

The Investigation of Effects of Job Satisfaction on Performance Among Academicians Using Herzberg's Theory

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DOI: <https://doi.org/10.37745/ejlp SCM.2013/vol11n12642>

Published 10th January 2023

Citation: Temory M.D. (2023) The Investigation of Effects of Job Satisfaction on Performance Among Academicians Using Herzberg's Theory, *European Journal of Logistics, Purchasing and Supply Chain Management*, Vol.11 No.1, pp.26-42

ABSTRACT: *Today, many organizations are looking to increase the performance of their employees to maximize the benefits and profitability of their organization. One way to achieve this great goal is to keep employees satisfied because satisfied employees have enough motivation to do organizational work effectively and productively. It is no gain in saying that satisfied employees tend to be more committed, creative, and productive in their organizations. Recent empirical studies also indicate a direct correlation between job satisfaction and employee performance in organizations. The main objective of this research is to investigate the effects of job satisfaction on the performance of academic employees. Also, this analyzes the important elements of Herzberg's two-factor theory, including hygiene factor and motivational factor on job performance of academic level in Afghanistan. The result of this research will not only show how successful policies of the government in higher education have been but also indicates the important factors that policymakers should take into account for plans of the government.*

KEYWORDS: job satisfaction, employee performance, hygiene, motivation, Herat University, Herzberg Theory

INTRODUCTION

One of the most important issues discussed in human resources and organizational behavior is the job satisfaction of employees. Job satisfaction is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1304). Guest, (1997) as cited by Armstrong (2009), stated that human resource management is its assumption, that improved performance is achieved through the employees in the organization. Employees are therefore considered an important asset in any organization for better performance. Until the 1980s, performance was usually interpreted as the output of a combination of ability and motivation, given appropriate resources, and hence motivating others became a key part of most management (Torrington et al, 2008). The impact of several facilities available within the

university's main campus and the geographical region in which the university is situated on academics' job satisfaction is measured. In this study, they found that hometown advantage does not have any impact on academic job satisfaction (Singh and Bhattacharjee, 2016). Job satisfaction is a significant factor in ensuring quality education because educators in universities are only satisfied when they are given the opportunity to grow and administer, followed by Monetary Growth, Cleanliness and Infrastructure, Coordination, and Cooperation (Sharma, 2017). The hygiene factors have enclosed the doing of the work or job background such as relationships with peers and supervisors, job security, money, working condition, and organizational policy. These variables are not directly related to the job but to the conditions that surrounded doing the job (Nakajima et al, 2017). When the full potential of HR is unlocked, an organization can achieve unlimited output, efficiency, and effectiveness. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker is employed in a business organization, he brings with it the needs, desires, and experiences, which determine expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to an individual's behavior in the workplace (Zafar-Uz-Zaman, 2014). The work environment is one of the best factors in determining the connection between job satisfaction and organizational confidence (Murat, 2021). Employees in any organization are very important and are considered as part of its assets, so most organizations seek the satisfaction of their employees because satisfied employees will do their job with high efficiency and will perform better.

People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous (Mahamuda, 2011). An organization is a group of people who work to achieve a specific goal. These people are the employees of an organization that together form the organization and the activities of each of them affect the goals of that organization. Organizations aim at ensuring their employees are satisfied to maximize their productivity and efficiency (Shah& Jalees, 2004). Job satisfaction plays a vital role in an efficient working environment. In accordance with that, influencing factors of job satisfaction are essential for improving the well-being of a large part of our society (Schneider and Vaught, 1993). The impact of gender, educational qualification, determination, marital status, and reward on job satisfaction among university lecturers were measured in Malesia, and the research found that there is a significant difference in the level of job satisfaction among academicians in Malaysia due to differences in educational qualifications, determination, and reward (Mehred, 2015).

Research Objective

This research endeavors to measure the impact of job satisfaction on the performance of Herat University employees using Herzberg's theory with the importance of sub-factors under motivation and hygiene factors in job satisfaction.

