



EMPLOYEE JOB SATISFACTION AND ENTREPRENEURIAL VENTURE GROWTH OF PLASTIC MANUFACTURING FIRMS IN NIGERIA

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ABSTRACT: *This research ascertained the relationship between employee job satisfaction and entrepreneurial venture growth of selected plastic manufacturing firms in Nigeria using Anambra State as reference point. The study aimed to ascertain the extent employee training, team work, involvement and compensation relate to entrepreneurial venture growth. The target population of the study was 2360 employees while the sample size for the survey was 342. Data were collected primarily from field survey using the employees of the selected plastic manufacturing firms in Anambra State of Nigeria. A cross-sectional survey research design was adopted for the study. Structural equation modeling technique was used to test the hypothesized relationship at 5% level of significance. The findings revealed that there exists a positive relationship between employee satisfaction and entrepreneurial venture growth of plastic manufacturing firms. The findings discovered that employee training, employee team work, employee involvement and employee compensation had positive significant relationships with entrepreneurial venture growth of plastic manufacturing firms. The implication of the findings is that a satisfied employee is a productive worker. This entails that if employees are satisfied then they will perform better than when they are not satisfied. The study recommends that management should attach more importance to training their employees, working as a team, more employee involvement in decision-making as well as adequate compensational packages for improved growth of entrepreneurial ventures in Nigeria.*

KEYWORDS: Employee, Job Satisfaction, Entrepreneurial Venture Growth, Plastic Manufacturing, Nigeria.

INTRODUCTION

The attainment of high level of entrepreneurial venture growth has always been the priority of many entrepreneurs. In a bid to achieve that, employee satisfaction becomes imperative since



organizational performance depends largely on employee satisfaction. The influence of human resources on firm performance has often been overlooked (Boudreau et al., 2003). Most Nigerian entrepreneurial ventures make little or no effort in ensuring that their employees are satisfied, hence this becomes a major problem that affects the growth of their ventures. Importantly, an effective organization should have a culture that encourages employee satisfaction. A person having a high level of satisfaction holds positive attitude towards his or her job while a person who is dissatisfied holds negative attitude about his/her job and even about the organization. Employees who are satisfied at work perform better and work in more efficient manners than unsatisfied counterparts because of the pleasant atmosphere within the organization. A satisfied workforce is loyal, committed and will create more value for his organization. A common mistake made by many organizations is the failure to adequately invest in the continued training and development of their employees after they are hired. One of the biggest factors in achieving increased technology brought by innovation is the amount of training and development companies provide to their employees. Apparently, most organizations fail to acknowledge the fact that employees want to grow and this becomes a major problem in achieving growth in the organization (Sussman, 2006).

Moyes et al. (2008) capture that employee satisfaction may be described as how pleased an employee is with his or her position of employment. Interestingly, Ahmad et al. (2010) defines employee job satisfaction as all the feelings that a given employee has about his/her job. Similarly, employee satisfaction is a comprehensive term that comprises job satisfaction as well as overall satisfaction with company's policies and work environment. Employee satisfaction plays a significant function in defining entrepreneurial venture success. It is pertinent to understand how workers are satisfied to achieve out-of-the ordinary results (Bhatti, & Qureshi, 2007). Employees supposed to be motivated significantly as some organizations fail to implement meaningful recognition programs. Contributing, employees supposed to be trained, motivated, recognized, and appreciated (Okeke et al., 2019). Similarly, employees are not only motivated by money but also employer behavior has a great deal to do with non-monetary employee satisfaction packages (Gray, 2006). Employee teamwork is one of the indicators of employee satisfaction that leads to increased cohesiveness among employees as captured by (Loan, 2020). In addition, cohesiveness is enhanced through employee teamwork. Correspondingly, employees derive pleasure and satisfaction from socializing with their co-workers in their work environment. Unfortunately, based on available literature, there is a limited study on the relationship between employee job satisfaction and entrepreneurial venture growth. In Anambra State, there is no study on this relationship that is conducted with particular reference to plastic manufacturing firms. Therefore, more empirical studies need to be conducted on the subject matter in order to bridge the gap in the literature.

Objective of the Study

The main objective of this study is to examine the relationship between employee job satisfaction and entrepreneurial venture growth of selected plastic manufacturing firms in Anambra of Nigeria. The specific objectives are to;

- i. Investigate how employee training relates to entrepreneurial venture growth.
- ii. Determine the extent to which employee teamwork relates to entrepreneurial venture growth.



- iii. Assess the correlation between employee involvement and entrepreneurial venture growth.
- iv. Evaluate the degree employee compensation relates to entrepreneurial venture growth.

