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IMPACT OF EMPLOYEE JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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ABSTRACT:

With the changing workforce, the attitudes of employees are also changing over time, as there has been a major shift in the way people used to work earlier than the current one. The attitude of employees plays an important role in the efficient functioning of the organization. It is divided into many aspects, one of which is job satisfaction. When employees are satisfied with their work, they tend to perform well in the long run. This study has analyzed the impact of employee job satisfaction on employee performance at Jeddah, Saudi Arabia. The study was carried out based on quantitative method, comprising of 103 employees from the private sector. Data collection was done using survey method. The findings concluded that there is a positive relationship between employee satisfaction and employee performance, thereby improving the performance of the organization. The majority of employees are highly satisfied with the different factors at work and therefore their performance is also improved.

INTRODUCTION:

Employees need to perform effectively and effectively in an organization so that they can look forward to the development of the organization in the marketplace [1]. They need to be completely satisfied with their job for this. It is therefore important to consider job satisfaction so that employees can improve their performance in the organization. Representatives who have a high level of professional achievement love their work very much [2]. They

feel equity in the environment in which they live, and feel that their profession offers them some positive highlights, such as diversity, high degree of pay and protection, self-government, charming co-representatives and numerous components [3].

Representatives who are happy to grind away will even give private opportunities to their work, they will be innovative and put forward, they will seek an approach that crosses any hindrance that may exist in the recognition of their positions, and they will help their partners and their bosses [4]. Furthermore, occupational fulfillment is a very unpredictable idea that is affected by a variety of variables or, more precisely, by a collection of elements that are often intertwined. Compliance with employment implies a capacity that is determined by the extent to which one's individual needs are satisfied in the occupational situation [5]. At a time when representatives have increased levels of mental prosperity and job performance, they are doing better and are more reluctant to find work elsewhere [6].

The performance of employees is how they perform while in an organization. Management affects and shapes the success of workers [7]. Managing means developing and sustaining an atmosphere for the success of people working together in communities to achieve shared goals. Job success is a dependent consideration, such as supervision of technology capacity and inspiration. Employee success relies so much on interpretation, beliefs and behaviors, there tend to be so many factors surrounding work performance that it is almost difficult to conceive of them [8]. It is defined as a function of individual capacity and ability and effort in a given situation. In the short term, the talents and abilities of workers remain relatively constant. Achieving high-level output by competitiveness and reliability has always been a high-priority target of the company [9].

There is proof of the existence of a clear relation between job satisfaction, for example, the essence of work, the award of work and professional security, and the intermediary execution of employees, which is the determination of the workers. According to Hewagama et al. [10], employee performance is strongly influenced by job satisfaction, as it has been found that workers who have been pleased with their jobs have a higher level of morale, which means a rise in their efficiency, which results in a change in the performance of the company. In addition, the study of Inuwa [11] showed that an improvement in workplace satisfaction could also contribute to an increase in employee efficiency. Moreover, according to Eliyana et al. [12], it has been observed that if workers are given greater priority when they manage the company and feel pleased with their jobs, they will be able to achieve high efficiency. Employee performance management is a cycle of establishing a common understanding of the workforce as to what needs to be achieved at the level of association [13]. It is linked to the adaptation of the authoritative objectives to the concurrent measures, skills, competencies, advancement plans and the reporting of results of the representatives. Furthermore, occupational fulfillment and disappointment are influenced by the different arrangements of the elements and affect the inspiration and execution of the

representative [14]. Execution of employment can lead to job fulfillment. In addition, representatives who are happy with their work and their needs are satisfied, create a connection to work, and are making an effort to perform better. Thus, greater efforts may lead to better exhibitions. Features of job performance, such as pay, advancement, job well-being and security, working conditions, self-regulation, relationship with associates, relationship with directors, and nature of work all influence the degree of job performance and the performance of employees [15].