Problem Statement

In any organization, employees are valuable assets and the key to success. This human wealth on the side of physical wealth is very necessary for achieving goals and being successful. Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels (Lado and Wilson, 1994). Examining job performance as a concept can be done in a number of ways including the ability of an employee to achieve their targets and organizational standards (Eysenck, 1998, Maathis and Jackson, 2000, Bohlander et al, 2001). One important issue related to performance is job satisfaction, which employees get from their work and work environment. How satisfied an employee is with his or her job depends on their values and motives (Abdulwahab S. Bin Shmailan, 2015). Employers need to understand that a content and satisfied employee has a higher probability of making significant contributions to the organization. When employees feel dissatisfied with the nature of the job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of the job they do could also pose a threat to the overall performance of the organization. Education and the acquisition of science and knowledge in today's world is the most important issue that universities have this great and serious responsibility. University staff and professors are at the forefront of this task. Therefore, the employees of this scientific center should have high performance because the progress of a society depends on their activity and performance. Herat University is one of the largest universities in Afghanistan, which attracts a large number of students from different provinces of Afghanistan every year. This great training center has many staff and professors, all of whom are trying to do their job properly and trying to help the university leadership to achieve its expected mission. One of the main concerns of the leadership of Herat University, like other large organizations, is to achieve the expected goals in a timely manner, in which the staff and professors of this vast scientific center have a significant role. If any of them have little negligence in performing their duties, it will have a negative impact on the whole organization. The low performance of the employees in this educational organization has caused damage to achieve its goals and mission. Therefore, it is necessary for Herat University to seek a solution to increase the performance of its staff. As a small member of this organization, I also felt the need to conduct research to increase the performance of Herat University staff to help this academic community. This research investigates employee satisfaction, which depends on several factors. Researchers at different times examined different factors for employee job satisfaction. There are also various theories in this field that discuss the factors affecting the job satisfaction of the employees of an organization from different perspectives. One of the famous theories in the field of employee satisfaction is Herzberg's theory, which is called the two-factor theory too.

According to Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, "motivators" and "hygiene". According to him, certain factors that would directly motivate employees and cause satisfaction are intrinsic factors. Herzberg calls these factors the

“motivators” which give intrinsic satisfaction and represent the need for self-actualization and growth. The motivators are based on personal perceptions and internal feelings; including achievement, experience, the work itself, responsibility, changing status through promotion, and opportunity for growth and advancement. On the other hand, “hygiene” factors, which lead to extrinsic satisfaction and cause dissatisfaction, include; supervision, inter-personal relationships, recognition, management, company policy and administration, promotion, salaries and benefits, status, job security, and physical working conditions (Waheed, 2011). The main purpose of this study is to investigate the factors of job satisfaction and their impacts on employee performance at Heart University, which this research will examine theoretically and empirically.

Significance of the study

Human resources are considered to be the most valuable asset in any organization. It is the sum total of inherent abilities, acquired knowledge, and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors, and rank-and-file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee’s performance, which ultimately decides, and attainment of goals. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment.

The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is the feeling accompanying the attainment by an impulse of its objective. Employee satisfaction is a measure that shows how happy workers are with their jobs and work environment. Maintaining high morale among workers can be a tremendous advantage for any organization, as happy workers are likely to benefit any company. There are many factors to maintain high employee satisfaction that wise employers should implement. Employees are important and are considered an essential component of all governmental, commercial, and industrial organizations so employees are involved in the determination of the mission, vision, and goals of the organization and support them the success rate of the organization is measured based on the activity of its employees. The issue of job satisfaction of employees has been considered since ancient times and due to its high importance, a lot of research has been done in this field, which has had positive effects on human resource science and organizational behavior. The high importance of job satisfaction was revealed when it increases the performance of the organization's employees and will have a huge impact on the organization that efficient and effective employees do their job well and cause the organization to achieve the expected goals. The high importance of this issue in organizations make a good motivation to study this important issue at Herat University, which is

one of the most important academic organizations in Afghanistan. This study tries to study the factors affecting the job satisfaction of the staff of this university and its impact on performance and to fill the gap that is urgently needed to solve it.

Two-Factor Theory

Among the content theories of motivation, Herzberg's (1959) theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or dissatisfaction are different. Accordingly, he states that 'the opposite of job satisfaction is not job dissatisfaction but, rather no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction (Herzberg, 2003). This theory states that job satisfaction and dissatisfaction are a product of different factors – motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies, and so on (Hackman & Oldham, 1976). Factors that relate to job satisfaction are therefore called satisfiers or motivators. According to Weir (1976) and Syptak, Marsland & Ulmer (1999), the following factors stood out as 'strong determinants of job satisfaction

Achievement: This requires helping and placing employees in positions that use their talents and are not set up for failure. It is achieved by setting clear, achievable goals and standards for each position, and making sure employees know what those goals and strategies are. Individuals should also receive regular, timely feedback on how they are doing and feel they are adequately challenged in their jobs.