Research Questions

- i. To what extent does employee training relate to entrepreneurial venture growth?
- ii. How does employee teamwork relate to entrepreneurial venture growth?
- iii. To what degree does employee involvement relate to entrepreneurial venture growth?
- iv. To what degree does employee compensation relate to entrepreneurial venture growth?

Research Hypotheses

- H1: There is a positive significant relationship between employee training and entrepreneurial venture growth.
- H2: Employee teamwork has a positive significant relationship with entrepreneurial venture growth.
- H3: Employee involvement and entrepreneurial venture growth are positively significantly related.
- H4: Employee compensation has a positive significant relationship with entrepreneurial venture growth.

Significance of the Study

This study is imperative to both potential and existing entrepreneurs, in that it would help them appreciate the impacts of employee satisfaction to the growth of their enterprise. Manufacturers of plastic products are to benefit from the finding of this study especially on the need to make their employees satisfied as this will go a long way in enhancing the growth of their businesses. The findings of this research are expected to be a stronghold for entrepreneurs to understand that enterprises growth is a function of how satisfied their employees are in their work environment. They are also to acknowledge the fact that the more satisfied an employee is, the more productive he/she becomes. It is expected that firms should maintain higher employee satisfaction in order to reduce employee turnover rate. This study is also expected to make entrepreneurs understand the factors that can increase entrepreneurial growth. The business owners and the managers can rely on the findings of this research for improved and sustained employee satisfaction. In addition, this study is expected to be beneficial to other stakeholders. It is expected that this study will serve as a source of reference materials for future researchers working on employee satisfaction constructs.

Scope of the Study

The study is limited to assessing the relationship between employee job satisfaction and entrepreneurial venture growth of selected plastic manufacturing firms in Anambra State of Nigeria. The measures for employee satisfaction are; employee training, teamwork by employees, employee involvement and employee compensation. The criterion variable for this study is entrepreneurial venture growth. The researchers selected eighteen plastic manufacturing firms located in Anambra State of Nigeria for the study. The selected plastic



manufacturing firms for the study are; Ezenwa Plastic Industry Onitsha; Ano Plastic Industry Onitsha; Comfort Triumphant Plastic Company Awka; Nakpo Plastic Container Limited Onitsha; Dozzy Plastics Onitsha; Ozalla Plastic Enterprises Awka; Reliable Plastic Limited Onitsha; Pactal Plastic and Paints Enterprises Nkpor; Bentraco Plastic Industry Onitsha; Zife Plastic Enterprise Awka; Obike Plastic Industry Onitsha; Syndival Plastic Industry Nkpor; Silas Plastic Industry Onitsha; Olympic Plastic Limited Obosi; Matonia Plastic Industry Onitsha; Eligwe Plastic Enterprises Awada; Bukata Plastic Enterprises Ogbaru and Joy Tex Plastic Industry Onitsha. The justification for their selection was based on their large capital base, possession of human resources capability, large market share, popularity and their steadfastness in plastic manufacturing ventures. The sampling unit of the study comprises the employees of the selected plastic manufacturing firms in Anambra State of Nigeria.

REVIEW OF RELEVANT LITERATURE

Conceptual Review

Employee Job Satisfaction

Employee job satisfaction is an overall attitude towards job. It is an affective or emotional response towards various aspects of one's job. Employee job satisfaction focuses on the behavior and feelings workers have about their work and work environment (Armstrong, 2006). Undoubtedly, an employee with a high level of job satisfaction holds positive attitudes towards his job while an employee that is dissatisfied with his job holds negative attitudes about the job. Indisputably, employee satisfaction has a positive influence on entrepreneurial venture growth, productivity and performance. Contributing, firm profitability has a reasonable non-recursive relationship with employee satisfaction (Spector, 1997). There is no doubt that employee satisfaction is critical to the attainment of organizational growth and sustainability (Abraham, 2012). Furthermore, employees can derive satisfaction from their jobs by meeting or exceeding the emotional wants and needs they expect from their work (Pepitone, 2006). Pertinently, any manager that recognizes and understands different aspects of employee satisfaction stands to be successful in enhancing the growth of the enterprise. In addition, employees are considered as the backbone of any organizations, therefore management should consider investment in employees' satisfaction very important for enhanced growth of their enterprises (Miller, 2006). Regrettably, some organizations or businesses fail to recognize employee's dissatisfaction and increased employees' turnover rate (Heskett et al., 1997).

