https://doi.org/10.70882/fjbm.2026.v4i2.99 ISSN: 2756-3162; EISSN: 3156-5204

FUDMA JOURNAL OF BUSINESS MANAGEMENT (FJBM)

https://fjbm.fudutsinma.edu.ng

Volume 4, Issue 2, October 2026

# EMPLOYER–EMPLOYEE RELATIONSHIP AND JOB SATISFACTION IN THE OYO STATE MINISTRY OF PUBLIC WORKS, INFRASTRUCTURE AND TRANSPORTATION, IBADAN

**[1]Oladeji Adesola Alaba, [2]Daramola Oluwaseun Esther, [3]Ishola Oluwatoyosi Racheal, [4]Abiade Azeez Adebayo, [5]Hassan Ibrahim Ayobami, [6]Nasirudeen Zainab Titilayo**

Department of Business Administration and Management Studies, Faculty of Business and Communications Studies, The Polytechnic, Ibadan, Oyo State, Nigeria.

**Corresponding Email:** s4shola@yahoo.com

## Abstract

*This study examined the influence of employer–employee relationship on job satisfaction in the Oyo State Ministry of Public Works, Infrastructure and Transportation, Ibadan. The specific objectives were to assess the effect of communication, organizational culture and shared values, trust and organizational justice, employee engagement, and work environment on job satisfaction in the ministry. The study adopted a survey research design. The population comprised 653 employees of the ministry, from which a sample size of 156 respondents was determined using Taro Yamane's formula. Data were collected using a structured questionnaire administered through Google Forms and analyzed using descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential statistics (Pearson Product Moment Correlation) with the aid of the Statistical Package for Social Sciences (SPSS). Out of 156 questionnaires distributed, 148 (94.9%) were retrieved and used for analysis. The results showed statistically significant positive relationships between job satisfaction and communication ($r = 0.742$, $p < 0.05$), organizational culture and shared values ($r = 0.706$, $p < 0.05$), trust and organizational justice ($r = 0.688$, $p < 0.05$), employee engagement ($r = 0.721$, $p < 0.05$), and work environment ($r = 0.758$, $p < 0.05$). The study concludes that employer–employee relationship is a critical determinant of job satisfaction in the ministry and recommends that management strengthen communication channels, promote a positive organizational culture, ensure fairness and transparency in administrative decisions, and involve employees actively in decision-making.*

**Keywords:** Employer–employee relationship, Job satisfaction, Communication, Organizational culture, Trust, Organizational justice, Employee engagement, Work environment, Public service organizations



*This work is licensed under the Creative Commons Attribution 4.0 International License*

## 1. Introduction

Humans serve as the essential resource, for organizations because employees represent their most important asset which drives organizational success and better service delivery. Public service organizations need to establish strong employer-employee relationships because this aspect directly impacts employee job satisfaction, and also work performance. The study will evaluate the employer-employee relationship as the independent variable, using six assessment parameters, which include communication leadership style, organizational justice, trust, employee decision-making participation, and work environment assessment. Organizations need to develop positive employer-employee relations because globalization and technological progress, along with increased public demand for effective service delivery have created a need for better workplace relationships. The mutual trust relationship between employers and employees establishes a framework which includes fair treatment and respectful interactions, and shared values, plus workplace support practices that enhance employee happiness and contentment at their jobs.

Employer–employee relations have shifted from the basic buy-sell idea where a person just did tasks for money, to something more involved, like workers being seen as strategic partners. In this newer view, the organization really has to pay attention to employees' needs, their emotional states, and even their career plans, if it wants to keep long term success. Good employer–employee relationships can be linked to motivation, commitment, loyalty, and overall job satisfaction (Karatepe, 2024). But when there is workplace tension, often caused by poor communication, weak trust, discrimination, and welfare packages that are not adequate, morale drops. Then you also see higher absenteeism, and overall job satisfaction falls down.

Job satisfaction itself is not just one thing, it's multidimensional. It shows how employees evaluate their work functions, the job setting, the kind of duties they perform, and the chances they might have for development. When employees feel satisfied, they tend to show stronger dedication, better time management, and stay loyal. On the other hand dissatisfied employees often show low commitment, more absences, and a stronger intent to exit. In Nigeria's public service, employee satisfaction keeps becoming an issue because communication is ineffective, promotions move slowly, working conditions remain weak, employees get limited room to contribute to decisions, and managerial support is insufficient. Even though many studies have looked at employer–employee relations and job satisfaction in different organizational settings, there still seems to be not enough empirical focus on public service organizations within Nigeria. So a gap remains, and that is basically what this study tried to address by concentrating on the Oyo State Ministry of Public Works, Infrastructure and Transportation, Ibadan.

### 1.1 Statement of the Problem

The employer-employee relationship is a major challenge in many of the Public Service Institutions in Nigeria. Poor relationships in the workplace have persisted with some of the issues discussed being lack of communication, poor employee engagement in decision making, negative treatment, lack of promotion and lack of recognition and reward. These challenges have contributed to an unhealthy work environment and reduced employees' level of satisfaction.