Employee performance and job satisfaction are related to each other. Job satisfaction comes when employees are happy and satisfied with their work and have no problems working with the organization. Furthermore, Job satisfaction brings productivity to employees, which automatically improves the performance of employees. There are different factors that have an impact on job satisfaction and on the performance of employees. Thus, this study has investigated the impact of employee job satisfaction on employee performance at Saudi Arabia.

METHODOLOGY

This work has tested the relationship between employee satisfaction and employee performance. It is a quantitative methodology by which the survey was carried out by employees in order to determine the relationship between the two variables. The variables are job satisfaction and employee performance. The sample population was employees working the private sector in Saudi Arabia. The sample size was 102 employees. Data collection was done using survey method. The data were analyzed in terms basic percentage statistics and were presented in graphical form.

RESULT AND DISCUSSION

Demographic Characteristics

The details of the demographic characteristics are shown in Table 1. Based on Table 1, 46.6 % of the respondents are male and 53.4 % are female. Next, based on age group, 73.8% were aged between 20 to 30 years, 16.5 % were aged between 31 to 40 years, 7.0% were aged between 41 to 50 years and 2.7% were aged between 51 to 60 years old. In terms of education level, 9.7% have completed high school, 78.6% have a bachelor's degree and 11.7% have master's degree. Next, in terms of length of service, 69.9% have service duration below 5 years, 20.4 % have service duration between 5 to 10 years, 7.0 % have service duration between 11 to 15 years and 2.7% more than 15 years.

Table 1: Demographic Characteristics

Criteria	Classification	Percentage (%)
Gender	Male	46.6
	Female	53.4
Age group	20 to 30 years	73.8

	31 to 40 years	16.5
	41 to 50 years	7.0
	51 to 60 years	2.7
Education Level	High School	9.7
	Bachelor’s Degree	78.6
	Master’s Degree	11.7
Service Duration	Under 5 years	69.9
	5 to 10 years	20.4
	11 to 15 years	7.0
	More than 15 years	2.7

Questionnaire Analysis

First, the respondents were asked “do you have the sense of achievement from your work?”. Based on Figure 1, 22.30% of the respondents strongly agree, 60.20 % of the respondents agree, 13.60% were neutral, 3.90% disagree and 0% strongly disagree.

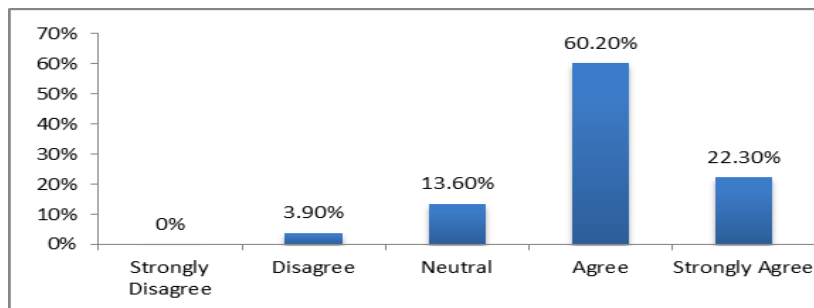


Figure 1: Sense of achievement

Next, the respondents were asked “have you faced challenges in your job?”. Based on Figure 2, 63.10% of the respondents strongly agree, 22.30 % of the respondents agree, 9.70% were neutral, 4.90% disagree and 0% strongly disagree.

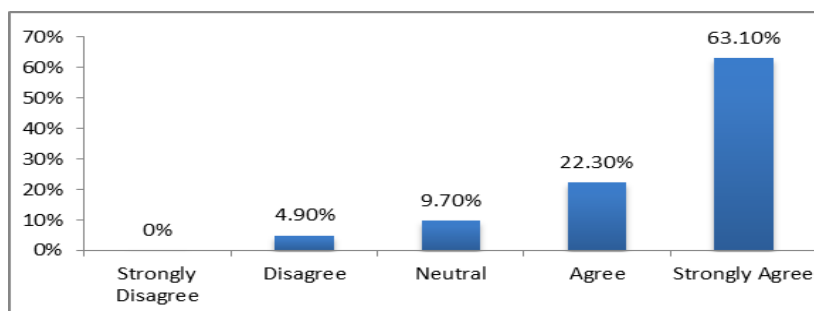


Figure 2: Amount of challenge in the job

Next, the respondents were asked “do you receive a good quality supervision?”. Based on Figure 3, 34.00% of the respondents strongly agree,

49.50 % of the respondents agree, 9.70% were neutral, 6.80% disagree and 0% strongly disagree.