Entrepreneurial Venture Growth

Growth is a measure of the effectiveness and efficiency of the employees as well as profitability, productivity and overall achievement of the organization's objectives. Organizational growth is the response to change in the organization which is measured by the revenue, level of stakeholders' investment, market share, customer satisfaction, employee satisfaction, and growth in values and structure of the organization (Marimuthu et al., 2009). Entrepreneurial growth refers to as the organization plans to achieve its objectives, to grow and expand its operation by its product quality, quantity and sustainability. Organization grows by aligning its policy with employees in order to achieve its vision, mission, goals and objectives (Agha, 2014). Employees translate the management's vision, mission and



objectives into practical deliverables which are of great paramount to the growth of the enterprise (Zivkovic et al., 2009). Pertinently, the organization that wants to witness remarkable growth must have a tangible system designed to ensure that employees put in their best in the organization. This cannot be done through cohesive approach by ensuring that employees are satisfied with their job. In addition, an entrepreneur who undertakes calculated risks, being able to satisfy his employees and also put in substantial efforts to grow his business stands to convincingly have entrepreneurial growth of his business whereas an entrepreneur who is not able to put in efforts stands not to achieve his entrepreneurial objectives.

Employee Training

A common mistake made by many organizations is the failure to adequately invest in the continued training of their employees after they are hired. One of the biggest factors in employee satisfaction is the amount of training and development programs companies provide (Sussman, 2006). Employee effective training programs not only bolster employee satisfaction, but also produce benefits to the organization. Training initiatives should be well planned, funded, and designed to meet organizational goals. The effectiveness of these training sessions is questionable, but employees are generally only temporarily enlightened about a training topic (Laff, 2006). An issue that exacerbates the lack of pertinent training is the scarcity of funds committed to training endeavors. Organizations must realize that the quality of their employees is directly related to the level of training and development programmes they receive from the organization. Furthermore, in order to accomplish this, training should be an integral part of the strategic plan, and be adequately funded in order to achieve the desired result. Employees, in most cases, are the largest investment a company will ever make. In addition, investing in training programme is a prudent strategic move that improve productivity and growth of the enterprise (Carolina, 2004). Training can be a valuable source of motivation for an organization's employees, if administered correctly. In order to ensure the maximum effectiveness of any training program, the staff for training must be chosen correctly and the training supposed to add value to particular employment situations (Carolina, 2004). Pertinently, in order to realize a positive return on training investments, the organization should ensure that the training being given is properly aligned with organizational goals and strategic initiatives (Clark & Kwinn, 2005). Convincingly, an effective training programme is an important and an essential part of employee development and subsequent employee satisfaction.

Employee Teamwork

Employee derives pleasure from socializing with their co-workers. Only motivated and committed workers can successfully compete in the global marketplace. Entrepreneurial venture growth can only be achieved with committed workforce. Teamwork leads to employee satisfaction (Loan, 2020). Teamwork is viewed as a tool for enhancing individual input and involvement through a group of employees working together in an organization (Rodwell et al., 1998). Employees work as an autonomous team that plan and control their work in order to achieve specified organizational goals and objectives (Wellins et al., 1991). Teamwork improves workers' productivity and improves entrepreneurial venture growth. Furthermore, teamwork requires dedication and attention from the management (Meyer et al., 2004). It requires constant managerial attention and knowledge of the important elements associated with effective teamwork. Teamwork is a collective thought and action.



Due to the continuous improvement principle, teamwork is expected to give rise to increased involvement in decision-making. Several researchers have found that employees realize greater job satisfaction when they work as team (Ascigil, 2003). Therefore, an organization that promotes and encourages teamwork improves employee satisfaction as well as firm's productivity. It has been found that the participation associated with teamwork leads to positive influence on job satisfaction (Boshoff & Mels, 1995). In addition to employee satisfaction benefits that an organization is able to gain due to effective teamwork, there are other tangible benefits as well (Wellins et al., 1991). Importantly, management has a crucial role in ensuring the sustenance of teamwork in the organization. Teams should be given clear guidelines (Loan, 2020). Also, with proper guidance, team members learn to act like managers. Management and employees should work as a team to accomplish organizational goals for enhanced firm growth (Wellins et al, 1991).

