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THE IMPACT OF JOB SATISFACTION ON EMPLOYEE JOB PERFORMANCE

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ABSTRACT:

Job satisfaction and job performance are both very important aspects for companies and employees. Job satisfaction is when the individual feels satisfied enough to perform the job as expected. Job performance is how good or bad an employee actually does his / her job. This study has examined the impact of job satisfaction on the performance of employees in companies and government sector in Saudi Arabia. The study attempted to identify the concept of job performance and job satisfaction, as well as to examine the impact of job performance and job satisfaction. Primary data is collected through an online survey of 100 employees across private and government sector organizations in Jeddah, Saudi Arabia. The results have shown that in general, the employees from both government sector and private sector are satisfied with their job. In addition, results have shown that motivation, salary, leadership and productivity is the key elements in ensuring job satisfaction among the employees.

INTRODUCTION:

Job performance is the planned job associated tasks of the workforce and how effectively those tasks have been carried out [1]. Performance in the form of task performance comprises the explicit behavior of the job, which includes the fundamental responsibilities assigned as part of the job description [1]. Likewise, employees' output at work is likely to be dictated by their actions

and by factors in the work environment that promote or interfere with the reported productivity [1].

Job satisfaction is a feeling of fulfillment or a perception of accomplishment that the employee is born out of his / her job [2]. It is the product of the evaluation that allows one to fulfill one's job values or to meet one's basic needs. In addition, work satisfaction is a series of negative / positive feelings that a person holds about his or her employment [2]. It helps to decide to what degree a person likes or dislikes his or her work. Furthermore, it was also known that work satisfaction is influenced by job performance, contextual performance and adaptive performance. Moreover, Worker satisfaction and efficiency are critical in a company because they can influence the overall success of the firm, after all, workers represent the activity of the firm [3].

Since employees are considered to be of assistance to the organization's performance, recruiters, supervisors and managers should focus more often on employee satisfaction and performance [4]. If a company has selected the right person to the right position, there should be no issue with work performance and satisfaction. Employees need a working environment that allows them to work easily without complications that could hinder them from performing to the extent of their full potential. In addition, the organization must meet the needs of its workers by ensuring decent working arrangements [5]. Job satisfaction or lack thereof, depends on a positive, efficient partnership between workers and managers. Furthermore, the success of every company depends on the staff members who enjoy their work and feel rewarded for their efforts [6].

Studying the correlation between work satisfaction and job efficiency is among the most important research practices in the field of corporate organizational. According to Ali et al. [7] if workers have enthusiasm, happiness and a high spirit, they steer their talents and abilities towards organizational ends. In addition, Deng and Gao [8] found that, as employees' output increases, the company's efficiency and, eventually, the profitability of the company would be affected. Likewise, Rezapour and Sattari Ardabili [9] stated that work satisfaction is much more critical than pay in terms of human capital growth. Thus, the management in the organizations has a huge responsibility in ensuring the job satisfaction of the employees. In addition, Safi and Arshi [10], claimed that a high degree of job satisfaction is closely linked to the employee's general motivation to work, and it is therefore very important to record the factors in work and working life are of the greatest importance to the satisfaction of the employee. There are variables that will impact work satisfaction, i.e. how happy workers will be / are when they are doing their work. Moreover, the employee's type of personality is often thought to influence work satisfaction. There are several factors that can influence job satisfaction, some of which may include motivation, pay and gender. Breugh et al. [11] found that an employee must have the desire to work in order to be happy with his job and to be able to work efficiently. In addition, Robst and VanGilder [12] found that salary was a key factor in the