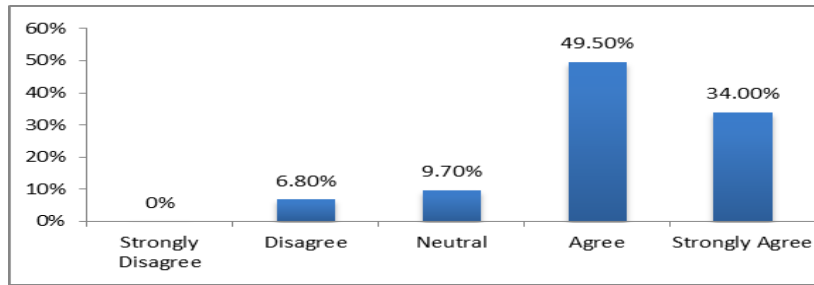


Figure 3: Quality of supervision

Next, the respondents were asked “do you have the chance to get to know other people while on work?”. Based on Figure 4, 42.70% of the respondents strongly agree, 43.70 % of the respondents agree, 9.70% were neutral, 2.90% disagree and 0% strongly disagree.

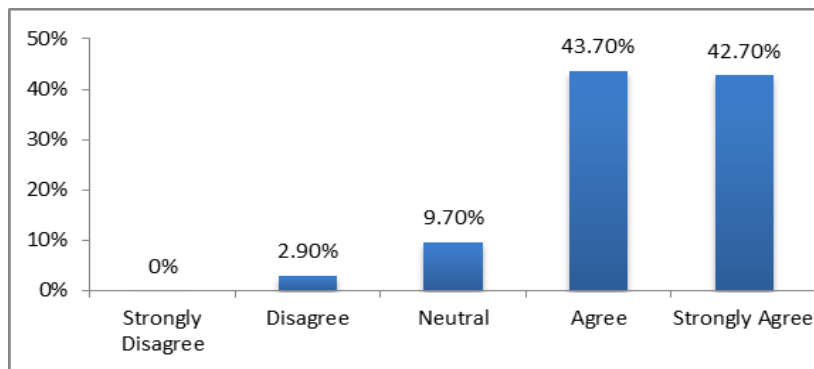


Figure 4: Chance to get to know other people while on work

Next, the respondents were asked “do you have the scope to use your own initiative at work?”. Based on Figure 5, 39.80% of the respondents strongly agree, 44.70 % of the respondents agree, 10.70% were neutral, 2.90% disagree and 1.90% strongly disagree.

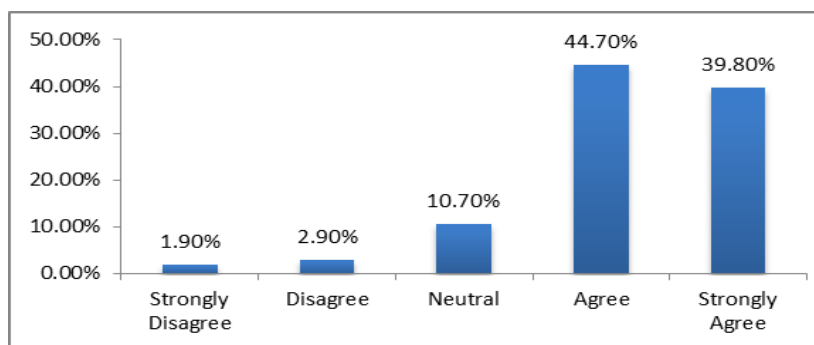


Figure 5: Scope for using own initiative

Next, the respondents were asked “do you have influence on your job and its outcome?”. Based on Figure 6, 41.70% of the respondents strongly agree,

41.70 % of the respondents agree, 9.70% were neutral, 3.90% disagree and 2.90% strongly disagree.