Recognition: Refers to the honor, favorable note, or attention given to an employee for a 'job well done or outstanding behavior. Individuals at all levels in the organization want to be recognized for their achievements on the job. The individual's success does not have to be monumental before they deserve recognition. Employees should be acknowledged for doing something well immediately after their good work. Publicly appreciating them for finding solutions to a problem, writing a note of praise, establishing a formal recognition program like 'employee of the month or year, and making periodic reports directly available to the employees themselves rather than to management, are some of the ways of recognizing employees.

Work itself: This involves helping employees believe that the task they are doing is important and meaningful. Setting goals and reminding and emphasizing that their efforts lead to and contribute to positive outcomes and goal accomplishment is crucial. Success stories and cases should be

shared on how an employee's actions made a real difference in the organization. Also, show employees how their work is essential to the overall processes that make the practice succeed. Unnecessary tasks can be eliminated or streamlined to bring about greater efficiency in the organization.

Responsibility: Responsibility is taking action for one's actions. Granting additional authority to employees in their activity, and giving them enough job freedom and power so that they feel they 'own' the results are ways of giving them responsibility. As employees grow, they can be provided opportunities for added responsibility by adding challenging and meaningful work. Opportunity for advancement or promotion: This involves selecting employees from the present job or position to a higher one or level in the organization. If possible, permit and support them to acquire higher certificates so that they can become experts themselves and make them more valuable to the practice and more fulfilled individuals. Factors that relate to job dissatisfaction (dissatisfies or hygiene factors) as explained by Herzberg are:

Salary: Organizations, they say, 'pay get what they pay for. Salary is a contractual agreement between the employer and the employee. It is not a motivator for them but they do want to be paid fairly and when due. If an employee perceives that he is not fairly compensated, he will not be happy and so slow the pace of performance. Comparable salaries and benefits, and clear policies relating to salaries, increments, bonuses, and benefits must be indicated to avoid dissatisfaction.

Supervision: This involves technical and general supervision in the organization. Wise decisions should be taken when it comes to appointing someone to the role of supervising. This role is difficult and requires good leadership skills and the ability to treat all employees fairly. There should also be positive feedback and a set means of evaluating or appraising employees.

Working Condition: The environment under which employees work has a tremendous effect on their level of pride for themselves and for the work they do. The provision of modern equipment and facilities, quality furniture, well-ventilated offices, well-spaced offices, secured, well-spaced staff quarters, and so on are some of the conditions that are required to prevent job dissatisfaction in the organization.

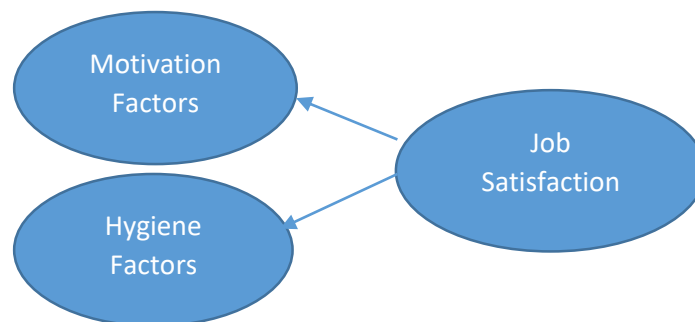
Company Policies, administration and Procedures: An organization's policies, administration, and procedures can be a great source of frustration for employees if the policies and procedures are unclear or unnecessary or if those to follow are selected. A policy permits an employee to use his discretion and initiative in the discharge of his duties. Policies may not make employees satisfied and motivated but they can decrease dissatisfaction by making policies fair and applicable to all. Policy issues should be documented (manual) and distributed to employees, their inputs should be solicited while comparing policies to those of similar practices. Policies should also be

reviewed from time to time. Helping employees to use their initiatives can also go a long way in preventing dissatisfaction.

