job satisfaction in bakery enterprises is influenced by a range of factors, including job characteristics, leadership, and work-life balance.

One of the major challenges facing most enterprises today is in the area of motivating their employees to work more productively and to increase their feeling of job satisfaction, involvement and commitment to work. To satisfy the needs of employees, many managers make use of incentive programmes, even though research has consistently confirmed that no amount of money will translate into sustainable levels of job satisfaction or motivation (Toloposky, 2000). Therefore, this research study sought to find out workers' perceptions of what gives them satisfaction in their job and their work attitude in the work environment.

Work Environment

The work environment in enterprises, including bakery enterprises, refers to the physical, social, and psychological conditions that surround employees as they perform their jobs (Cunningham & Eberle, 2020; Garg & Singh, 2017). A positive work environment can enhance employee wellbeing, productivity, and job satisfaction, while a negative work environment can lead to decreased morale, absenteeism, and turnover (Grawitch et al., 2006; Hackman & Oldham, 1976). There are different types of environmental factors that can influence employee performance in an organisation.

Physical work environment factors, such as lighting, temperature, and ergonomics, can impact employee wellbeing and health in bakery enterprises (Katz, 2017). In a study conducted by Lee et al. (2020), it was found that bakery employees working in well-ventilated and well-lit environments reported reduced eye strain and improved mood. Furthermore, social work environment factors, which include teamwork, communication, and leadership, also play important roles in bakery enterprises (Eisenberger et al., 2010). Chen et al. (2020) posited that bakery employees who experienced supportive teamwork and open communication reported higher job satisfaction and engagement. Likewise, psychological work environment factors, such as work-life balance, workload, and job autonomy, can equally impact on employee well-being in bakery enterprises (Kossek & Lautsch, 2012). A study carried out by Kim et al. (2020) found that bakery employees who experienced better work-life balance and manageable workloads reported reduced burnout and improved job satisfaction.

However, in an organisation, bakery enterprises in particular, specific work environment factors such as equipment noise, chemical exposure, and physical work demands can also impact employee health and well-being (Makinen et al., 2019). Moreover, it was posited that bakery employees who worked in environments with less level of noise and improved ventilation showed better hearing and respiratory health (Sripal et al., 2020).

Work Conditions

Work conditions in enterprises, including bakery enterprises, refer to the physical, psychological, and organisational factors that affect employees' work experiences and well-being (ILO, 2020). Work conditions, including workload, job security, and opportunities for growth, also significantly impact job satisfaction (Hackman & Oldham, 1976). Positive work conditions can enhance employee productivity, job satisfaction, and overall quality of life, while negative work conditions, including heavy workload, lack of job security, and limited opportunities for growth, can lead to job dissatisfaction, like decreased morale, absenteeism, and turnover (Eurofound, 2020; Adeyemi et al., 2019; Herzberg et al., 1959). Adeyemi et al. (2019) found that Nigerian bakery industry employees' job satisfaction was significantly influenced by their perception of work conditions.

Physical work conditions in bakery enterprises, such as temperature, noise, and ergonomics, can impact employee comfort and health (Katz, 2017). A study conducted by Lee et al. (2020) found that bakery employees working in hot and noisy environments reported increased fatigue and decreased job satisfaction. Furthermore, psychological work conditions, including workload, work-life balance, and job autonomy, also play a crucial role in bakery enterprises (Kossek & Lautsch, 2012).

Kim et al. (2020) found that bakery employees who experienced excessive workload and poor work-life balance reported increased burnout and decreased job satisfaction. Moreover, organisational work conditions, such as leadership, communication, and teamwork, can also impact employee well-being in bakery enterprises (Eisenberger et al., 2010). In bakery enterprises, specific work conditions such as shift work, overtime, and physical demands can also impact employee health and well-being (Makinen et al., 2019).

Remuneration

Remuneration in an organisation, including bakery enterprises, refers to the compensation and benefits provided to employees in exchange for their work and contributions (Armstrong & Murlis, 2020). Effective remuneration strategies can enhance employee motivation, job satisfaction, and retention, while inadequate remuneration can lead to decreased morale, absenteeism, and turnover (Gerhart &

Rynes, 2003). Remuneration, comprising salary, benefits, and incentives, is a critical predictor of job satisfaction (Lawler, 1971).