Employee Involvement

Employee involvement refers to the process by which the employees participate in the decision-making process. It is when the employees of an organization or enterprise participate in the day to day running of the organization (Nzuve & Bundi, 2012). Muhammad and Naintain (2013) capture employee involvement as a participative management strategy. In organization that practices employee involvement, the employees take on certain work-related responsibilities that was not previously in their job description. Muhammad and Naintain (2013) observed that the greatest merit of employee involvement is that it gives employees a sense of belonging thereby committing them to invest more of their time, skills and knowledge into the organization. Similarly, Noah (2008) found that management and friendly staff relationships contribute to a higher level of job satisfaction. Penna (2007) opined that employees have problems with their supervisors who do not give them the respect they deserve. He further stated that employees are less comfortable sharing their brilliant and innovative ideas in an organization when their supervisors are harsh. Employee involvement deals with the management and developing of the human capacity in the organization and giving a sense of belonging. Employee involvement as stated by Meyer et al. (2004) helps in building trust in an organization. When the management shares their vision, goals and objectives with the employees and allows them to contribute their own quote into the direction of the organization, it creates unity of purpose and shared values and purpose without which no organization can prosper (Agha, 2014). The higher the level of involvement, the more powerful people tend to have over the decision. Employee involvement requires sharing information and knowledge needed in decision making process (Muhammad & Naintain, 2003). Employee involvement has a positive significant influence on entrepreneurial growth and performance (Muhammad & Naintain, 2003).

Employee Compensation

Compensation is the benefit given to employees in the form of pay, wages and rewards like money (Eslami & Gharakhani, 2012). Compensation is the remuneration given to an employee for his or her contribution to the organization. Employee compensation is highly important to an employee or worker because it determines his/her standard of living, status in the society, motivation, loyalty and productivity to the enterprise or organization. Employee compensation is significant to employers because of its contribution to the cost of production. Osibanjo et al. (2014) found that enterprises with good compensation packages have a higher employee performance and their employees' turnover rate is lower in

comparison with others in the industry. Udu and Ewans (2016) found that there is a significant correlation between employee compensation and employees' willingness to dedicate more time to their jobs. Employee compensation is very important for enhanced entrepreneurial growth and productivity (Boshoff & Mels, 1995). Compensation given to employees could be in the form of commissions and bonus or employees been promoted. Non-monetary compensation such as appreciation certificate or gifts to encourage and make the worker feel he has worked hard for the organization is very important. The employees always share their information and work together when compensations are given to them by the organization or management. On the other hand, compensation can be giving based on the loyalty and length of service in the firm. Consequently, a well-rewarded employee runs on all cylinders and increases the productivity of the enterprise.