Interpersonal Relationships: Relating well with peers, managers, and subordinates encourages job dissatisfaction. Part of the satisfaction in an employment contract is the social contact it brings to employees. Reasonable time should be given for socializing. This will help to develop a sense of teamwork and at the same time crack down on rudeness, difficult behavior, and offensive comments. People should be encouraged to live in harmony irrespective of culture and other diversities.

Status: This is a person's social rank in a group, which often is determined by a person's characteristics, in addition to the person's formal position. When status differs, it may be difficult to communicate effectively in the organization. To reduce dissatisfaction, managers should use both verbal and nonverbal forms of communication to pass messages to employees with the highest level of probability that the information circulated will be intact. The issue of status should also be diluted to avoid a situation whereby those with higher stat will not influence members having lower status. Individual status should not be a yardstick for motivation.

Security: Security in this case refers to job security - freedom from threats of layoffs, frequent queries, harassment, discrimination, bullying, and so on. When there is no job security, an employee's need for higher growth will be blocked. If he works hard but security does not return, he will seek to fulfill his needs elsewhere or burn out. While motivators are part of the job content and relate to what people do in their work hygiene or dissatisfies are often associated with job context: associated more with the work setting than the nature of work itself.



Source: Adapted from Herzberg Theory (2003)

Figure 1: Job Satisfaction

RESEARCH METHOD

The basis of any science is its method of cognition, and the validity and value of the laws of any science are based on the methodology in which the science is used. The research method is a set of (reliable) and systematic rules, tools, and ways to investigate facts, discover unknowns, and

achieve solutions to problems (Khaki, 1999). Applied research is research that uses theories, regularities, principles, and techniques developed in basic research to solve practical and real problems. In fact, applied research is more directed toward the scientific application of knowledge. This research is applied in terms of the purpose of research because it is directed toward the scientific application of knowledge in the field of management and terms research method is descriptive and correlational. Whenever a researcher studies phenomena in which no interference is made, that is, the phenomena are studied and explored as they are, they consider it as part of descriptive research, and since it is between two variables in this regard, its power can be considered as a descriptive correlation. It is a correlational study in which a researcher uses a group of subjects to obtain information about at least two variables, without manipulating or controlling any of them. Such studies can be used to examine whether the variables under study are related to each other or not. The purpose of applied research is to gain the understanding or knowledge necessary to determine how an identified need is met. In this type of research, the goal is to discover new knowledge that pursues a specific application of the product in reality. In other words, applied research is an attempt to answer a scientific problem that exists in the real world (Khaki, 2000). The purpose of some research is to describe in detail a situation or a series of conditions. Therefore, descriptive and regression analysis of research involves collecting information to test the effectiveness of each variable and to understand the measure of the effectiveness of the variables or answer questions related to the current situation of the subject under study. The research method usually depends on the research topic. The research method in the above study is first discussed based on the descriptive method and then through the regression analysis method and in particular the correlation method to determine the effect of job satisfaction on the performance of Herat University employees in Afghanistan.

Research Population and Sampling

The statistical population of the study is the staff of Herat University, which includes professors, administrative employees, and service staff. According to the Human Resources Department of Herat University (2022), Herat University has 745 employees, including 474 professors with the highest number. The administrative staff of Herat University is 127 and the service staff is 144. Based on the nature of the statistical population, which is divided into three parts (professors, administrative employees, and service employees), we use the stratified sampling method. To determine the sample of the target population, we use Cochran's formula, which is the most common method for determining the number of sample sizes. Later, we specify each part of the sample based on the percentage.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left[\frac{z^2 pq}{d^2} - 1 \right]} \quad (1)$$

Based on the formula the sample is 253. It means 253 employees of Heart University is selected to answer the questionnaire.