The issue becomes apparent when public sector workers are not satisfied about their working conditions, lack of good working facilities, heavy workload, red tape, and leadership inconsistencies. Often these conditions lead to an incorrect perception and distrust between management and staff, impacting organizational harmony.

Satisfactory employer–employee relationship is lacking, which can lead to low morale, absenteeism, tardiness, lack of commitment, drop in productivity and industrial problems. When employee satisfaction is low, they are less likely to do their best to achieve organizational objectives, which results in poor service quality and poor organizational performance.

While there are several studies on the employer–employee relationship and job satisfaction in various organizational and occupational contexts, there is very scarce empirical study on public service organization in Nigeria, especially in the Oyo State Ministry of Public Works, Infrastructure and Transportation. This gap requires the current study to focus on the impact of employer – employee relationship on the level of job satisfaction among employees in the Ministry, with the objective of getting evidence that can improve the commitment, productivity and effective delivery of public services.

### 1.2 Objectives of the Study

The main objective of the study is to examine the relationship between employer–employee relationships and job satisfaction in selected public service organizations. The specific objectives are to:

i. examine the relationship between communication and job satisfaction in selected public service organizations.
ii. determine the relationship between organizational culture and shared values and job satisfaction in selected public service organizations.
iii. examine the relationship between trust, organizational justice, and job satisfaction in selected public service organizations.
iv. investigate the relationship between employee engagement and job satisfaction in selected public service organizations.
v. examine the relationship between the work environment and job satisfaction in selected public service organizations.

### 1.3 Research Hypotheses

The following null hypotheses were formulated and tested at a 0.05 level of significance:

**H01:** There is no significant relationship between communication and job satisfaction in selected public service organizations.

**H02:** There is no significant relationship between organizational culture and shared values and job satisfaction in selected public service organizations.

**H03:** There is no significant relationship between trust, organizational justice, and job satisfaction in selected public service organizations.

**H04:** There is no significant relationship between employee engagement and job satisfaction in selected public service organizations.

**H05:** There is no significant relationship between the work environment and job satisfaction in selected public service organizations.

## 2. Literature Review

### 2.1 Concept of Employer–Employee Relationship

The employer-employee relationship is one of the interactions, exchanges, expectations and obligations that occur between an entity and the people it has as its employees. It refers to the way that employers communicate with employees, treat them, engage them in the affairs of the organization, meet their obligations in relation to employment and are able to provide an environment in which employees can carry out their duties. The employee's view is captured in their perceptions of fairness, trust, support, respect, recognition and opportunities for participation. It is about employees' engagement, cooperation, commitment and willingness to contribute to organizational goals and objectives from the Employer's perspective.

The traditional employment relationship was generally considered to be an economic contract, where employees are paid for their labour and contribute services. However, modern HRM is beginning to take a more social and relational approach to employment. Employees don't judge an organization's relationship just by salary. They also take into account the way they are treated, the effectiveness of management's communication, fairness of organization's decisions, whether their contributions are valued and whether the working environment is conducive to their health and wellbeing. Therefore, the conditions of employment–employee relationships can impact on the attitudes and work experiences of employees.

Since employment is a relational phenomenon, it fits into the framework of Social Exchange Theory, which views relationships as a process of exchanges between the parties. Within the organization, workers are likely to develop positive attitudes and actions in response to their positive experiences with their employers. Trust, engagement, commitment and positive work attitudes from employees may be the result of their perception of organizational support, fairness, respect and opportunities for involvement. On the other hand, negative experiences can reduce the ability of the employee to feel the same way. More recently, the study of employment relationships using the Social Exchange Theory has also focussed on the issues of mutual obligation, trust, engagement, and organizational support.

This viewpoint offers a foundation for thinking of the employer–employee relationship as a multi-faceted relationship, not just a one-way interaction. There are several inter-connected organizational processes through which the relationship takes place. The following relational attributes in the present study are important to experience and evaluate when it comes to the relationship between the employees and their employers: communication, organizational culture and shared values, trust, organizational justice, employee engagement and work environment.

The information exchange aspect of the relationship is communication. The shared values and norms govern the relationship between employees and management is called organizational culture. Trust and organizational justice are the perceptions of reliability, fairness and appropriate treatment. The employee engagement is the behavioural and psychological reaction that comes from the employees' relationship with their organization, and the work environment is the set of conditions that the employees experience through their employment relation.

Hence, these variables are not shown as independent organizational variables. In this study instead, they are considered as interrelated dimensions or manifestations of the quality of the employer–employee relationship as they represent the way employees communicate, relate to, perceive, respond to and experience their employing organizations.

### 2.1.1 Employer–Employee Relationship and Job Satisfaction

The quality of the employer–employee relationship is an important outcome which includes job satisfaction. The employees who feel that their organizations are supportive, fair, communication and respectful are more likely to have positive attitudes towards their jobs. Conversely, inadequate communication, a feeling of injustice, distrust, employee disenfranchisement and poor working conditions can create dissatisfaction.