Fair and competitive remuneration packages can enhance job satisfaction, while inadequate remuneration can lead to dissatisfaction (Mowday et al., 1979). A study by Mowday et al. (1979) found that employees' job satisfaction was significantly influenced by their perception of remuneration. It has equally been posited that compensation posits to be one of the most important aspects of jobs which has the potential to promote most organisational and employee behaviours like achieving organisational targets, creating healthy working conditions, promoting innovation and creativity, and ensuring employee retention (Okeke & Onuorah, 2023). Research, however, suggests that fair and competitive remuneration is crucial for attracting and retaining skilled employees in bakery enterprises (Makinen et al., 2019).

Work Attitude

Attitude in enterprises, like bakery enterprises, refers to the evaluative beliefs and feelings that employees hold towards their work, organisation, and colleagues (Eagly & Chaiken, 2020). Attitudes can influence employee behaviour, job satisfaction, and performance, making them a very important aspect of organisational success (Judge & Klinger, 2008).

Work attitude, comprising organisational commitment and job involvement, is shaped by job satisfaction (Mowday et al., 1979). Satisfied employees exhibit positive work attitudes, leading to improved productivity, reduced turnover, and enhanced overall well-being (Herzberg et al., 1959).

Conversely, dissatisfied employees display poor work attitudes, resulting in decreased productivity, increased absenteeism, and higher labour turnover (Adeyemi et al., 2019).

Ojo et al. (2020) posited that bakery employees in Nigeria with positive work attitudes enjoy higher job satisfaction and engagement than those with negative attitudes. Moreover, work attitudes can be influenced by various factors, such as: Leadership and Management (Adeleke et al., 2020), work environment and culture

(Ogbonna et al., 2018), communication and feedback (Ibrahim et al., 2019) and training and development opportunities (Ezema et al., 2020). In Nigerian bakery enterprises, cultural and socio-economic factors can also impact work attitudes (Ojo et al., 2020). In Adeleke et al. (2020) study, it was found that employees' cultural values and beliefs influenced their work attitudes and behaviour. However, work attitude plays a vital role in shaping employee behaviour and organizational performance in an organisation, including Nigerian bakery enterprises.

Theoretical Review

In order to provide a sound theoretical foundation for this study the following theories were reviewed because of their relevance to the current study: Job Satisfaction-Job Performance model (JS-JP model) and the Expectancy Theory of Motivation (ETM).

The theoretical framework of this paper is rooted in the JS-JP model proposed by Herzberg et al. (1959). The JS-JP model posits that job satisfaction is a precursor to job performance, and that satisfied employees tend to perform better than dissatisfied ones.

According to Herzberg et al. (1959), job satisfaction is influenced by two types of factors: hygiene factors and motivator factors. Hygiene factors, such as salary, benefits, and working conditions, can lead to job dissatisfaction if they are inadequate, but do not necessarily lead to job satisfaction if they are adequate. Motivator factors, such as recognition, growth opportunities, and autonomy, can lead to job satisfaction and improved performance.

This paper also draws on the ETM proposed by Vroom (1964). The ETM posits that an individual's motivation to perform a task is based on their expectancy of success, instrumentality (the extent to which the task will lead to desired outcomes), and valence (the value of the outcomes).

In the context of this paper, the ETM suggests that employees' motivation to perform their tasks is influenced by their expectancy of success, instrumentality, and valence. Therefore, if employees perceive that their efforts will lead to desired

outcomes (such as recognition, growth opportunities, and autonomy), they are more likely to be motivated to perform well.

Empirical Review

Extant empirical studies have investigated the relationships between job satisfaction, work attitude, and productivity in various organizational settings. Here, we review some of the key findings relevant to this paper.

Studies have consistently shown that job satisfaction is positively related to work attitude, including organisational commitment and job involvement (Mowday et al., 1979; Herzberg et al., 1959). For example, a study by Adeyemi et al. (2019) found that job satisfaction was significantly related to organizational commitment among Nigerian baking industry employees. Moreover, a study conducted in Anambra State found that job satisfaction accounted for about 33% of the changes in employee productivity, showing a critical role in enhancing performance in bakeries (Okeke, 2020).