Table 1: Research Sampling

Kind of Employees	Professors	Administrative Employee	Service Staff	Total Employees
Number of Employees	474	127	144	745
Percentage of Employees	63.6%	17.04%	19.32%	100%
Number of Samples	161	43	49	253

Questionnaire

The instrument used to collect information in this research is a questionnaire, which is common for data collection in various research. In addition, the questionnaire may have used interview tools because it is likely that some of the respondents, including the service staff of the university, do not have excellent literacy to understand the material through the questionnaire. To investigate the factors affecting job satisfaction and its effect on the performance of Herat University staff, the Herzberg standard two-factor questionnaire was used, which was designed based on a five-choice Likert scale. This questionnaire has 40 items and for the effect of job satisfaction on performance, 11 more questions were added every question added in every factor. For the information obtained from the research to be easily analyzed, a special scale and classification should be used in collecting them. Because without classification, it is not possible to use thought in a certain way. According to Herzberg's theory, there are two main factors in job satisfaction, which are maintenance and motivating factors. Motivational or mental factors arise from doing work and cause the person to be satisfied and are as internal or mental rewards that are necessary to increase the work, such as success, progress, and appreciation of the nature of work, while to ensure and maintain the health of the organization, the identification of hygiene or external factors are mainly related to the environment and the field of work and retain employees in the organization and include: policies and rules and conditions of the workplace, salaries, personal relationships with peers and Job security. In the first part of the research topic, which is the study of factors affecting job satisfaction, we use the 40-item Herzberg questionnaire. Each factor in the questionnaire includes different questions and the last question of each factor shows the effect of the independent variable on the dependent (employee performance), which questionnaire includes a total of 51 questions and phrases.

Empirical Result

The collected data are meaningless numbers and figures that by use of statistics try to make them meaningful to achieve the goals of research and studies. Data analysis as part of the process of scientific research method is one of the main foundations of any study and research by which all research activities are controlled and guided until a result is reached. In other words, in this section,

the researcher uses various methods of analysis to answer the developed question. Therefore, it is necessary to mention that the analysis of the obtained data alone is not enough to find the answers to the research question, the interpretation of these data is also necessary. The data should be analyzed first and then the results of this analysis should be interpreted. The necessary information for the present study was collected from a questionnaire whose validity was tested. This section describes the characteristics of the sample. First, the collected data are summarized and classified using descriptive statistics indicators, then descriptive statistics such as correlation coefficient, and standard deviation related to research variables done.

Correlation Coefficient and Regression Analysis based on Herzberg's Theory

It is very important to understand the relationship between variables to draw the right conclusion from a statistical analysis. The relationship between variables determines how the right conclusions are reached. Without an understanding of this, the researcher can fall into many pitfalls that accompany statistical analysis and infer wrong results from the data. (Kalla, 2011). Correlation is a technique for investigating the relationship between two quantitative and continuous variables. The Pearson correlation coefficient is a very helpful statistical formula that measures the strength between variables and relationships. A Pearson product-moment correlation coefficient was computed via SPSS softer to assess the relationship between the variables. To determine how strong, the relationship is between two variables, a formula must be followed to produce what is referred to as the coefficient value. The coefficient value can range between -1.00 and 1.00. If the coefficient value is in the negative range, then that means the relationship between the variables is negatively correlated, or as one value increases, the other decreases. If the value is in the positive range, then that means the relationship between the variables is positively correlated, or both values increase or decrease together. Let's look at the analysis of the relationship between performance and the two factors of Herzberg's theory including the Motivational factor and the Hygiene factor. The correlation between the dependent variable Performance and the independent variables including the Motivational factor and Hygiene investigated via Pearson product-moment correlation coefficient.

The correlation coefficient between performance and job satisfaction including motivational factor and hygiene factor

Table 2: Correlations

		Performance	Motivational	Hygiene
Performance	Pearson Correlation	1	.832**	.865**
	Sig. (2-tailed)		.000	.000
	N	182	182	182
Motivational	Pearson Correlation	.832**	1	.578**
	Sig. (2-tailed)	.000		.000
	N	182	182	182
Hygiene	Pearson Correlation	.865**	.578**	1
	Sig. (2-tailed)	.000	.000	
	N	182	182	182

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

The result of correlation shows the positive relationship between performance and job satisfaction. Increase in one factor directly increase the second factor in the area of the study. The result of the analysis in the table above shows that the significance level is equal to 0.000, which is less than 0.05, we conclude that there is a significant relationship between Performance and Job satisfaction of Herat University staff. And the correlation coefficient shows that the intensity of the relationship is high and has a positive direction, that is means with increasing employee job satisfaction, their performance increases, and vice versa.

