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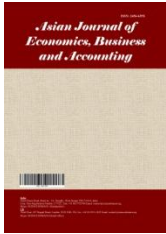
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The Impact of Job Satisfaction on Employee Performance: A Case at ABC Manufacturing Company

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The aim of this study is to investigate the impact of 'Job Satisfaction' on 'Employee Performance'. The preliminary investigations revealed a researchable area where most of the employees are dissatisfied affecting their job performances. In this study deductive approach has been used to test the existing theories and thus this study involves quantitative analysis. The determinants of independent variable of 'Job Satisfaction' included Pay & Benefits, Trainings, Work Condition and Nature of the Job. The dependent variable for the study is 'Employee Performance'. The sample consists of 66 employees based on simple random sampling technique. Moreover, a structured questionnaire was administered to collect the primary data. The hypotheses were tested using the correlation and regression analysis. The correlation analysis denoted that there is a positive relationship between job satisfaction and employee performance and the regression analysis depicted that the job satisfaction has a statistically significant impact on employee performance at 0.05. This study suggests the organization to maintain salary equality and supervisor relationships to increase the employee performance. Furthermore, it is recommended to recognize the training needs of the employees to boost the performance of the employees. Moreover, based on the findings of this study, the scholars could further investigate the how other factors such as top management support and organization culture impacting on employee performance.

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Keywords: Job satisfaction; pay and benefits; trainings; work condition; nature of the job; employee performance.

1. INTRODUCTION

“A Happy worker is a productive worker [1] and it is no longer news that job satisfaction anchors employee performance. According to Locke [2] job satisfaction as ‘a pleasurable and positive emotional state resulting from the appraisals of one’s job or job experience’. Further, job satisfaction can be defined as an individual’s positive measurable judgment on his or her working conditions [3]. According to Schermerhorn [4] employee performance is the quality and quantity attained by an employee or group of employees after accomplishing a given task. Attainment of a high-level performance through productivity and efficiency has always been an organizational goal of high priority. Employee performance is the aggregated financial or non-financial value added by the employees in contribution to the fulfillment both directly and indirectly to the organizations’ objectives [5]. However, the total organizational performance depends on the efficient and effective performance of individual employees of the organization. Therefore, every organization places a considerable reliance on their individual employee performance to gain high productivity in the organization. At the same time, highly satisfied workforce is an absolutely necessity for achieving a high level of performance advancement of an organization and the satisfied worker leads to extend more effort to employee performance. Hence, this study measures the impact of job satisfaction on employee performance with special reference to a selected manufacturing company in Sri Lanka. Furthermore, this study addresses the research gap by investigating the research problem of the respective manufacturing company that has not been yet investigated.

1.1 Research Problem

According to the findings of the preliminary interviews conducted with the management of the organization, the poor employee performances have affected for organization’s productivity, quality of work, goals, and profits. Moreover, as per the results of the employee feedback surveys of the respective company, it was revealed that most of the employees are dissatisfied with the current rewarding schemes, working conditions, and job tasks and duties that they have been assigned. Furthermore, it has

been identified that employee performances were reducing over the last three years. In last three years, employee performance was nearly 83%, 77%, and 68% respectively and the performances were decreasing. As per the past literature, it has been further investigated that employee performance gets diminished as a result of the job dissatisfaction in different contexts.

1.2 Research Objectives

1.2.1 General objective

1. To measure the impact of Job Satisfaction on Employee Performance.

1.2.2 Sub objectives

1. To measure the impact of ‘Pay and Benefits’ on ‘Employee Performance’.
2. To measure the impact of ‘Training’ on ‘Employee Performance’.
3. To measure the impact of ‘Working Conditions’ on ‘Employee Performance’.
4. To measure the impact of the ‘Nature of the job’ on ‘Employee Performance’.

1.3 Contribution of the Paper

The findings of this research will be beneficial for numerous stakeholders including the top management and middle level management of the selected company as they can incorporate the findings when making the strategic decisions. Moreover, the results of this study will lead to identify the exact needs of the employees where the organization could address them strategically. Furthermore, the managers could recognize suitable performance evaluation criteria that links with the rewarding system.

This study ensures the academic significance by adding new knowledge to the existing theories and future researchers could test and develop theories by incorporating the research findings relating to the concepts of ‘Job Satisfaction’ and ‘Employee Performance’.

2. LITERATURE REVIEW

2.1 Job Satisfaction

According to Vroom’s [6] definition of job satisfaction, it focuses on the role of the

employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles that they are presently occupying. Job satisfaction represents the most important areas that are facing current managers when it comes to managing their employees. Job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, "I am satisfied with my job [7]. As stated in this approach though job satisfaction is under the influence of many external factors, it endures some internal factors that also involve with the way of how employee feels. Job satisfaction can be also defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation [8].