morale and work satisfaction of employees. This is because pay was a simple incentive raise and workers are happy with attractive compensation packages in the same sector. Moreover, according to Choi and Ha [13], the performance of employees at work is likely to be dictated by their actions and by factors in the work environment that promote or interfere with productivity. Likewise, Asghar and Oino [14] also found that the position of supervisor also plays a role in the work satisfaction of employees. This is due to the fact that if an individual decides to monitor performance and acts, this may have a positive effect on the happiness of workers at work. Saudi Arabia is a country situated in the Arabian Gulf, which is considered to be the largest country in the Arabian Gulf [15]. It has a population of over 24 million people. Furthermore, the economic status of Saudi Arabia is stable due to its strong involvement of its government in its nation development [15]. Saudi employees from both the government and private sectors are generally employed and provided with the essential benefits that the employee is entitled to. Nevertheless, to the author's best knowledge, there has been minimal work done to comprehend the job satisfaction among the employees in Saudi Arabia. Thus, this work has examined the impact of job satisfactions and employee job performances in Saudi Arabia, within governmental and local business sectors by knowing what these organizations are facing with their employees. This study has focused on the job performance and satisfactions in Jeddah, Saudi Arabia in international and local businesses to compare how different organizations are dealing with their employees.

METHODOLOGY

This work has adopted quantitative research method. The sample population for this study consisted of employees from private/governmental sectors in organizations located in Jeddah, Saudi Arabia. This sample was selected because it was better to select sample members that have experience in facing job satisfaction and performance, whether they faced it with someone, or it happened to them personally. The sample size of this work was 100 employees. Data collection was done using online survey questionnaire. The questionnaire comprised of four parts, which were demographics, factors, job satisfaction, and performance. The response was recorded based on 5 point Likert scale. Data analysis was carried out using basic percentage statistical analysis approach.

RESULT AND DISCUSSION

Demographic Characteristics

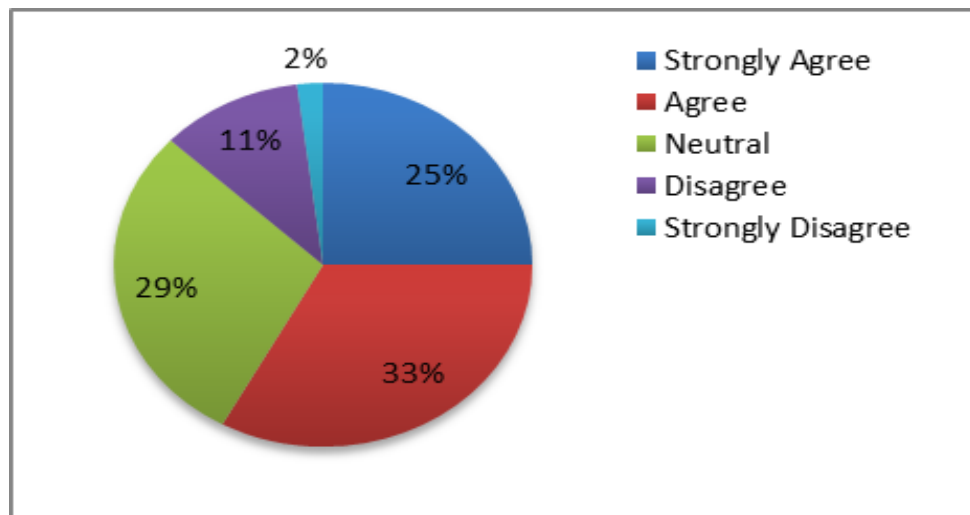
Table 1 shows the demographic information of the participants. Based on Table 1, 26 % of the participants were aged between 20 to 30 years old, 29 % were aged between 31 to 40 years old, 37 % were aged between 41-50 years old and 8% were aged above 51 years. In terms of gender, 28 % were male and 72 % were females. Next in terms of company sector, 74 % of the participants were from the government sector, and 26 % were from the private sector.

Table 1: Demographic of participants

Criteria	Categories	Percentage (%)
Age Group	20 – 30 years old	26%
	31-40 years old	29%
	41-50 years old	37%
	51 years old and above	8%
Gender	Male	28%
	Female	72%
Company Sector	Government	74%
	Private	26%

Job Satisfaction from Employees' Perspective

After understanding the background of the respondents, it was necessary to understand how employees see job satisfaction as having an impact on the performance of their employees or not from the point of view of employees. Participants were asked to answer the question do they know what the company needs from them. Based on Figure 1, 25% of the response strongly agrees that they know what the company needs from them, whereas 33 % strongly agreed, 29 % were neutral, 11% disagreed and 2 % strongly disagreed.