Proposed Conceptual Model for the Study

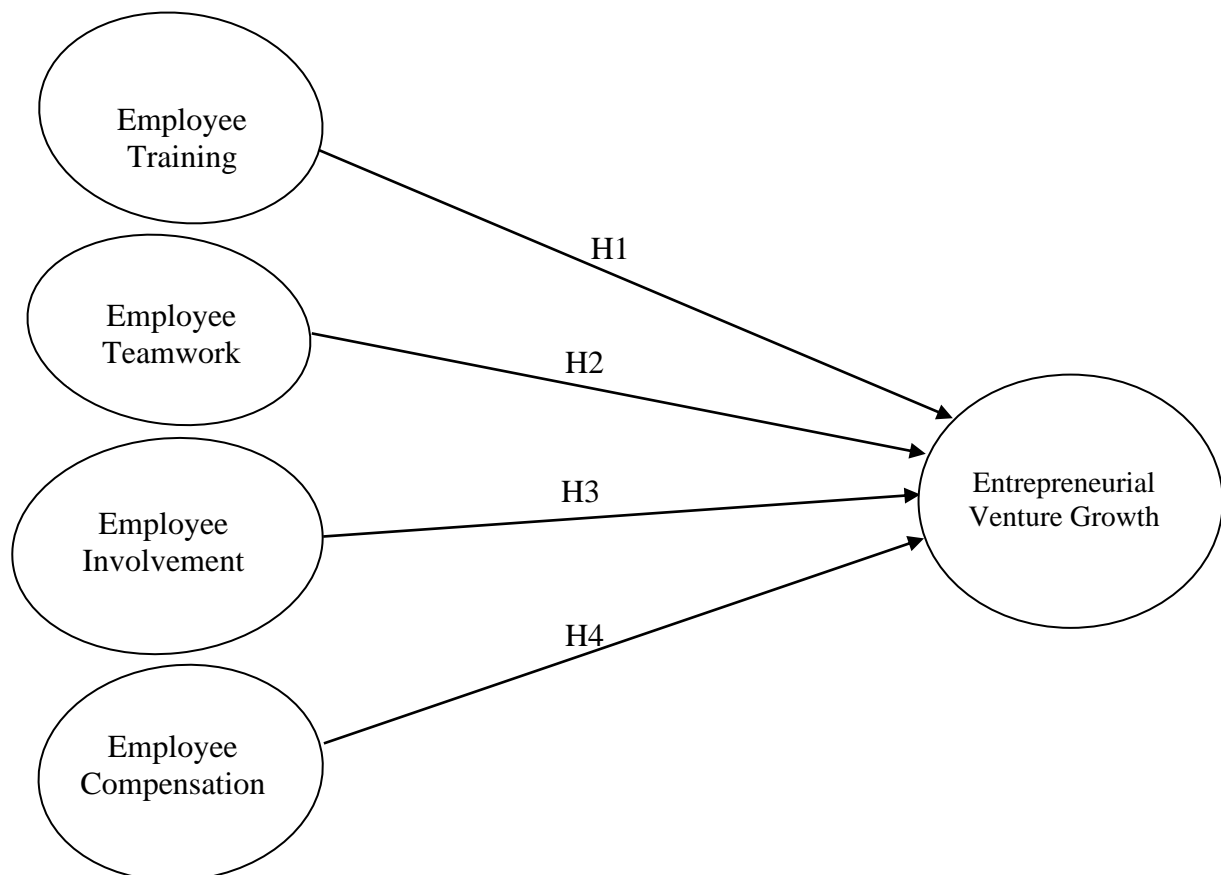


Figure 1: The Proposed Conceptual Model

Source: Researchers' Schematics, 2020.



METHODOLOGY

The study adopted a cross sectional survey research design. The geographical area for this research is Anambra State of Nigeria. The population of the study consists of the employees of the selected plastic manufacturing firms in Anambra State of Nigeria. The target population size of this study is 2360 employees. The sample size is 342 determined using a Yamane's formula. Primary source of data collection was used for the survey. The study selected 18 plastic manufacturing firms in Anambra State of Nigeria. The selected plastic manufacturing firms for the study are as follows; Ezenwa Plastic Industry Onitsha; Ano Plastic Industry Onitsha; Comfort Triumphant Plastic Company Awka; Nakpo Plastic Container Limited Onitsha; Dozzy Plastics Onitsha; Ozalla Plastic Enterprises Awka; Reliable Plastic Limited Onitsha; Pactal Plastic and Paints Enterprises Nkpor; Bentraco Plastic Industry Onitsha; Zife Plastic Enterprise Awka; Obike Plastic Industry Onitsha; Syndival Plastic Industry Nkpor; Silas Plastic Industry Onitsha; Olympic Plastic Limited Obosi; Matonia Plastic Industry Onitsha; Eligwe Plastic Enterprises Awada; Bukata Plastic Enterprises Ogbaru and Joy Tex Plastic Industry Onitsha. In addition, the Likert 5-point scale was used to design the questionnaire ranging from strongly agree to strongly disagree. The questionnaire items were developed from the literature and measurement scales adapted from previous studies and modified to suit the context of this study. The average reliability alpha coefficient value of 0.703 as well as average composite reliability value of 0.742 proved the internal consistency of the instrument accepted for the main survey. In addition, the face validity of the instrument was done by three research experts. The average variance extracted (AVE) values ranging from 0.502 - 0.652 confirmed the convergent validity among the constructs based on threshold as proposed by Hair et al. (2014) as shown on table 1.

Table 1: Reliability and Validity of the Instrument

Construct	Cronbach alpha	Composite reliability	Average Variance Extracted
Employee training	0.724	0.802	0.647
Employee teamwork	0.718	0.736	0.548
Employee involvement	0.632	0.645	0.502
Employee compensation	0.709	0.712	0.538
Entrepreneurial venture growth	0.734	0.817	0.652

Source: PLS-SEM Algorithm output, 2020.

Administration of the Instrument, Method of Data Collection and Analysis

Three hundred and forty-two copies of the questionnaire were distributed across the eighteen selected plastic manufacturing firms under investigation in the study areas. The researchers distributed 19 copies in each of the selected firms under investigation. Convenience sampling technique was adopted. Only employees were given the questionnaire to fill out and retrieved by the researchers and four field assistants after filling the questionnaire instrument. Partial Least Squares Structural Equation modeling was the statistical tool used to test the hypotheses postulated for the study which was necessitated using Smart-PLS version 3 software package. Also, the four formulated hypotheses were tested and decision made based on 5% level of significance. The stipulated decision rule for the acceptance or rejection of



hypothesis is as follows: accept the alternative hypothesis if the p-value is less than 0.05; otherwise, reject the alternative hypothesis.