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate the job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction [9]. The attitudes and feelings people have about their job; it is the degree to which an employee has positive emotions towards the job role. Job satisfaction depends on various different factors such as satisfaction with pay, promotion, benefits, trainings, working conditions or work environment, nature of the job - job security, relationship with co-workers and supervisors [1,11]. Job satisfaction is the level of happiness that a person feels about his or her job. It is the positive emotional attachment to the job that works as a motivational factor. Many theories have identified that job satisfaction is directly proportional to performance. Greater the job satisfaction, higher will be the employee performance. A person can live happily when he or she can enjoy professional life as well as the personal life equally. When workloads and stress start to consume a man's time for personal life, it leaves them mentally exhausted and restless [11].

2.2 Pay and Benefits

Previous studies have demonstrated that pay affects job satisfaction [12,13,11]. Employees are expecting a certain level of monetary rewards for their organizational contribution and pay constitutes a quantitative measure of an employee's worth. In order to compete for the most talented workers, companies need to provide attractive and equitable pay. Furthermore, according to the opinion of other

researchers pay is an initial motivator it was concluded that the income is the major determinants of job satisfaction [14,11].

2.3 Training

Training can be defined as an "efficient process of getting knowledge, abilities, skills and the behaviour to meet the requirements of the job" [15]. Employee training is helping to enhance the efficiency of an organization and to boost their performance in an efficient manner [10]. Some of the employees have lack of skills, abilities, knowledge and competencies and thus, failed to accomplish task on timely basis [15,16]. Most of the time the less capable employees prefer to leave the job because they have lack of ability to understand the technicalities of the given task [17].

2.4 Working Condition

Many businesses are losing to understand the essentiality of the working conditions or working environment for employee job satisfaction and thus facing lots of difficulties during their work. Such organizations are internally weak therefore, unable to introduce innovative products into the market to outshine their competitors [18]. Employees need a working environment that allows them to work freely without problems to meet the standards of organization, a fact that may restrain them from performing up to the level of their full potential. According to Spector [19] observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees.

2.5 Nature of the Job

According to Locke [2] the work itself has positively correlated with the satisfaction of employee. Work itself is "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results" [20]. Jobs matched with the competencies and that are mentally stimulating are liked by the employees [14].

2.6 Employee Performance

Employee performance refers to the quality and quantity that are attained by individual employees or group of employees after completing a given task [4]. Employee

performance as the real behaviour expressed by everyone as work achievement produced by employee appropriate to their role in the organization [21]. This means that employee performance as a concept could be defined in different ways and that is depending on the different stages and complexities of the job (Damle, 2012). Employee performance mainly depends on perception, values and attitudes.

Performance is defined as a function of individual ability and skill and effort in a given situation [22]. According to Nmadu [23] employee's performance is a degree of accomplishment of tasks that make up an employee's job. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employee's morale and to meet expectation [23]. However, employee performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed, and effectiveness of work completed [24].

Dugguh & Dennis [25] contend that Vroom [6] had earlier found that the notion that employee performance is a natural product of satisfying the needs of employees in the organization. Organizations that able to make their employees happy will have more productive employees. The idea that a happy worker is a productive employee is inconclusive because empirical studies have produced a number of conflicting viewpoints on the relationship between job satisfaction and employee performance [26]. It was on this basis that some researchers opined that employee performance may lead to job satisfaction but not the reverse and so job satisfaction is non significantly correlated with employee performance in organizations. Many scholars have stated that when employees have high levels of psychological well-being and job satisfaction, they perform better and are less likely to leave their jobs [10].

3. METHODS

This research is based on the deductive approach as there is a theory testing and thus the hypothesis were tested accordingly. The data collection was done mainly to test the hypotheses which were developed based on the literature review. Hence, the theory verifications were done by assessing the impact of job satisfaction on employee performance.

The selected company is a food processing organization started with two main brands and now it has expanded the business in to international context where this brands became popular in South Asia.

The study population consisted of 510 employees and the sample was selected through the simple random sampling where the sample size for this study consisted of 66 professionals as the unit of analysis. Thus, sample represented managerial level employees, executive level employees and trainees. Moreover, the sample consisted of 69.7% and of male employees and 30.3% of female employees. When considering the service period, 16.7% of the employees in the sample served less than four years to the organization while 13.6 % of employees have 05 to 09 years of work experience and 9.1% of employees worked for 10 to 14 years. Also, 10.6% of the sample represents work experience for 15-19 years and 50% of the sample represents more than 20 years working experience.

This study was cross-sectional in nature since it was carried out in the first quarter of the year 2020, and the respective findings were discussed based on the data collected at that point of time.