There is empirical evidence to back this relational view. Based on Social Exchange Theory, for instance, Maan et al. (2020) revealed that P.O.S was positively related to psychological empowerment and job satisfaction among workers. It was stressed that there is a reciprocal expectation of contribution and concern for employee well-being that needs to be part of a sustainable employment relationship.

In the same vein, Sun et al. (2022) applied organizational justice data from Nigerian police officers and concluded that organizational justice is linked with the supervisors' trustworthiness and job satisfaction. They found that those employees who felt they had more organizational justice expressed higher levels of trust in management and supervisors, along with higher job satisfaction. This evidence is especially relevant to public-sector organizations as it provides an example of how the attitudes of employees can be influenced by both relational and individual factors, such as fairness and trust.

The evidence therefore indicates that job satisfaction is to be treated not in isolation from the quality of the employment relationship. Rather, staff satisfaction can be interpreted in part as a function of the positive or negative nature of a staff member's experience of their relationship with the organisation.

### 2.2 Communication and Job Satisfaction

Communication is the exchange of information, ideas, instructions, opinions, expectations and feedback among the members of an organization. Communication specifically involves exchange among members of the company, or among the employer and employee; communication is especially vital during an employer–employee relationship, where employees rely on management for information regarding organization guidelines, duties, performance expectations, change and choices.

Communication is then considered one of the most basic aspects of relationships. Good communication allows management to know what they are expected to do from staff, and allows staff to voice their concerns, give suggestions and receive feedback. Communication is therefore more than just an administrative task, it is a means to achieving mutual understanding and reciprocity between employers and employees.

This claim has recently been supported by empirical studies. Research on employee–organization relationships revealed a link between internal communication and employee relationship outcomes of trust, satisfaction, mutual commitment to control and job engagement. A second study with 1,805 workers also looked at satisfaction with internal communication and employee engagement and relationship-quality scores, highlighting the role of communication in the overall employee-organisation relationship.

Evidence also shows that communication is relevant to job satisfaction in Nigeria. In their study, Rabiu et al. (2024) explored communication as a measure that relates to employee satisfaction and productivity in the federal civil service of Nigeria. The study showed that communication and work environment are among the significant concerns regarding employees' job satisfaction in the federal civil service.

But communication doesn't necessarily lead to job satisfaction. The quality of communication is important. Communication through giving instructions will not necessarily have the same relational benefits when it is

also possible to receive feedback, participate and to have a dialogue. Likewise, if the information is unclear, delayed, or seen as manipulative, frequent communication may not be very effective. Therefore the present study will focus on communication with regards to clarity, information sharing, giving and receiving feedback, openness, upward and downward communication, employee participation and communication in situations of conflict resolution.

The literature indicates a positive relationship between effective communication and job satisfaction, however it is dependent on the type of communication that creates meaningful interaction and understanding. This lends credence to the study of communication as one of the aspects of an employer—employee's relationship.

**2.3 Organizational culture and shared values.**

Organization culture is defined as the common set of values, beliefs, norms and assumptions that affect the way members of the organization understand and react to the situations they face in the workplace. Shared values are principles and standards that staff and management recognise as important in helping to shape organisation behaviour.

Organizational culture plays a role in employer–employee relationships because it provides an environment in which interaction takes place. In some cultures, it is acceptable for employees to speak candidly to their bosses, while others might be more hierarchical and daunting for employees to talk back. Likewise, a culture of fairness and a team culture may lead to teamwork, whereas a culture of favouritism may foster distrust.

This implies that the organizational culture is not considered in this research just as an independent organizational feature. Instead, it sets the social landscape where the employer–employee relationship is created and maintained. Values shared by employees and management can help influence the acceptable forms of behaviour.

Empirical evidence supports the connection between organizational culture and job satisfaction. For instance, Alwadai and Al Madhab (2021) studied civil employees in public security organizations, and they found a statistically significant relationship between the organizational culture and job satisfaction. Their study showed that an organization's culture was significant in terms of the satisfaction of civil employees.

However, it is not always the case that organizational culture has a beneficial impact on the employee's experience. A strong culture can create a sense of cohesion, with employees feeling a sense of belonging to the values of the culture, but also can be a problem when it fosters the acceptance of dominant values that cause conflict with the values expected by the employees, or when the dominant values and attitudes oppress other values and attitudes. Based on this, the current research is more concerned with the culture and shared values in common principles, respect, cooperation, ethics, participation of employees and the connection between the values of the organization and the experiences of employees.

The literature therefore suggests that the organizational culture and shared values can influence employees' perceptions of their jobs by affecting the nature of their interactions, communication, fairness, and belonging at day-to-day work. This is to be seen as supporting their inclusion as part of an employer/employee relationship.