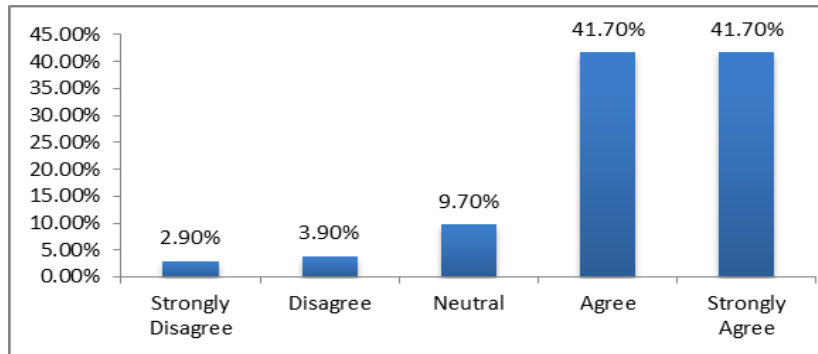


Figure 6: Influence on job

Next, the respondents were asked “have you received adequate training for your job?”. Based on Figure 7, 35.90% of the respondents strongly agree, 40.80 % of the respondents agree, 10.70% were neutral, 5.80% disagree and 6.80% strongly disagree.

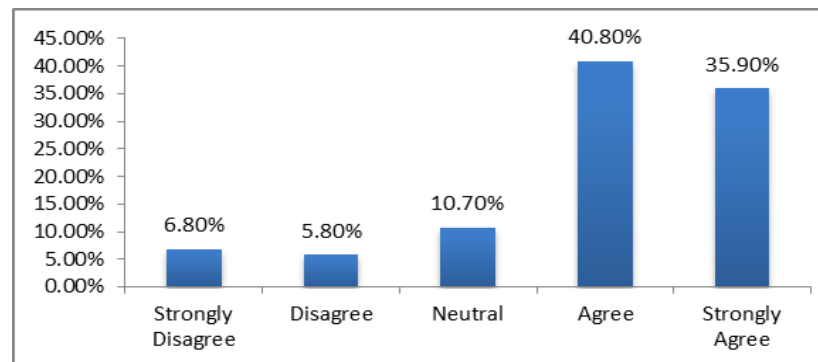


Figure 7: Job training

Next, the respondents were asked “Are you satisfied with the amount of pay received?”. Based on Figure 8, 35.00% of the respondents strongly agree, 44.70 % of the respondents agree, 11.70% were neutral, 5.80% disagree and 2.90% strongly disagree.

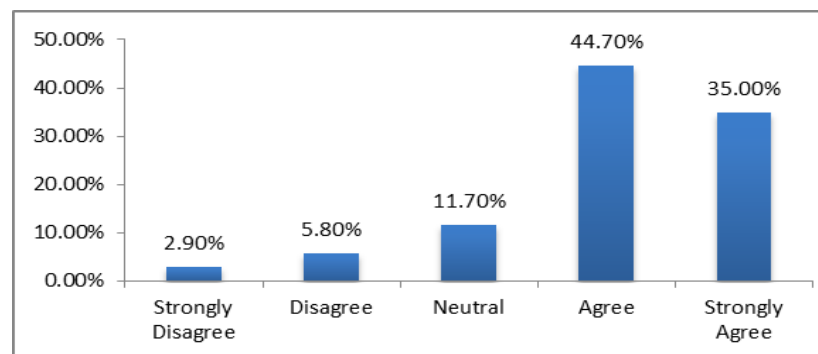


Figure 8: Payment received

Next, the respondents were asked “Are you satisfied with your job security?”. Based on Figure 9, 35.90% of the respondents strongly agree, 43.70 % of the respondents agree, 11.70% were neutral, 6.80% disagree and 1.90% strongly disagree.