Figure 2: Hygiene Factor

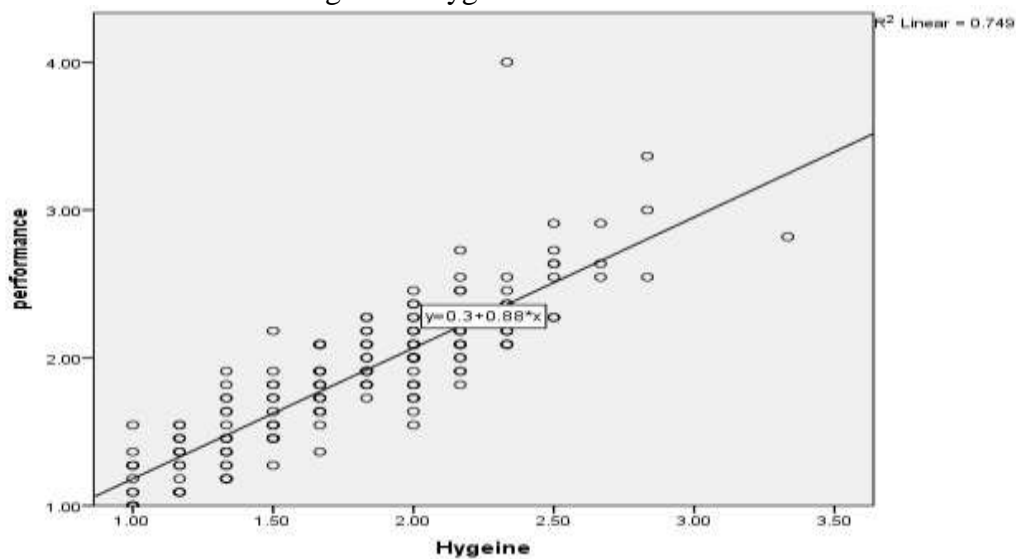
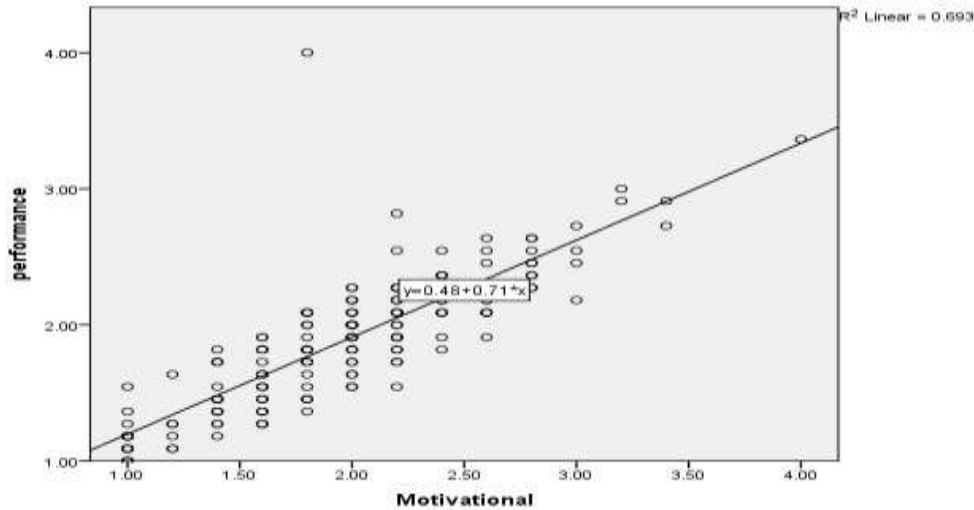


Figure 3: Motivational Factor



The following equation were used to predict the impact of each factor of job satisfaction on employee performance and conclude which factor on employee performance Herat University is more effective.

$$Y = \beta_0 + \beta_1 \text{Salary} + \beta_2 \text{Rule} + \beta_3 \text{Colleagues relation} + \beta_4 \text{Physical condition} + \beta_5 \text{Job stability} + \beta_6 \text{Jon progress} + \beta_7 \text{Job nature} + \beta_8 \text{Appreciation} + \beta_9 \text{Monitoring} + \beta_{10} \text{Job responsibility} + \beta_{11} \text{Job success} + U \quad (2)$$

The above equation explains the effective Job satisfaction on employee performance of Herat University. The model investigated on the data set of two factor of Herzberg theory including motivational factor and Hygiene factor. The model investigates the effect of performance on job satisfaction at the academic level. This model shows that both factors of Herzberg's theory including the Motivational factor and the Hygiene factor are positive impact on the job satisfaction of employee performance Herat University. The most effective factors that the model represent are Rule and Physical condition and each factor have 0.15 and 0.107 respectively.