### 2.4 Trust and Organizational Justice

Trust is when employees believe that management and the organization will behave honestly, reliably, fairly and as expected. Organizational justice is the extent to which employees' believe they are treated fairly by the organization in their outcomes, procedures and interpersonal relationships.

Part of the employer-employee relationship is that there is uncertainty and the employee's dependence on the employer; this is where confidence is crucial. Management has a responsibility for making decisions regarding wages, promotions, employment security, recognition, and workload and career opportunities—all of which are critical to employees. If employees have confidence in management's dependability and in management acting in good faith, they are more likely to have confidence in the employment relationship.

Organizational justice complements trust since employees evaluate decision-making process, treatment, and outcomes as well. Procedural justice is seen in terms of how the decision is made, distributive is seen in how the decision is distributed, and interactional is seen in how employees are treated with dignity, respect and quality.

Recent evidence suggests a strong linkage between trust and justice. Another study of organizational justice and employee engagement revealed that organizational trust was the intervening variable between the diverse types of organizational justice and employee engagement. The results indicated that fair organizational treatment can enhance employees' trust in the organization which can then facilitate employee engagement.

Evidence from Nigeria is particularly significant. Sun, et al (2022) observed organizational justice among Nigerian police officers as having a relationship with supervisory trustworthiness and job satisfaction. Those employees who felt more fair, expressed higher level of trust in supervisor and management, and were more satisfied with their jobs.

The results suggest that trust and justice should be regarded not as separate attitudes among employees. They're a relational appraisal of the organization's treatment of employees. Fostering a fair procedure, equitable treatment, trustworthy management, and respectful interactions among employees is more likely to produce trust and positive employee attitudes.

For this study, trust and organizational justice is defined as the fairness and confidence part of employer–employee relationships.

### 2.5 Employee Engagement

Employee engagement is the commitment of employees to their roles and their organization, expressed in terms of their physical, cognitive and emotional energies. Typical traits of engaged employees are involvement, enthusiasm, dedication, and willingness to go the extra mile beyond the job.

Consider the significant relationship between employee engagement and the employer–employee relationship, as engagement may represent part of the employees' reaction to the quality of their employer–employee relationship. Employees might react positively to their perception of support, recognition, fairness, communication and opportunities for participation, which can lead to greater engagement in their work.

Empirical studies show that engagement and organizational relationship quality are related. Several studies have shown that there are links between employee–organization relationships, internal communication, and relationship quality and employee job engagement. In addition, studies on organizational justice revealed that organizational trust is also a significant link between perceptions of justice and employees' engagement.

But, it is important to distinguish the concept of employee engagement from job satisfaction. Job satisfaction refers to the positive or negative judgment of their jobs, while engagement relates to the psychological, cognitive and behavioural commitment workers make to their jobs. An employee can therefore not be highly engaged and remain satisfied with the job, or highly engaged and feel a sense of commitment in the job, but still not be satisfied with some aspects of the job.

This is relevant to the present study. Employee engagement is added as a relational dimension as it is a psychological and behavioural link between the employees and the organization or to their work. Some of its signs are engagement, dedication, enthusiasm, participation, commitment to work and commitment to organizational goals.

**2.6 Work Environment**

The workplace includes physical, social and psychological factors that impact workers' ability to do their jobs. It encompasses physical facilities, work space, lighting and ventilation, equipment, safety, workload condition, interpersonal relationships, supervisory support and organizational climate.

The relevance of the work environment to the employer and employees is two-fold: the working environment is one way in which the organization treats its employees and how the organization treats its employees will be felt in the work environment. Compliant facilities, workplace safety, and supportive supervision are ways to express an organization's care of its employees. Poor facilities, unsafe working conditions, and poor interpersonal relationships, on the other hand, can indicate a poor employment relationship.

The work environment is thus expanded to reflect the employer–employee relationship, encompassing the conditions of the work place that illustrate the employer's support of the employee in fulfilling the responsibilities assigned.

The significance of workplace conditions in relation to satisfaction in the job is supported by Nigerian evidence in the recent past. In the study of employees' job satisfaction and productivity in Nigeria, the factors that have been identified as important are work environment and communication.

However, it is a multi-dimensional work environment. Job satisfaction can not be guaranteed by physical improvements alone if employees feel that they are treated unfairly, receive inadequate supervision or communication. Similarly, good interpersonal relations will not be enough to overcome poor equipment and/or unsafe facilities. This means that the work environment is not an entity that acts alone but is related to other aspects of the employer–employee relationship.

The work environment for this study is thus evaluated using the following parameters: physical facilities, safety, equipment, workplace comfort, supervisors, interpersonal relationships and teamwork.

**2.7 Job Satisfaction**

Job satisfaction is the positive or negative attitude and/or judgment that individuals have about their job and work experiences. It is an overall evaluation of whether employees' expectations, needs and values are being met in their job.