**Figure 1:** Employees know what the company wants from them.

Participants were also asked about the amount of feedback they received on their work. Based on Figure 2, 24 % strongly agreed with the feedback, 24% agreed, 23 % were neutral, 23 disagreed and 6 % strongly disagreed.

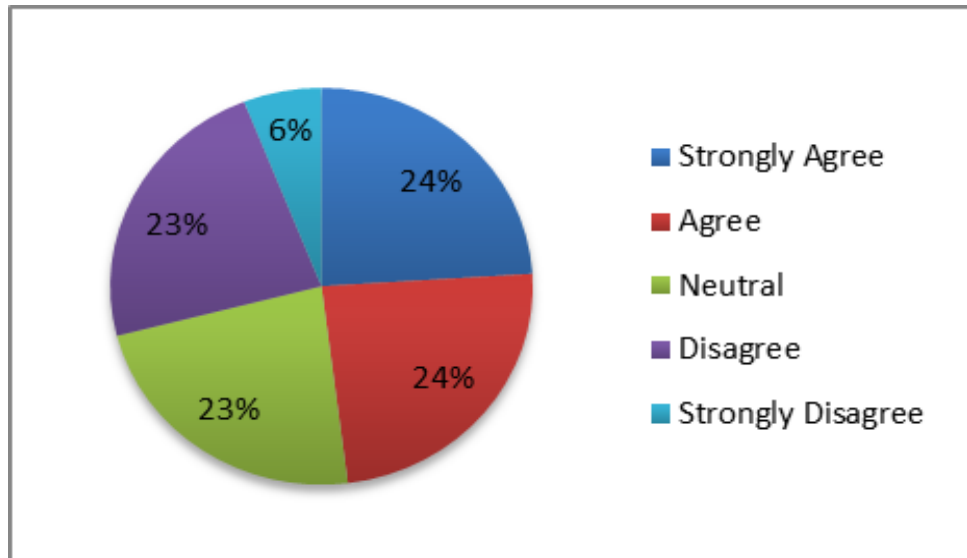


Figure 2: Employees receive feedback about their work

Participants were asked if they feel proud working for their organization. Based on Figure 3, 24 % strongly agreed, 25 % agreed, 20 % were neutral, 18 % disagreed and 13 % strongly disagreed.

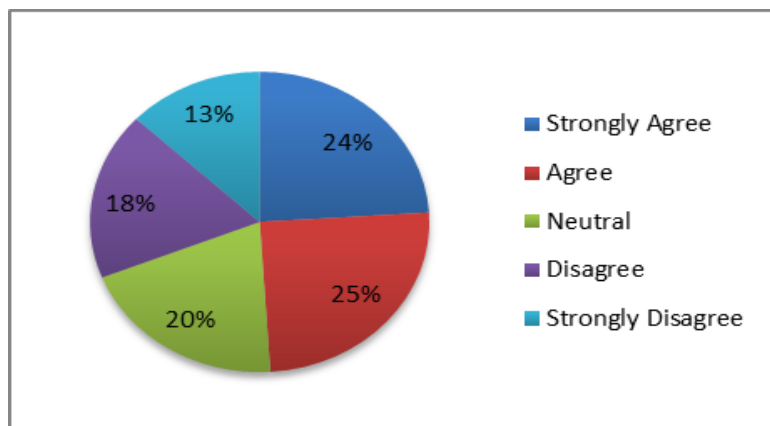


Figure 3: Employees feel proud to work for their organization

Participants were asked if they were satisfied with their job. Based on Figure 4, 14 % strongly agreed, 36 % agreed, 26 % were neutral, 18 % disagreed and 6 % strongly disagreed.