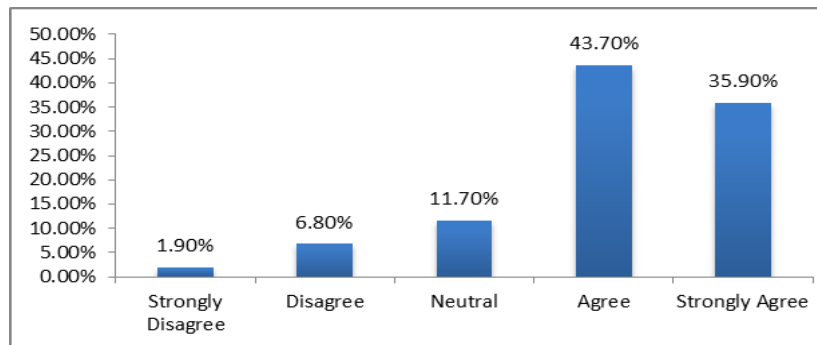


Figure 9: Job security

Next, the respondents were asked “Overall, are you satisfied with your job and does it have a positive outcome on your job performance?”. Based on Figure 10, 20.40% of the respondents strongly agree, 62.10 % of the respondents agree, 10.70% were neutral, 4.90% disagree and 1.90% strongly disagree.

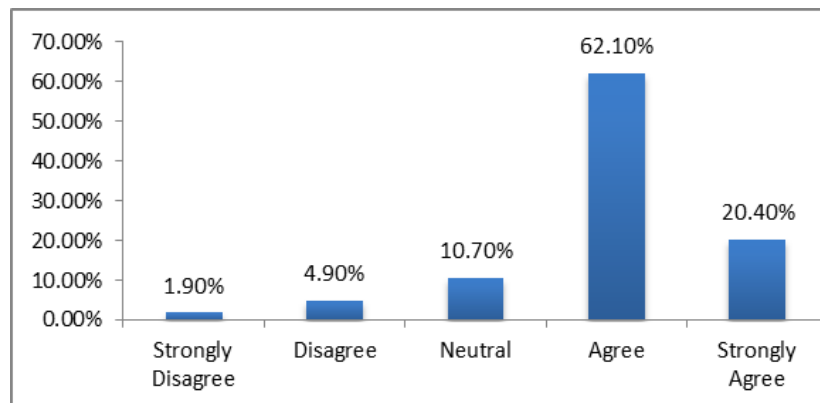


Figure 10: Job satisfaction and job performance

Overall Discussion.

The findings have shown that most of the employees are having sense of achievement of work. In addition, results have shown that most of the employees agreed that there are lot of challenges that are faced by the employees in the organization. Furthermore, the employees stated that they are highly supervised in their work and they feel that there is a need to be supervised. Likewise, most people agree that they get to know each other while at work. In addition, the employees also feel that they have a high scope of using own initiative, and agreed that there is high influence on the job as well. Moreover, most of them agree that they are provided with the training as well. Furthermore, most of them are satisfied with their pay as well. Consequently, most of the employees feel that they are satisfied with the job security. Finally, majority of the employees are satisfied with their job and

their job performance. Thus, it is agreed that satisfaction and performance of the employees is determined by the sense of achievement, quality of work, influence on the job, training, and pay, job security, and the work itself [16].

CONCLUSION

This study has analyzed the impact of employee job satisfaction on employee performance at Saudi Arabia. The findings concluded that there is a positive relationship between the employee job satisfaction and employee performance thereby improving the performance of the organization. Majority of the employees are the highly satisfied with the different factors at work and thereby their performance is improved likewise. The employees had high sense of achievement and faced numerous challenges accordingly. Furthermore, they were highly satisfied with the quality of work, they got to know each other while being on work and they were also highly influenced by their job. They were also satisfied with their pay and the training that they received. They felt secure about the job and from the work itself showing that their performance is likely to be positive through job satisfaction. When employees are satisfied, they will perform better at their job and therefore perform better in the organization as well.

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