Job satisfaction is an important dependent variable in the present study because it is one of the important outcome of the employer-employee relationship. Staff regularly reflect on their experiences at work, related to communication, treatment, organizational values, fairness, trust, involvement and working conditions. These experiences may contribute to favourable or unfavourable evaluations of the job.

Satisfaction at work should thus not be taken as a sole measure of satisfaction with wages. It can include satisfaction with supervision, promotion opportunities, recognition, interpersonal relationships, communication, work conditions and job responsibilities and organizational support.

Educational studies support the link between work experiences and job satisfaction. Similarly, Maan et al. (2020) established the positive relationship between perceived organizational support and job satisfaction, while Sun et al. (2022) showed that organizational justice and supervisory trustworthiness have an impact on job satisfaction among police officers in Nigeria.

These results indicate that job satisfaction that employees experience is not only dependent on their economic payments. Treatment of employees and their feeling of relationship with the organization are also matters of importance. This sets the groundwork for the dependent variable of job satisfaction in the current research.

**2.8 Conceptual Model of the Study**

The conceptual model of this study is developed from the proposition that employer–employee relationship is expressed through a set of relational and organizational experiences that shape employees' evaluations of their jobs.

The model identifies communication, organizational culture and shared values, trust and organizational justice, employee engagement, and work environment as the explanatory dimensions of employer–employee relationship, while job satisfaction represents the outcome.

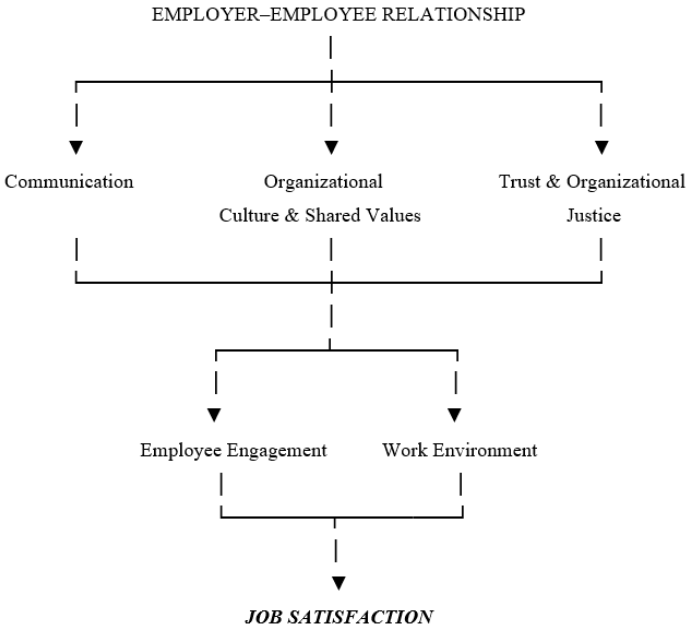



**Figure 1:** *Conceptual Model of the Study*

**Source:** Researcher's conceptualization based on reviewed literature

The model proposes that employer–employee relationship is a broad relational construct expressed through communication, shared organizational values, trust and fairness, employee involvement and the conditions provided for employees to perform their work. These dimensions are expected to be associated with employees' job satisfaction.

**Justification for the Conceptual Model**

The inclusion of the five dimensions is based on their different but complementary roles in explaining the employer–employee relationship.

***Communication*** represents the information-exchange mechanism of the relationship. Employers and employees cannot maintain an effective relationship without exchanging information, expectations, feedback and concerns.

***Organizational culture and shared values*** represent the normative foundation of the relationship. They determine the values and behavioural expectations within which employer–employee interactions take place.

***Trust and organizational justice*** represent the relational quality of the relationship. Employees assess whether management is reliable, honest, fair and respectful. Evidence from Nigerian police officers demonstrates that organizational justice, trust and job satisfaction can be closely connected.

***Employee engagement*** represents the employee's psychological and behavioural connection to the organization and work. Research indicates that relationship quality, communication, trust and justice are relevant to employee engagement.

***Work environment*** represents the contextual conditions through which employees experience the employer's support and concern for their welfare. Physical and psychosocial working conditions can consequently contribute to employees' evaluations of their employment experience.

Collectively, the dimensions provide a broader representation of the employer–employee relationship than any single dimension could provide. Communication explains how the parties interact; organizational culture and shared values explain the norms governing those interactions; trust and justice explain how employees evaluate the quality and fairness of those interactions; engagement reflects employees' connection with their work and organization; and work environment captures the conditions under which the relationship is experienced.

**2.8 Theoretical Framework**

The study is based mainly on Social Exchange Theory (SET) proposed by Homans (1958) and further developed by Blau (1964), and supplemented by Herzberg's Two Factor Theory and Organizational Culture Theory. The primary theoretical basis is the Social Exchange Theory, as the employer and employee exchange between one another, effort, commitment, cooperation in exchange for support, fair treatment, recognition and favorable working conditions. Therefore, this perspective may be the reason why communication, trust, organizational justice, employee engagement, and work environment may relate with employee job satisfaction.