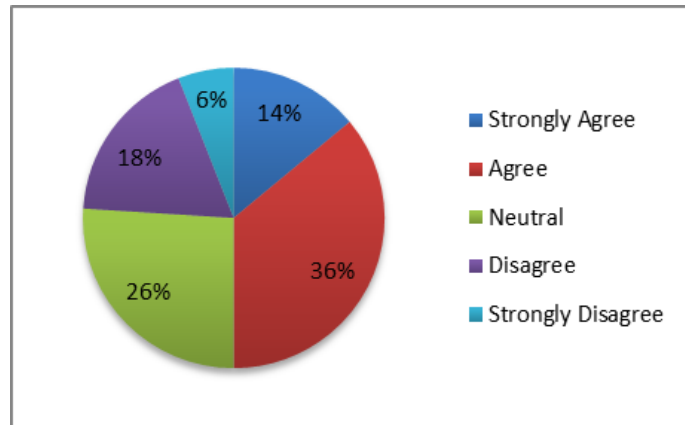


Figure 4: Employees feel satisfied with their work

Participants were asked if they were satisfied with kind of job they are doing. Based on Figure 5, 14 % strongly agreed, 36 % agreed, 26 % were neutral, 18 % disagreed and 6 % strongly disagreed.

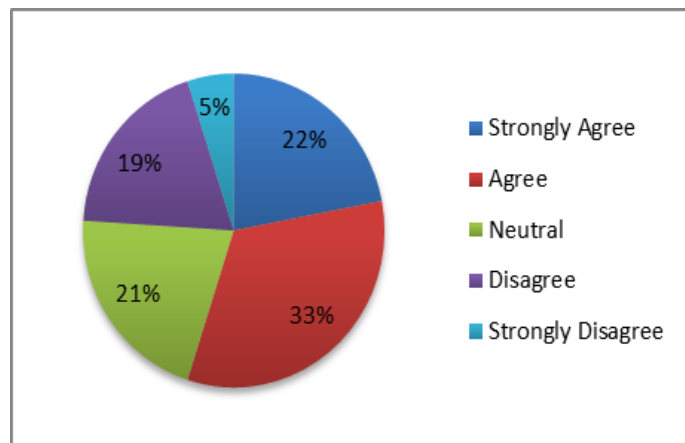


Figure 5: Employees feel satisfied with the kind of work they do.

Participants were asked if they have the intention of quitting their job. Based on Figure 6, 7 % strongly agreed, 21 % agreed, 36 % were neutral, 29 % disagreed and 7 % strongly disagreed.

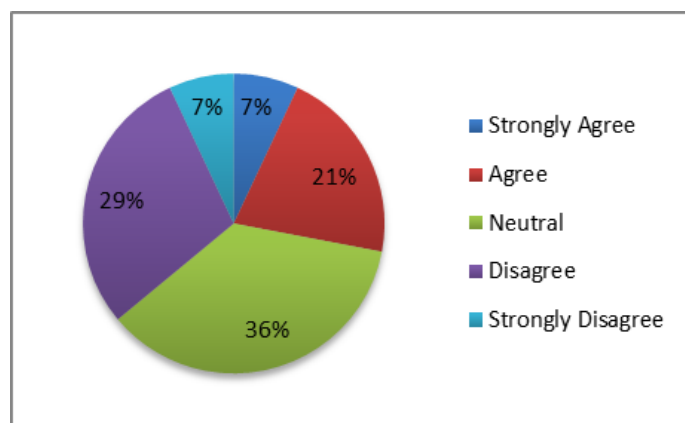


Figure 6: Employees have the intention to quit their job

Participants were asked if they feel themselves being a part of the organization they work in. Based on Figure 7, 29 % strongly agreed, 22 % agreed, 23 % were neutral, 17 % disagreed and 9 % strongly disagreed.

