

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND THE PERFORMANCE OF EMPLOYEES AT PAKTIA UNIVERSITY, AFGHANISTAN

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Abstract

The research was conducted to identify the impact of job satisfaction factors on employee's performance at the Paktia University in Afghanistan. The study sample data was taken as a convenient sampling technique with a standardized questionnaire. Job satisfaction had four questions with (0.811) Cronbach alpha. Working conditions had five questions with (0.859) Cronbach alpha. The promotion had four questions with (0.840) Cronbach alpha. Supervision which had four questions with (0.866) Cronbach alpha. Payment which had four questions with (0.970) Cronbach alpha. A coworker had four questions with (0.924) Cronbach alpha. Overall reliability for Job satisfaction was (0.834). Moreover, for assessing the Job performance dimension it had fifteen questions with (0.796) Cronbach alpha. The sample consisted (of 50) teaching staff of Paktia University. The quantitative data were analyzed with SPSS by applying linear regression to understand the relationship and difference between job satisfaction and job performance. The research examined that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. The research concluded that whenever there is better payment there is higher job satisfaction. At the same time whenever there is job satisfaction there is job performance.

Keywords: Job satisfaction, Job performance, Higher institutions, Afghanistan, Paktia University.

INTRODUCTION

The relationship between job satisfaction and employee's performance is addressed by many research efforts that have been made in the past to detect the subject. Many research has a dealt with the relationship between the features in many forms of economic and productive activities(Hira & Waqas, 2012)

The research was conducted to identify the impact of job satisfaction factors on employee's performance (employee's impressions, inclinations, desires, and visualizations of their jobs) in the faculty of science and humanity studies (university of Salman bin Abdul-Aziz-Aflaj branch). Research determined the relation, association, and impact of job satisfaction factors and their dimensions on employee performance in the faculty (Fadlallah, 2015a)

Every organization tries to achieve its objectives. In this connection, they must concentrate on many aspects. As a human resource of an organization is considered an important resource, organizations wish to keep well trained and effective workforce. Employees, who satisfy with their job, may exert high effort to the organization's wish to satisfy their employees by getting effective more work done. To make the best use of people as a valuable resource of the organization attention must be given to the relationship between staff and the nature and content of their jobs (Nimalathasan, 2010).

In contemporary times psychology has come to play an important part in many aspects of human activities. More and more emphasis is being put on the mental well-being of people in order to enhance productivity (Berghe, 2011).

STATEMENT OF THE PROBLEM

Today's managers find it hard to ignore the issue of job satisfaction at a time when the demand for meaningful work is increasing. There are two main reasons why managers are concerned with job satisfaction (Ramayah et al., 2003). They have a moral responsibility to do what they can to provide their employees with a satisfying work environment. Second, they believe that the behavior of satisfied workers will make positive contributions to the organization.

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees (Aziri, 2011). The study of the relationship of job satisfaction and job performance always has a contentious history.

This study showed the level of job satisfaction and employee performance as well as how job satisfaction and employee performance are related to each other. In addition how the demographic factors affect job satisfaction and employee performance was assessed at Paktia University, Afghanistan.

LITERATURE REVIEW

Job satisfaction, as an academic concept, has aroused wide attention from the fields of management, social psychology, and practical operations in recent years (Zhu, 2013). It is argued that job satisfaction and dissatisfaction are properly conceived of as outcomes of action. The effect of performance on satisfaction is viewed as a function of the degree to which performance entails or leads to the attainment of the individual's important job values (Locke, 1970).

Job satisfaction is under the influence of a series of factors such as The nature of work, Salary, Advancement opportunities, Management, Workgroups, and Work conditions (Aziri, 2011).

THEORIES OF JOB SATISFACTION

Maslow's Theory

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are physiological, safety, love and belonging, esteem, and self-actualization (McLeod, 2018).