The Two-Factor Theory of Herzberg et al. (1959) complements SET by providing a description of job satisfaction based on hygiene and motivator factors. Within the work environment, the hygiene factors are of great concern such as supervision, organizational policies, interpersonal relations, and working conditions, while achievement, recognition and responsibility can foster positive work attitudes. Therefore, according to the theory, workplace conditions and job satisfaction are related, with the theory offering further explanations.

Organizational Culture Theory, with a focus on Schein's (1985) theory, helps to shed light on the factors that influence employees' perceptions and behaviors in an organisation based on their shared values, beliefs and norms. Fairness, respect, openness and participation are proposed as the key factors in a positive culture and

have the potential to foster positive interactions between employees and owners/management, which in turn can be linked to increased employee satisfaction.

The three theories are thus complementary and not competitive. Social Exchange Theory is the overall theory that is used, as it can explain the two-way interaction between the employer and the employee; Herzberg's Two-Factor Theory is used to explain the satisfaction related role of conditions and motivators in the workplace; and Organizational Culture Theory is used to explain the cultural context of employer–employee interactions. These two together offer a theoretical foundation to explore the connection between communication, organizational culture and shared values, trust and organizational justice, employee engagement and the work environment and job satisfaction in selected public service organizations.

### 2.9 Empirical Analysis and Gap

Previous research has established that communication, organizational culture, organizational trust, organizational justice, employee engagement and work environment are all factors that impact employee satisfaction and the effectiveness of organizations in a variety of settings (Karatepe, 2024; Arwinsyah et al., 2025; Alolayyan et al., 2024; Andrefson et al., 2019). There is however, little empirical research directly aimed at employer-employee relationship and public service job satisfaction in Oyo State and more especially in the Oyo State Ministry of Public Works, Infrastructure and Transportation as this study sought to confirm.

## 3. Methodology

The study adopted a survey research design to examine the relationship between employer–employee relationship and job satisfaction in the Oyo State Ministry of Public Works, Infrastructure and Transportation, Ibadan. The population comprised 653 employees, consisting of senior and junior staff. Using Taro Yamane's formula at a 7% margin of error, a sample size of 156 respondents was determined. The sample was proportionately allocated across the two strata, with 64 respondents selected from the junior staff population and 92 from the senior staff population. Simple random sampling was subsequently used to select respondents within each stratum.

Primary data were collected using a structured questionnaire adapted from established measures of employee communication, organisational culture, organisational justice, employee engagement, work environment and job satisfaction. The questionnaire consisted of 30 items divided equally among six constructs: Communication, Organisational Culture and Shared Values, Trust and Organisational Justice, Employee Engagement, Work Environment, and Job Satisfaction. Each construct was measured with five items. A five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1) was used for the measurement.

The instrument was subjected to face and content validation by the project supervisor and experts in Business Administration and Research Methodology. A pilot test was conducted to determine the internal consistency of the instrument using Cronbach's alpha. The reliability coefficients obtained were 0.82 for Communication, 0.85 for Organisational Culture and Shared Values, 0.79 for Trust and Organisational Justice, 0.83 for Employee Engagement, 0.81 for Work Environment, and 0.86 for Job Satisfaction. The overall reliability coefficient was 0.89, indicating satisfactory internal consistency of the instrument.

Data were collected through Google Forms. Of the 156 questionnaires administered, 148 were properly completed and returned, representing a 94.9% response rate. Ethical considerations included obtaining institutional permission to conduct the study, providing respondents with information about the purpose of the

research, obtaining informed consent before participation, ensuring voluntary participation, maintaining confidentiality and anonymity, and using the information strictly for academic purposes.

Data were analysed using SPSS Version 25. Descriptive statistics, including frequency, percentage, mean and standard deviation, were used to summarise the responses, while Pearson Product Moment Correlation was employed to examine the relationships among Communication, Organisational Culture and Shared Values, Trust and Organisational Justice, Employee Engagement, Work Environment, and Job Satisfaction. The hypotheses were tested at a 5% significance level, with the null hypothesis rejected where $p < 0.05$.

## 4.0 Result and Discussion

### 4.1 Response Rate

Of the 156 questionnaires distributed through Google Forms, 148 were completed and returned, representing a response rate of 94.9%, which was considered adequate and reliable for analysis and generalization of findings.

### 4.2 Demographic Characteristics of Respondents

Table 1: Summarizes the demographic characteristics of the 148 respondents.