Research has also demonstrated that job satisfaction and work attitude are positively related to productivity (Herzberg et al., 1959; Hackman & Oldham, 1976). For instance, a study by Garg and Singh (2017) found that Indian IT professionals' job satisfaction was significantly related to their productivity. Anam et al. (2015) investigated employee loyalty and organizational commitment in the Pakistani organizations industry using a survey design. Findings revealed that there is a positive and significant impact of organizational commitment on employee loyalty. Folorunso et al. (2014) carried out a survey study on the effect of organizational commitment dimensions on employees' performance, using Pearson product moment correlation coefficients and multiple regressions to analyse the data. The study found that organisational commitment dimensions jointly and independently influence employees' performance.

The work environment has also been shown to play a crucial role in shaping job satisfaction and work attitude (Garg & Singh, 2017; Hackman & Oldham, 1976). For example, a study by Garg and Singh (2017) found that Indian IT professionals'

perception of their work environment was significantly related to their job satisfaction.

Remuneration has also been linked to job satisfaction and work attitude (Lawler, 1971; Mowday et al., 1979). For instance, a study by Mowday et al. (1979) found that employees' job satisfaction was significantly related to their perception of remuneration.

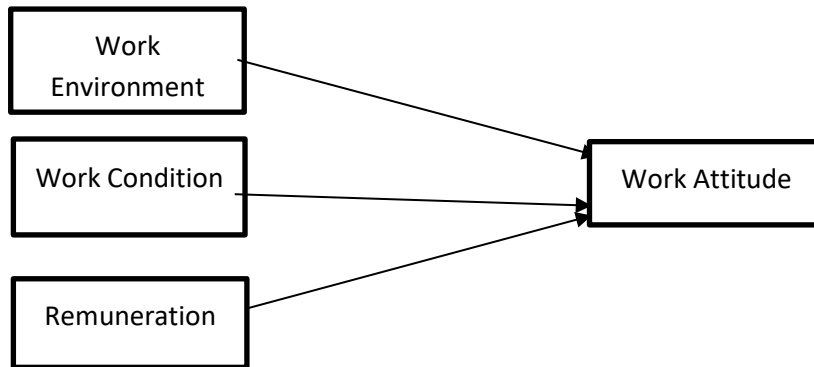
Proposed Conceptual Framework of the Study

The proposed conceptual framework for this study is based on the concepts of job satisfaction, work attitude, work environment, work condition, and remuneration. The framework suggests that job satisfaction and work attitude are influenced by work environment, work condition, and remuneration, which in turn affect productivity.

The framework is adapted from the Job Satisfaction-Job Performance model (JS-JP model) proposed by Herzberg et al. (1959) and the Expectancy Theory of Motivation (ETM) proposed by Vroom (1964). The JS-JP model suggests that job satisfaction is a precursor to job performance and that satisfied employees tend to perform better than dissatisfied ones. The ETM posits that an individual's motivation to perform a task is based on their expectancy of success, instrumentality, and valence.

The framework also draws on the Social Exchange Theory (SET) proposed by Emerson (1976), which suggests that social behaviour is based on the exchange of resources between individuals. In the context of this study, the SET suggests that employees' job satisfaction and work attitude are influenced by their perception of the exchange of resources between themselves and their organisation.

Job Satisfaction



Source: Adapted from Herzberg et al. (1959), Vroom (1964), and Emerson (1976).

This framework is supported by extant literature, which suggests that job satisfaction and work attitude are important predictors of productivity (Herzberg et al., 1959; Hackman & Oldham, 1976). The framework also takes into account the impact of work environment, work condition, and remuneration on and work attitude, which is consistent with the findings of Garg and Singh (2017) and Lawler (1971).

Summarily, the proposed conceptual framework provides a useful structure for understanding the relationships between job satisfaction and work attitude, using work environment, work condition, and remuneration. It suggests that organizations can improve productivity through positive work attitude which can be achieved by enhancing job satisfaction. Hence, it is important to provide a conducive work environment, a good working conditions, and competitive remuneration packages for the organisation’s stakeholders, employees in particular.