RESULTS AND FINDINGS

Assessment of the Structural Model

Out of 342 copies of the questionnaire distributed, only 328 valid copies (95.9% response rate) were used for the analysis while 14 copies representing (4.1%) were not returned for analysis. However, the hypotheses were tested and assessed through bootstrapping procedure in Smart PLS version 3.0 (Hair et al., 2017). The study used the standardized root mean square residual (SRMS), the root means square residual covariance (RMS_{θ}) as well as normed fit index (NFI) as the measures for the assessment of PLS-SEM goodness of fit. The three models fit measures results show that the SRMR value is 0.022, RMS_{θ} value is 0.0303 and the NFI value is 0.915 which portrayed a well-fitting model. This implies that the model is well fitted for the data and that the threshold for acceptance of the fitness of the model used in the study was therefore met. The coefficient of determination (R^2) measures the total variance explained in the endogenous construct as a result of variations in the exogenous variables in the model used. The model explains the positive significant variance of 0.752 (75.2%) for entrepreneurial venture growth. The R square value generated showed the substantial power of the exogenous constructs to explain the endogenous construct which is clearly above the threshold given that the R^2 values of 0.75, 0.50 and 0.25 stand for substantial, moderate and weak respectively as proposed by (Hair, Hult, Ringle, & Sarstedt, 2017). In addition, the significance of the structural model was evaluated based on the values of the path coefficients, statistical t-values and the p-values. Accordingly, table 2 presents the PLS-SEM boot results for the test of hypothesized relationships formulated to guide the study. In addition, figure 2 shows the path coefficients of the structural model showing the relationships.

Table 2: Bootstrapping Results of the Structural Model and Path Analysis

Hypotheses	Hypotheses paths	Path coefficients	T-values	P-values	Decision
H1	TRA -> EVG	0.522	10.701	0.000	Supported
H2	TWK -> EVG	0.414	4.118	0.013	Supported
H3	INV -> EVG	0.319	3.678	0.016	Supported
H4	COM -> EVG	0.511	8.834	0.000	Supported

Source: PLS-SEM Output, 2020.

Path is significant at 5% level of significance; if the t-value is ≥ 1.96 , or p-value ≤ 0.05 .

Note = TRA: employee training; TWK: employee teamwork; INV: employee involvement; COM: employee compensation; EVG: entrepreneurial venture growth.