**Table 1: Demographic Characteristics of Respondents (N = 148).**

| Variable | Category | Frequency | Percentage (%) |
|---|---|---|---|
| **Gender** | Male | 86 | 58.1 |
| | Female | 62 | 41.9 |
| **Age Range** | 18–25 years | 18 | 12.2 |
| | 26–35 years | 54 | 36.5 |
| | 36–45 years | 47 | 31.8 |
| | 46 years and above | 29 | 19.5 |
| **Marital Status** | Single | 49 | 33.1 |
| | Married | 82 | 55.4 |
| | Divorced | 9 | 6.1 |
| | Widowed | 8 | 5.4 |
| **Educational Qualification** | SSCE | 12 | 8.1 |
| | ND/NCE | 38 | 25.7 |
| | HND/B.Sc | 69 | 46.6 |
| | M.Sc/MBA | 21 | 14.2 |
| | Others | 8 | 5.4 |
| **Staff Category** | Junior Staff | 61 | 41.2 |
| | Senior Staff | 87 | 58.8 |
| **Years of Experience** | 1–5 years | 32 | 21.6 |
| | 6–10 years | 46 | 31.1 |
| | 11–15 years | 39 | 26.4 |
| | 16 years and above | 31 | 20.9 |

Source: Field Survey, 2026.

The results show that male respondents (58.1%) outnumbered female respondents (41.9%), and most respondents fell within the 26–35 years (36.5%) and 36–45 years (31.8%) age brackets, indicating a workforce within its active and productive years. Married respondents formed the majority (55.4%), and respondents with HND/B.Sc qualifications constituted the largest educational group (46.6%), suggesting a relatively educated workforce capable of providing informed responses. Senior staff made up 58.8% of respondents, and 31.1% of respondents had between 6 and 10 years of working experience, indicating adequate familiarity with employer–employee relationships within the ministry.

### 4.3 Test of Hypotheses

The five hypotheses were tested using Pearson Product Moment Correlation (PPMC) at a 5% level of significance. The null hypothesis was rejected where the p-value was less than 0.05. Table 2 presents a summary of the correlation results.

**Table 2: Summary of Correlation Analysis for Hypotheses One to Five**

| Hypothesis | Variables | N | r-value | Sig. (2-tailed) | Decision |
|---|---|---|---|---|---|
| H01 | Communication and Job Satisfaction | 148 | 0.742 | 0.000 | Rejected |
| H02 | Organizational Culture and Job Satisfaction | 148 | 0.706 | 0.000 | Rejected |
| H03 | Trust, Org. Justice and Job Satisfaction | 148 | 0.688 | 0.000 | Rejected |
| H04 | Employee Engagement and Job Satisfaction | 148 | 0.721 | 0.000 | Rejected |
| H05 | Work Environment and Job Satisfaction | 148 | 0.758 | 0.000 | Rejected |

Source: Researcher's Computation Using SPSS Version 25 from Google Forms Data (2026).

Since the p-value (0.000) was less than the 0.05 significance level in all five cases, all null hypotheses were rejected, indicating statistically significant positive relationships between each dimension of employer–employee relationship and job satisfaction in the ministry. Work environment recorded the strongest relationship with job satisfaction ($r = 0.758$), followed by communication ($r = 0.742$), employee engagement ($r = 0.721$), organizational culture and shared values ($r = 0.706$), and trust and organizational justice ($r = 0.688$).

### 4.4 Discussion of Findings

The study revealed that there is significant positive correlation between communication and job satisfaction ($r = 0.742$, $p < 0.05$). This implies that where there is open communication and a focus on feedback and opportunities for member feedback and expression, satisfaction can be enhanced, as there is less misunderstanding and increased trust between management and member. The finding is consistent with that of Karatepe (2024). Two-way communication in the public sector context can facilitate understanding the policies and management decisions of the administration by the employees.

Job satisfaction also showed a significant positive relationship with organisational culture and shared values $r = 0.706$, $p < 0.05$). A positive work culture of teamwork, fairness and respect can foster a better work family environment for workers. This is in line with Arwinsyah et al. (2025). The discovery indicated that public-sector leaders should foster leadership that is supportive and shared values within organisations.

There was a significant correlation between trust and organisational justice ($r = 0.688$, $p < 0.05$) with job satisfaction. Promotions, policies and management decisions that are perceived as fair are likely to make

employees feel that they can trust management and are therefore satisfied with their job. This finding is consistent with Alolayyan et al. (2024) and highlights the importance of transparency and fairness in Nigerian public institutions.

Job satisfaction had a positive correlation with employee engagement ($r = 0.721$, $p < 0.05$), suggesting that giving employees opportunities to contribute ideas and recognition for their participation in decision making can enhance their job satisfaction and involvement. This is consistent with the study carried out by Arwinsyah et al., (2025). Likewise, the work environment ($r = 0.758$, $p < 0.05$) had the highest correlation with job satisfaction, indicating that appropriate facilities, supportive supervision and favourable working conditions are important. This finding corroborates with Saraswati et al (2021).

Generally, the results show that there are a number of interrelated factors within the employer–employee relationship that affect job satisfaction within the Ministry. Increased communication, fairness, worker participation, and working conditions can thus enhance employee satisfaction and commitment.