Methodology

In conducting this systematic review of research on the relationships between job satisfaction, work attitude, using work environment, work condition, and remuneration as the bases for assessment, the study adopted the “Systematic Quantitative Assessment Technique” (SQAT) developed by Pickering and Byrne (2014). Systematic review method provides transparent protocols by which researcher search and assess the field of studies relevant to a specific research question or hypothesis (Macpherson & Holt, 2007). Moreover, SQAT is systematic in the way papers are assessed to determine their inclusion or exclusion in the review process, and the focus is on peer-reviewed original journal publications so

as to maintain a high quality of papers (Pickering & Byrne, 2014). SQAT enables the researcher to identify important geographic, scalar, theoretical and methodological gaps in the literature. The researcher found SQAT to be logical, simple to use, and easily replicated, which are all important components of a systematic review.

SQAT recommends five important steps in conducting an effective systematic review. Each step and how it was applied in this study is described in Table 1. A total of 41 peer-reviewed English related articles on the relationships between job satisfactions, work attitude, using work environment, work condition, and remuneration, as the bases for assessment, met the selection criteria from ten databases.

Table 1: Description and application of SQAT

S/N	Step	Application in the current study
1.	Define topic	Job Satisfaction and Work Attitude in Bakery Enterprises: A Proposed Model.

2.	Formulate research questions / Hypotheses	Three research hypotheses: 1. Work environment has no significant effect on work attitude among staff of bakeries enterprises. 2. Work condition has no significant effect on work attitude among staff of bakeries enterprises. 3. Remuneration has no significant effect on work attitude among staff of bakeries enterprises.
3.	Identify key words	Productivity, Enterprise, Labour turnover, Absenteeism.
4.	Identify and search databases	1. 5 databases were searched: Elsevier; Springer; Wiley; Taylor and Francis; and Emerald. 2. “All in title” search using three search combinations: a. “Job satisfaction and work attitude” + “bakery enterprises” b. “Job satisfaction and work attitude” + “enterprises” c. “Job satisfaction and work attitude” + “enterprises in Nigeria”
5.	Read and assess publications	1. Abstracts of papers found were read to ensure that they were dealing with “Job satisfaction and work attitude in enterprise’ context. 2. Literature reviews, peer-reviewed conceptual, empirical papers, book chapters and conference proceedings.

Source: Adapted from Pickering & Byrne, (2014)

Conclusion

This systematic review has examined the relationships between job satisfaction and work attitude, assessing the effects of work environment, work conditions, and remuneration on work attitude. The review outcome suggest that job satisfaction and work attitude are positively related to productivity, and that work environment, work conditions and remuneration are important predictors of work attitude.

The review highlights the importance of creating a conducive work environment, a good working condition, and providing competitive remuneration packages to enhance job satisfaction and positive work attitude, which in turn can improve productivity and organisational performance. The findings also suggest that organizations should prioritize the well-being and satisfaction of their employees, as this can lead to improved performance and productivity.

The review has some implications for practice and future research. Firstly, organizations should prioritize the creation of a conducive work environment, a good working conditions, and provide competitive remuneration packages to enhance job satisfaction and work attitude. Secondly, this review has some limitations, which include the fact that the search was limited largely to articles published in English Language between 2014 and 2023. Consequently, these might have excluded some relevant studies published in other languages or earlier than 2014, though this include some suitable and relevant articles outside the years bracket in a bit to enrich the review. Secondly, the reviewed papers were largely cross-sectional studies, which may not capture the dynamic nature of the relationships between the variables.

Recommendations and Suggestions for Further Studies

Future studies should continue to explore the relationships between job satisfaction, work attitude, productivity, work environment, work conditions, and remuneration, and should consider the impact of other variables such as leadership and organisational culture. Also, further studies should consider using longitudinal research designs to capture the dynamic nature of the relationships between the variables. Since this is a review paper, an empirical research is equally recommended to test the proposed framework for possible generalization.

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