The Structural Model Showing the Path Coefficients Results

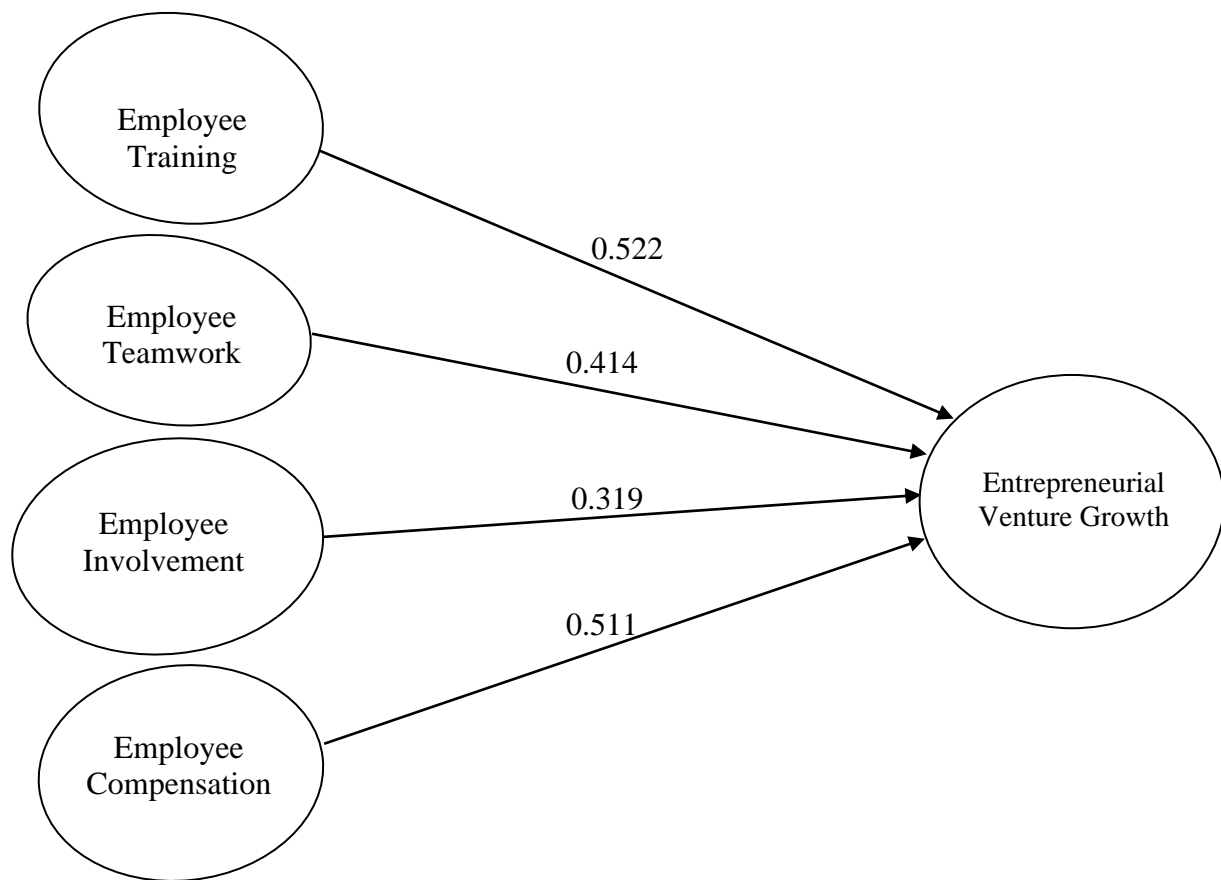


Figure 2: Structural Model Results. Note: $\beta \geq 0.20$; $t \geq 1.96$ and $p \leq 0.05$ (to be significant*).

Source: PLS-SEM Bootstrapping Output, 2020.

Taking into consideration that the path coefficient should be equal to or greater than 0.20 to demonstrate its significance; the t-value should be ≥ 1.96 while the p-value should be ≤ 0.05 to be significant as proposed by (Wong, 2013). An examination of the path coefficients, t-values as well as the p-values of the structural model in table 2 and figure 2 show that employee training had a positive significant relationship with entrepreneurial venture growth ($\beta = 0.522$, $t = 10.701$ and $p < 0.05$). In addition, employee teamwork had a positive significant relationship with entrepreneurial venture growth ($\beta = 0.414$, $t = 4.118$ and $p < 0.05$). Similarly, employee involvement had a positive significant relationship with entrepreneurial venture growth ($\beta = 0.319$, $t = 3.678$ and $p < 0.05$). Finally, employee compensation had a positive significant relationship with entrepreneurial venture growth ($\beta = 0.511$, $t = 8.834$ and $p < 0.05$). Accordingly, all the hypothetical hypotheses (H1, H2, H3 and H4) earlier formulated were supported.



DISCUSSION

A careful examination of results presented in table 2 and figure 2 show that employee training had a positive significant relationship with entrepreneurial venture growth of plastic manufacturing firms in Anambra State of Nigeria. This finding corroborates with the findings of (Okeke et al., 2019 and Rizwan et al., 2012) that employee training significantly relates with the growth of an enterprise. Moreover, employee teamwork had a positive significant relationship with entrepreneurial venture growth of plastic manufacturing firms in Anambra State of Nigeria. Our findings are in tandem with the findings of (Akugri et al., 2015 and Rizwan et al., 2012) that employee teamwork significantly relates with the growth of a firm. In addition, a careful assessment of results on table 2 and figure 2 indicate that employee involvement had a positive significant relationship with entrepreneurial venture growth of plastic manufacturing firms in Anambra State of Nigeria. This finding is in agreement with the findings of (Loan, 2020 and Okeke et al., 2019) that employee involvement and engagement significantly relate with venture growth. In addition, there is a positive significant relationship between employee compensation and entrepreneurial venture growth of plastic manufacturing firms in Anambra State of Nigeria. The study finding aligns with the findings of (Rasool et al., 2019) that employee compensation significantly relates with entrepreneurial venture growth.

Implication to Research AND Practice

The effect of human resources is of paramount importance because people with their skills and knowledge are the most important stakeholders influencing entrepreneurial venture growth in Nigeria. One of the main aspects of human resource management is the assessment of employee satisfaction level. This study is expected to serve as a working document which has implications for both employees and employers including the entrepreneurs, business owners and managers. Organizations should ensure that employee satisfaction is high among their workers because of the fact that a satisfied employee is a productive worker. Also, the higher the level of employees' satisfaction, the higher the level of productivity from them. In addition, the study has contributed to the body of existing knowledge by conceptually providing a comprehensive explanation on the association between employee satisfaction and entrepreneurial venture growth. The findings of this study have contributed in identifying the extent of the relationship between employee training, employee teamwork, employee involvement, employee compensation and entrepreneurial venture growth among plastic manufacturers which have many implications to the entrepreneurs, business owners, managers and other stakeholders in small and medium scale businesses in Nigeria.