To achieve the purpose of the research, a survey strategy was used to collect the primary data from the selected organization. Moreover, the researchers have used the quantitative techniques in arriving at the conclusion hence, used a five-point Likert scale questionnaire as the primary data collection instrument. The questionnaire was designed in a manner to capture the variables of job satisfaction and employee performance. Thus, the questionnaire consisted of 30 statements that covered the constructs relating to both dependent and independent variables. The secondary data were collected through the past research and other related journal publications.

The reliability and the validity for the constructs were tested for the statements. The five-point Likert scale was used to sum the values of each statement and to produce a score for each individual respondent. In this study the correlation and regression analysis were used to measure the relationships between the variables and to measure the impact of job satisfaction on employee performance respectively. The Statistical Product and Service Solutions [27], IBM SPSS version 22, was used in arriving the results and to make the interpretations.

3.1 Conceptual Framework

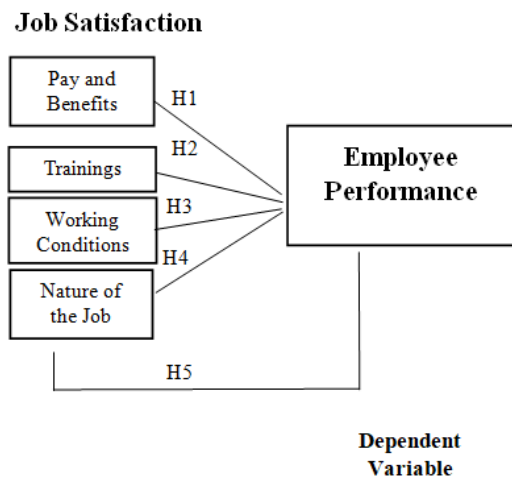


Fig. 1. Conceptual framework
Source: Author Developed

3.2 Hypotheses

H₀1: There is no significant relationship between Pay & benefits and Employee Performance.

Ha1: There is a significant relationship between Pay & benefits and Employee Performance.

H₀2: There is no significant relationship between Trainings and Employee Performance.

Ha2: There is a significant relationship between Trainings and Employee Performance.

H₀3: There is no significant relationship between Work Condition and Employee Performance.

Ha3: There is a significant relationship between Work Condition and Employee Performance.

H₀4: There is no significant relationship between Nature of the Job and Employee Performance.

Ha4: There is a significant relationship between Nature of the Job and Employee Performance.

H₀5: The Job Satisfaction does not have a significant impact on Employee Performance.

Ha5: The Job Satisfaction has a is a significant impact on Employee Performance.

4. RESULTS

4.1 Correlation Analysis

The correlation analysis of this study conducted to investigate the relationship between independent variables and dependent variables described in the conceptual framework in Fig. 1.

According to the correlation analysis shown in Table 1, there is a positive and statistically significant correlation of 0.396 (Sig.=.001 < 1%) between the job satisfaction and employee performance and hence accepting Ha5.. When considering each variable, the correlation between the pay & benefits and employee performance is positive and statistically significant 0.395 (Sig.=.001 < 1%) thus accepting Ha₁. Moreover, the correlation between training and employee performance is positive and statistically significant 0.300 (Sig.=.000 < 1%) therefore accepting Ha2. The correlation between the work conditions and employee performance is positive and statistically significant 0.190 (Sig.=.001 < 1%). However, the result demonstrates that there is a weak relationship and hence accepting Ha3. The nature of the job and job satisfaction has a moderate positive and statistically significant correlation 0.476 (Sig.=.001 < 1%) and consequently accepting Ha4.

4.2 Regression Analysis

According to the Table 2, R Square = 0.157 (Adjusted R Square = 0.144) and that describes 14.4% of the variance in the employee performance is explained by the four predictor variables of Pay and benefits, Training, Working Conditions and Nature of the Job.

Table 1. Correlation analysis (N=66)

Predictors	Pearson Correlation	Sig. (2-tailed)
Pay & benefits	.395**	.001
Training	.300**	.000
Working Condition	.190**	.001
Nature of the Job	.476**	.001
Job Satisfaction	.396**	.001

Correlation is significant at the 0.01 level (2-tailed)

Source: Survey data ,2021

Table 3 determines whether the predictor variables of the study account for significant variance in the outcome variable (dependent variable). Accordingly, the significant value is .001 less than 0.05 and it demonstrates that there is a statistically significant variance between predictors (Pay and benefits, Training, Working Conditions and Nature of the Job) and the dependent variable (Employee Performance). Consequently, the proposed regression equation is adequate.