Motivation-hygiene theory is also known as Herzberg's two-factor theory or Herzberg's dual-factor theory (1959). The main concept of this theory is the difference between motivation factors and hygiene factors. These two factors that have an effect on job satisfaction are divided into two sets of categories. Hygiene factors are considered less important to job satisfaction than motivation factors. Hygiene factors are related to 'the need to avoid unpleasantness'. Motivation factors lead to job satisfaction because of 'the need of the individual for self-growth and self-actualization (Maude, 2017).

This model is a very popular explanation of the job satisfaction process. Porter and Lawler stress that effort (force or strength of motivation) does not lead directly to performance. It is rather moderated by the abilities and traits and the role perceptions of an employee. Furthermore, satisfaction is not dependent on performance but rather determined by the probability of receiving fair rewards (Fadlallah, 2015b).

Research Questions

The researcher questions which are designed to answer the problems indicated in the statement of the problem and to achieve the stated objective are;

1. What are the demographic variables that explain employee job satisfaction and job performance at Paktia university?
2. What is the relationship between job satisfaction and job performance of employees at Paktia university?

The main objective of the research is to examine and identify the relationship between job satisfaction and employee performance at Paktia University, Afghanistan.

Specific Objectives

Specifically, the objective of the study is:

1. To determine how the age and years of experience of respondents' variables explain employee job satisfaction at Paktia University
2. To investigate the degree of relationship between job satisfaction and employee job performance at Paktia University.

The problem:

To investigate if years of experience and age of respondents have a significant impact on job performance.
To investigate if years of experience and age of respondents have a significant impact on job performance.
To investigate if the payment of employees has a significant impact on job satisfaction.

To investigate if job satisfaction has a significant impact on job performance.

Hypothesis

H₁: There is a significant impact of job satisfaction, years of experience, and age of respondents on job performance.

H₂: There is a significant impact of the payment of respondents on job satisfaction.

H₃: There is a significant impact of years of experience and age of respondents on job satisfaction.

Methodology

Research method

Quantitative research was applied for data collection from Paktia university. The quantitative data was collected with a convenient sampling technique with the standardized scale of the questionnaire.

Research participants

There were 50 participants who were involved in the research paper.

Research tools

The standardized questionnaire was used for quantitative data collection. The Likert scale was used as 1 for strongly disagree, 2 for disagree, 3 for natural, 4 for agree, and 5 for strongly agree. The questionnaire had eight dimensions. 1st Demographic of respondents, 2nd Work itself for Job satisfaction which had four questions with (0.811) Cronbach alpha. 3rd dimension Working conditions which had five questions with (0.859) Cronbach alpha. 4th dimension Promotion which had four questions with (0.840) Cronbach alpha. 5th dimension Supervision which had four questions with (0.866) Cronbach alpha. 6th dimension Payment which had four questions with (0.970) Cronbach alpha. 7th dimension Coworker had four questions with (0.924) Cronbach alpha. Overall reliability for Job satisfaction was (0.834). Moreover, for assessing the Job performance dimension it had fifteen questions with (0.796) Cronbach alpha.

ANALYSIS AND FINDINGS

The research was conducted on the basis of job satisfaction and employee performance. Research determined the impact of job satisfaction factors on employee performance. The independent variable of the study is job satisfaction factors (working conditions – pay and promotion potential – work relationships).

H₁: There is a significant impact of job satisfaction, years of experience, and age of respondents on job performance.

The hypothesis tests if job satisfaction, years of experience, and age have a significant impact on job performance. The dependent variable JP was regressed on predicting variable age of respondents to test hypothesis H₁. Age of respondents significantly predicted JP, $F(3, 45) = 13.995$, $p < 0.05$, which indicates that the age of respondents can play a significant role in shaping JP ($b = -0.465$, $p < 0.05$). These results direct the negative effect of the age of respondents. Moreover, the $R^2 = 0.483$ depicts that the model explains 48.3% of the variance in JP.

The dependent variable JP was regressed on predicting variable years of experience of respondents to test hypothesis H₃. years of experience of respondents significantly predicted JP, $F(3, 45) = 13.995$, $p < 0.05$, which indicates that the years of experience of respondents can play a significant role in shaping job performance ($b = 0.934$, $p < 0.05$). These results direct the positive effect of the years of experience of respondents. Moreover, the $R^2 = 0.483$ depicts that the model explains 48.3% of the variance in job performance. The table shows the summary of the findings.