CONCLUSION AND RECOMMENDATIONS

The success and survival as well as the continuity of plastic manufacturing businesses in Nigeria are of great paramount. This study is important as it has demonstrated the relationship between employee job satisfaction and entrepreneurial venture growth of plastic manufacturing firms. The study has revealed that employee satisfaction determines the continuity, profitability and the growth of the enterprises. The positive significant relationship exhibited between entrepreneurial venture growth and employee training, employee teamwork, employee involvement as well as employee compensation. The study has revealed that good leadership style expressed by corporate owners affect the loyalty of



employees which eventually leads to business venture growth. Based on the findings of the study, the following recommendations were made;

1. Plastic manufacturing firms should continue to attach importance to employee training. There should be consistent training programme for both existing and newly recruited employees as a way of imparting knowledge and skills for improved and sustainable growth of the enterprise.
2. Plastic manufacturing firms should intensify more efforts on employee teamwork for enhanced group cohesion among the workers.
3. Management should acknowledge employees' efforts for and integrate workers' involvement in the decision-making process for enhanced workplace democracy.
4. Plastic manufacturing firms should continue to provide compensational packages for their employees and always bear in mind that satisfied employees are productive workers.

Suggestions for Future Research

The researchers suggest that similar studies need to be conducted in other neglected small and medium scale ventures such as papers manufacturing firms, sugar manufacturing firms, foams manufacturing firms as well as bakeries, gas plants and ceramics manufacturing firms. Secondly, other statistical techniques such as Pearson correlation analysis as well as regression analysis may be used in similar research so that their results will be compared with the findings of this research.

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APPENDIX I

Questionnaire

Section A: Demographic Characteristics of the Respondents

1. What is your gender?

(1) Male [188] (2) Female [140]

2. Marital status

(1) Single [165] (2) Married [159] (3) Widowed [2] (4) Divorced [2]

3. What is your age range?

1. 25-30 years [120] 2. 31- 40 years [141] 3. 41-50 years [51] 4. 51 years & above [21]

4. What is your Educational Qualification?

1. FLSC [24] 2. WAEC/ NECO/ NABTEB [114] 3. Degree/ HND/ OND [171]

4. Post Degree [13] 5. Others [6]

Key for evaluation of Section B and C

[1] SD = Strongly Disagree [2] D = Disagree [3] N = Neutral [4] A = Agree

[5] SA= Strongly Agree

Section B: Employee Job Satisfaction Scale

Instruction: please tick (√) by showing the extent to which these items reflect your opinion

Measures of Employee Job Satisfaction (X)		SA 5	A 4	N 3	D 2	SD 1
Employee Training						
TRA 1	Training helps an employee find better ways of doing things.	180	120	15	12	1
TRA 2	Training makes an employee to develop interpersonal skills.	198	110	11	7	2
TRA 3	Training brings efficiency of work in the organization.	103	168	24	11	22
TRA 4	Training enhances knowledge accessibility.	127	154	25	13	9
TRA 5	I am satisfied with the training I received from my current work.	132	130	43	20	3



Employee Teamwork						
TWK 1	Teamwork leads to achievement of organizational goal.	144	116	29	25	14
TWK 2	Teamwork improves group cohesiveness in an organization.	118	122	32	40	16
TWK 3	Working as a team helps me to improve my work efficiency.	143	129	15	23	18
TWK 4	Teamwork brings knowledge sharing.	162	117	22	8	19
TWK 5	Working as a team in the organization results in productive synergy.	135	143	25	18	7
Employee Involvement						
INV 1	Employee involvement in the policy formulation gives me a sense of ownership.	99	170	16	33	10
INV 2	Engaging the workers increases employees' participation in the organization.	134	159	12	8	15
INV 3	Involving in decision-making in your enterprise gives me a sense of responsibility.	142	150	20	9	7
INV 4	Employee commitment increases employee on-the-job effectiveness.	140	161	9	10	8
INV 5	Employee participation in the leadership of the enterprise leads to employee loyalty.	117	129	23	31	28
Employee Compensation						
COM 1	The employees always share their information when compensations are given to them by the organization.	142	128	35	14	9
COM 2	Employee compensation increases the productivity of the enterprise.	170	135	9	13	1
COM 3	Acknowledging the labor force brings satisfaction in the organization.	108	159	27	20	14
COM 4	Giving incentives improves the productivity of the enterprise.	125	148	11	23	21
COM 5	Rewarding the employees motivate them to work harder.	138	140	15	21	14
Section C: Entrepreneurial Venture Growth Scale						
EVG 1	Employee training brings innovative growth of plastic manufacturing firms.	102	121	38	47	20
EVG 2	Increase in productivity is as a result of employee teamwork.	122	119	36	35	16
EVG 3	Improved employee loyalty is because of employee involvement among plastic producing workers.	103	112	17	49	47
EVG 4	The profitability of the enterprise has risen due to implementation of employee compensational packages.	144	127	26	10	21