Table 4 demonstrates the coefficients of the predictor variables, and it indicates that each predictor variable has a significant impact on employee performance under the significance level of 0.05. Accordingly, the significant value for Pay & benefits is 0.001 which is less than 0.05 (Sig = 0.001<0.05) thus, depicting that Pay & benefits have a significant impact on employee performance. This denotes when the Pay & benefits increased by one unit, the employee

performance is expected to increase by 0.305 units. The significant value for training is 0.015 which is less than 0.05 (Sig = 0.015<0.05) thus, depicting that training has a significant impact on employee performance. This also represents when the Training increased by one unit, the employee performance is expected to increase by 0.202 units. Furthermore, the significant value for the working condition is 0.028 which is less than 0.05 (Sig = 0.028<0.05) thus, indicating that working conditions have a significant impact on employee performance. This represents when the working conditions increased by one unit, the employee performance is expected to increase by 0.037 units. Moreover, the significant value for the nature of job is 0.000 which is less than 0.05 (Sig = 0.000<0.05) hence, depicting that nature of the job has a significant impact on employee performance. This demonstrates when the nature of the job increased by one unit, the employee performance is expected to increase by 0.502 units.

Table 2. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396 ^a	.157	.144	.50582

a. Predictors: (Constant), Job Satisfaction

Table 3. ANOVA test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.047	1	3.047	11.908	.001 ^b
	Residual	16.375	64	.256		
	Total	19.421	65			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

Table 4. Coefficients of predator variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.200	.218		14.654	.000
	Pay & benefits	.305	.060	.400	2.621	.001
	Training	.202	.081	.300	2.513	.015
	Working conditions	.037	.076	.061	2.486	.028
	Nature of the job	.502	.116	.476	4.333	.000

a. Dependent Variable: Employee Performance

Table 5. Coefficient of job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.340	.406		5.764	.000
	Job Satisfaction	.456	.132	.396	3.451	.001

a. Dependent Variable: Employee Performance

4.3 Incomplete, you Need to Test all the Explanatory Variables First!!!!

Table 5 demonstrates the coefficients of the predictor variables. The fifth hypothesis (Ha5) was to test whether job satisfaction has a significant impact on employee performance under the significance level of 0.05. Accordingly, significant value for job satisfaction is 0.001 which is less than 0.05 (Sig = 0.001<0.05) thus, accepting H5.

According to Table 5, unstandardized coefficient has been considered as the data has taken from a common scale and resulted in B=0.456. This represents when the job satisfaction increased by one unit, the employee performance expected to increase by 0.456 units.

Therefore, the regression equation can be developed as follows for this study,

Employee Performance = 3.200 + 0.305 (Pay & benefits) + 0.202 (Training) + 0.037 (Working Conditions) + 0.502(Nature of the Job) + ϵ

5. DISCUSSION

According to the empirical evidence, the dimensions which are impacting on employee performance and job satisfaction have been identified as pay & benefits, trainings, working condition and as well as nature of the job. On the basis of these dimensions, hypotheses were established to achieve the research objectives. According to the correlation analysis, it was investigated that there is a positive relationship between pay & benefits and employee performance. Moreover, training and working conditions indicated a positive relationship between employee performance whilst working conditions depicted a weak positive relationship. The nature of the job and employee performance had a moderate positive relationship. According to the result derived from the regression analysis, all the predictor variables including Pay and benefits, Training, Working Conditions have positively impacted on employee performance and further, it resulted that Job Satisfaction has a significant positive impact on employee performance. Mainly the Nature of Job the is the most influencing factor in determining employee performance [28,29]. Moreover, the pay and benefits also significantly impact on employee performance Thus, under the policy implication, it is recommended that the company ensure job

security and assign the job task and duties that match each employee's capacity and qualifications. Furthermore, it is important to maintain salary equality for the same level employees. Also, it is suggested to implement a proper increment process to provide performance-based rewards. The company must recognize the training needs of the employee and send them to the most suitable training programs according to their requirements. Furthermore, the company could organize welfare and recreational activities to improve the relationships between supervisors and employees.

6. CONCLUSION

The major purpose of this study was to examine the impact of job satisfaction on employee performance in a selected manufacturing company, Sri Lanka. At present, the job dissatisfaction and poor employee performance have become the major issues within many sectors to investigate the research problem of the selected manufacturing company, the researchers selected 66 employees as the sample. In the selected company, job satisfaction has been directly influenced on the performance of employees. Mainly pay and benefits and nature of the job are having a positive and significant impact on employee performance. This ensures that the company needs to address the financial rewards and needs to pay more attention to job designing to obtain the highest performance from the employees Based on the analysis it can be concluded that job satisfaction has a significant positive impact on employee performance and the findings of this research par with the findings of past studies as well [20]. Moreover, future researchers could investigate how leadership and organization culture impact on employee performance in order to add knowledge to the existing theories.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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