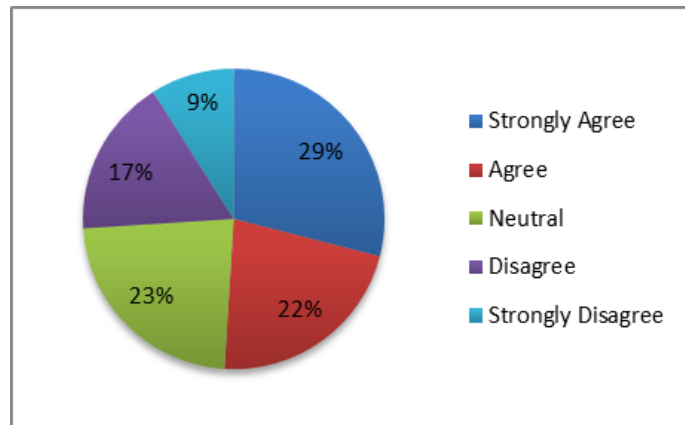


Figure 7: Employees feel being a part of the organization they work

Factors of Job Satisfaction that affect Employee Job Performance

Participants were asked if they were motivated to work in their company. Based on Figure 8, 22 % strongly agreed, 23 % agreed, 38 % were neutral, 12 % disagreed and 5 % strongly disagreed.

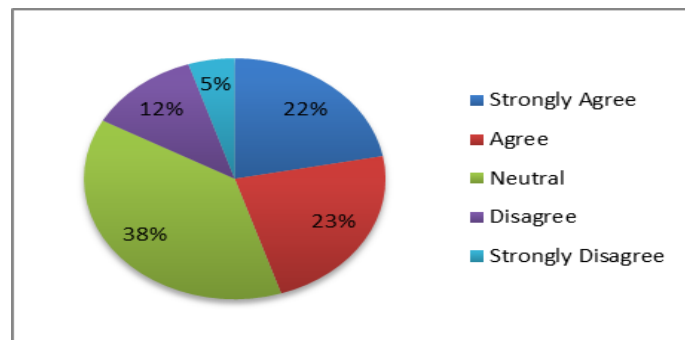


Figure 8: Employees are motivated to work in their company

Participants were asked if salary and pay package is important for job satisfaction. Based on Figure 9, 28 % strongly agreed, 28 % agreed, 25 % were neutral, 10 % disagreed and 9 % strongly disagreed.

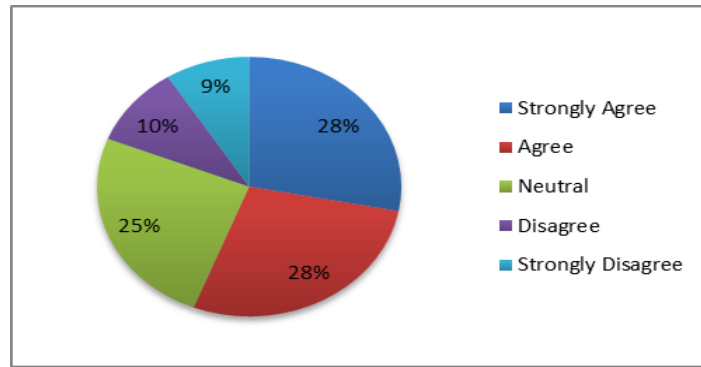


Figure 9: Salary and pay package is important for job satisfaction

Participants were asked if they top management lead their company well and are they satisfied with the management. Based on Figure 10, 25 % strongly agreed, 30 % agreed, 23 % were neutral, 13 % disagreed and 9 % strongly disagreed.

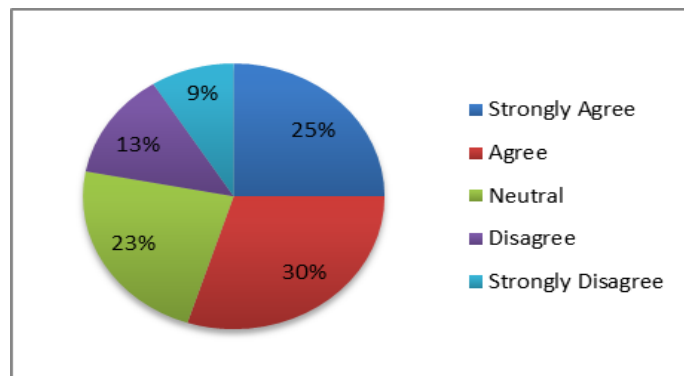


Figure 10: Top management lead the company well and employees are satisfied with the management

Participants were asked if they are making contribution to their company. Based on Figure 11, 20 % strongly agreed, 25 % agreed, 30 % were neutral, 12 % disagreed and 13 % strongly disagreed.