## 5. Conclusion and Recommendations

### 5.1 Conclusion

The study concludes that employer–employee relationship is a critical determinant of job satisfaction in the Oyo State Ministry of Public Works, Infrastructure and Transportation, Ibadan. Communication, organizational culture and shared values, trust and organizational justice, employee engagement, and work environment were all found to be important factors influencing how employees perceive their jobs and their level of satisfaction. A positive employer–employee relationship promotes mutual understanding, trust, cooperation, and employee commitment, thereby enhancing organizational performance, while employees are more likely to remain motivated, productive, and loyal when they work in an environment characterized by fairness, effective communication, participation in decision-making, and supportive leadership. Improving employer–employee relationships within the ministry would therefore be expected to significantly improve employee job satisfaction and contribute to the achievement of organizational goals.

### 5.2 Recommendations

Based on the findings, the following recommendations are made:

i. Management should strengthen communication channels by ensuring regular dissemination of information, feedback mechanisms, and open communication between management and employees.

ii. The ministry should promote a positive organizational culture that encourages teamwork, fairness, mutual respect, and shared organizational values among employees.

iii. Management should ensure fairness and transparency in promotions, rewards, disciplinary procedures, and other administrative decisions to strengthen trust and organizational justice.

iv. Employees should be actively involved in decision-making processes relating to organizational activities and policies that affect their work and welfare.

### 5.3 Contribution to Knowledge

This study contributes to existing knowledge by providing empirical evidence on the relationship between employer–employee relationship and job satisfaction within a public sector organization in Oyo State, Nigeria. It expands understanding of how communication, organizational culture, trust, organizational justice, employee

engagement, and work environment collectively influence employee satisfaction, and provides useful information for policymakers, public administrators, human resource managers, and researchers interested in improving workplace relationships and employee performance within public service organizations.

## References

Alolayyan, M. N., Nusairat, F. T., Abualhuda, S. A., & Azar, S. (2024). Association between servant leadership and nurses' turnover intention: Evidence from Jordan. BMJ Leader, 8(3), 253–257. https://doi.org/10.1136/leader-2023-000903

Alwadai, M. A., & Al Madhab, M. M. (2021). The relationship of organizational culture to job satisfaction of civil servants in security sectors: A field study. Journal of Economic, Administrative and Legal Sciences, 5(22), 144–163. https://doi.org/10.26389/AJSRP.R150221

Andrefson, E., & Ramadhi, R. (2025). The role of job satisfaction in mediating the influence of human relations, work ethic, and organizational culture on employee performance at PT. XYZ. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi, 4*(2), 4292–4311. https://doi.org/10.56799/ekoma.v4i2.7415 (Journal Nusantara)

Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Arwinsyah, A., Samdin, S., & Sabilalo, M. A. (2025). Organizational culture as a strengthening factor in the relationship between job satisfaction and employee performance. Jurnal Manajemen Maranatha, 25(1), 143–156. https://doi.org/10.28932/jmm.v25i1.13352

Blau, P. M. (1964). Justice in social exchange. Sociological Inquiry, 34(2), 193–206. https://doi.org/10.1111/j.1475-682X.1964.tb00583.x

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work (2nd ed.). Wiley.

Homans, G. C. (1958). Social behavior as exchange. American Journal of Sociology, 63(6), 597–606. https://doi.org/10.1086/222355

Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: A moderated mediation model of proactive personality and psychological empowerment. Future Business Journal, 6, Article 21. https://doi.org/10.1186/s43093-020-00027-8

Mesfin, D., Woldie, M., Adamu, A., & Bekele, F. (2020). Perceived organizational culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town administration, correlational study. *BMC Health Services Research, 20*, 438. https://doi.org/10.1186/s12913-020-05319-x

Rabiu, M. M., Adewale, B. A., Lamino, A. H., Olalekan, A. J., & Oluseun, O. O. (2024). Employee job satisfaction and employee productivity in Nigeria's federal civil service: An empirical examination of communication as metric for job satisfaction. International Journal of Professional Business Review, 9(3), e04328. https://doi.org/10.26668/businessreview/2024.v9i3.4328

Saraswati, I. A. P., Yanti, N. P. E. D., & Swedarma, K. E. (2021). Perbedaan tingkat kepuasan kerja perawat berdasarkan unit kerja: Literature review. Coping: Community of Publishing in Nursing, 9(4), 450–462. https://doi.org/10.24843/coping.2021.v09.i04.p12

Schein, E. H. (1985). *Organizational culture and leadership*. Jossey-Bass.

Sun, I. Y., Wu, Y., Otu, S. E., Aro, G. C., Akor, I. C., & Nnam, M. U. (2022). Linking organizational justice to organizational commitment among Nigerian police officers. Criminal Justice and Behavior, 49(2), 220–238. https://doi.org/10.1177/00938548211036177

Saydam, M. B., Altun, Ö., Karatepe, T., Olorunsola, V., & Alpler, N. N. A. (2024). Exploring the job (dis)satisfaction indicators of online food delivery employees: Insights from employees' online reviews. International Journal of Organization Theory & Behavior, 27(2). https://doi.org/10.1108/IJOTB-03-2023-0048