The dependent variable job performance was regressed on predicting variable job satisfaction to test hypothesis H₃. job satisfaction significantly predicted job performance, $F(1, 49) = 27.857$, $p < 0.001$, which indicates that the job satisfaction can play a significant role in shaping JOB performance ($b = 0.353$, $p < 0.001$). These results direct a positive effect on job satisfaction. Moreover, the $R^2 = 0.367$ depicts that the model explains 36.7% of the variance in job performance. The table shows the summary of the findings.

Hypothesis	Regression weight	Beta coefficient	R ²	F	t-Value	p-Value	Hypotheses Supported
H ₁	Age → JP	-0.465	0.483	13.995	-2.224	0.031	Yes
	Yr Exp → JP	0.934	0.483	13.995	2.931	0.005	Yes
	JS → JP	0.353	0.367	27.857	6.195	0.000 ^b	Yes

Note: * $p < 0.05$. JS: Job satisfaction, JP: job performance

H₂: There is a significant impact of the payment of respondents on job satisfaction.

The hypothesis tests if the payment of employees has a significant impact on job satisfaction. The dependent variable job satisfaction was regressed on predicting variable payment of respondents to test hypothesis H₂. Payment of respondents significantly predicted job satisfaction, $F(1, 48) = 7.28$, $p < 0.05$, which indicates that the payment of respondents can play a significant role in shaping job satisfaction ($b = 0.832$, $p < 0.05$). These

results direct the negative effect of the payment of respondents. Moreover, the $R^2 = 0.132$ depicts that the model explains 13.2% of the variance in job satisfaction. The table shows the summary of the findings.

Hypothesis	Regression weight	Beta coefficient	R ²	F	p-Value	Hypotheses Supported
H ₃	Payment JS →	0.832	0.132	7.28	0.010 ^b	Yes

Note: * $p < 0.05$. JS: Job satisfaction,

H₃: There is a significant impact of job satisfaction on job performance.

The hypothesis tests if job satisfaction has a significant impact on job performance. The dependent variable job performance was regressed on predicting variable Job satisfaction to test hypothesis H₃. job satisfaction significantly predicted job performance, $F(1, 49) = 27.857$, $p < 0.001$, which indicates that the JOB SATISFACTION can play a significant role in shaping job performance ($b = 0.353$, $p < 0.001$). These results direct a positive effect on the job satisfaction. Moreover, the $R^2 = 0.367$ depicts that the model explains 36.7% of the variance in JOB performance. The table shows the summary of the findings.

Hypothesis	Regression weight	Beta coefficient	R ²	F	p-Value	Hypotheses Supported
H ₃	JS JP →	0.353	0.367	27.857	0.000 ^b	Yes

Note: * $p < 0.05$. JS: Job satisfaction, JP: job performance

CONCLUSION AND RECOMMENDATION

The dependent variable job performance was regressed on predicting variable job satisfaction to test hypothesis H₁. job satisfaction significantly predicted job performance, $F(1, 49) = 27.857$, $p < 0.001$, which indicates that the job satisfaction can play a significant role in shaping job performance ($b = 0.353$, $p < 0.001$). These results direct a positive effect on job satisfaction. Moreover, the $R^2 = 0.367$ depicts that the model explains 36.7% of the variance in job performance. These results direct the positive effect of the years of experience of respondents. Moreover, the $R^2 = 0.483$ depicts that the model explains 48.3% of the variance in job performance. These results direct the negative effect of the age of respondents. Moreover, the $R^2 = 0.483$ depicts that the model explains 48.3% of the variance in job performance.

These results direct the negative effect of the payment of respondents. Moreover, the $R^2 = 0.132$ depicts that the model explains 13.2% of the variance in job satisfaction. These results direct a positive effect on job satisfaction. Moreover, the $R^2 = 0.367$ depicts that the model explains 36.7% of the variance in job performance.

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