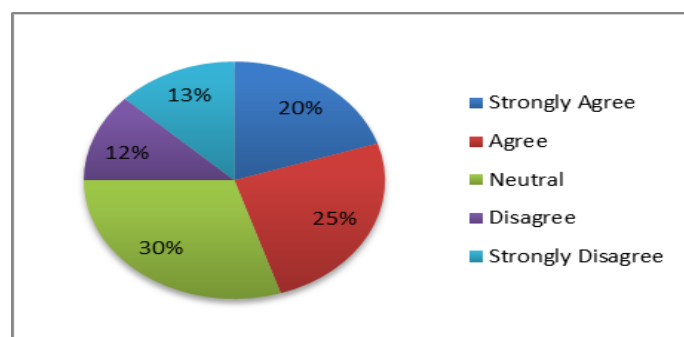


Figure 11: Employees making contribution to their company

Participants were asked if their company provide programs to develop their productivity. Based on Figure 12, 20 % strongly agreed, 25 % agreed, 30 % were neutral, 12 % disagreed and 13 % strongly disagreed.

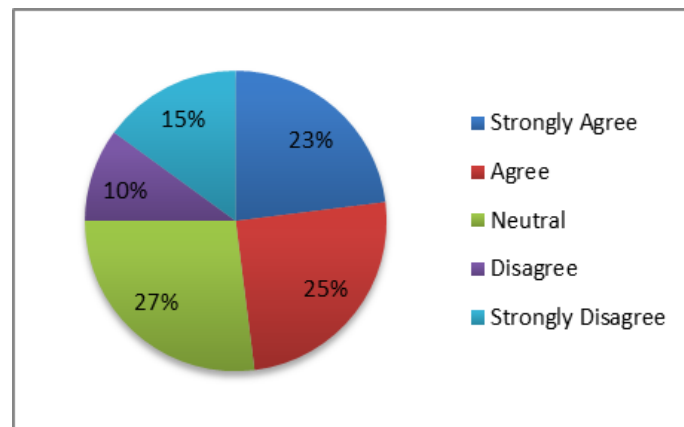


Figure 12: Company provide programs to develop productivity

Overall Discussion

After data collection and analysis, the perception of employees' perspective of job satisfaction and job performance, were comprehended. Based on the results of the survey, the majority of respondents were female. Since most of the respondents are qualified and have enough work experience to state the decision to take the initiative through job performance and job satisfaction. Since satisfaction differs from each individual, it is difficult to maintain a fixed satisfaction variable to ensure that performance is performed correctly. Increasing focus on job satisfaction factors may help to reach a common factor within participants and individuals. Therefore, each company must find its own common variable among its workforce in place to ensure it less challenging to have its workers remain motivated and to achieve successful performance as well. Job satisfaction is therefore clearly an important factor and variable for the participants and it is therefore very important for the organization to maintain this. The results show that, in general, the workforce and employees in Saudi Arabia are satisfied with their work. In addition, the results have shown that the following factors, such as motivation, salary, employer leadership and productivity, contribute to the job satisfaction of the employee. The result of this work is in line with the work of Rahman et al. [16], and thus it can be confirmed that these factors are important in determining the job satisfaction of an employee.

CONCLUSION

This work has showed the importance and impact of job satisfaction and job performance in Saudi Arabia, in the government and local business sectors, by knowing what these organizations are facing with their employees. The main objective of this study was to examine the impact of job satisfaction on the performance of employees. Job satisfaction helps employees to be satisfied and comfortable, while job performance is the way the employee performs his or her job. The results have shown that in general, the workforces in Saudi Arabia are satisfied with their job. Thus, organizations should follow a specific strategy to maintain the satisfaction and performance of employees in order to achieve their objectives in the long run.

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