Table 3: Coefficient of Regression model

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.008	.047		-.175	.861
Salary	.091	.014	.159	6.439	.000
Rule	.115	.016	.191	7.315	.000
Colleagues relation	.091	.020	.133	4.652	.000
Physical condition	.107	.015	.184	7.043	.000
Job stability	.094	.017	.144	5.611	.000
Job progress	.088	.014	.159	6.150	.000
Job nature	.090	.016	.146	5.698	.000
Appreciation	.096	.015	.176	6.600	.000
Monitoring	.086	.015	.155	5.784	.000
Job responsibility	.084	.014	.165	6.202	.000
Job success	.073	.015	.128	4.863	.000

a. Dependent Variable: performance

Table 4: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.159	11	3.469	168.913	.000 ^b
Residual	3.491	170	.021		
Total	41.651	181			

a. Dependent Variable: performance

b. Predictors: (Constant), Job success, Physical condition, Salary, Job responsibility, Job nature, job progress, Job stability, Rule, Monitoring, Appreciation, Colleagues relation

Analysis of variance is a way to find out if research results are significant. $F=168.9$ (sig $0.000 < 0.05$). By the high amount of F and the value of Sig = $0.000 < 0.05$, we conclude that the regression model will be appropriate. Because most of the dependent variable changes are seen in the regression model. This means that the share of the model (Regression = 38.159) in the total changes of (Sum of Squares) is much higher than the share of errors or residuals which is equal to 3.49. The model represent overall the regression model is statistically significant and shows a good fit for the data set.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957 ^a	.916	.911	.14331
a. Predictors: (Constant), Job success, Physical condition, Salary, Job responsibility, Job nature, job progress, Job stability, Rule, Monitoring, Appreciation, Colleagues relation				
b. Dependent Variable: performance				

Based on the regression test and R Square coefficient calculated in the table above, it can be concluded that approximately 91.6% of the performance changes can be identified and explained by job satisfaction factors. How these values are closer to 1, the greater the relationship between the dependent and independent variables available. In other words, the regression model was able to cover or express a higher percentage of changes in the dependent variable.

DISCUSSION AND CONCLUSION

After analyzing the performance on job satisfaction of employee at the academic level, we found that the performance was higher impact on job satisfaction. In today's increasingly competitive environment, organizations face a lot of challenges. Indermun and Bayat (2013) stated that many organizations are struggling to be strong competitors to achieve their goals and objectives. The workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction to enhance their performance and attain overall organizational objectives (Indermun & Bayat, 2013). On one hand, job satisfaction is considered one of the main factors that affect the efficiency and effectiveness of business organizations, because job satisfaction has a significant effect on organizational measures, such as customer satisfaction and financial measures (Saari & Judge, 2004). On the other hand, understanding the job performance of each employee is essential as important organizational decisions are based on individual performance (Sonnentag, Volmer, & Spychala, 2008), leading to organizational success. With the growing competition and increasing customer demands, every organization must consider employee job satisfaction as a vital element to increase customer satisfaction and keep their business running. Dissatisfaction can affect organizational productivity and progress. Employees' complaints can be very useful if organizations consider them seriously and develop their strategies and decisions accordingly. Employees are considered to be an important asset of any organization. Employee job satisfaction has been a center of attention for the last two decades. It is considered to be a vital factor that affects organizational productivity. At the beginning of the twentieth century, researchers had not paid much attention to job satisfaction but by the end of this century, it gained a lot more importance. There is no common definition that depicts all the dimensions of employee satisfaction at the same time. Gautam et al. (year here) and Locke (1976) defined job satisfaction as "a person's feelings of pleasure or

disappointment resulting from comparing a product's perceived performance or outcome about his or her expectations. A large number of studies have been conducted that not only analyze the term "job satisfaction" from different perspectives but also find its relationship with various organizational variables. We investigated the relationship between job satisfaction and employee performance through this research. The population of the study was the Herat Employee staff. It was found that all independent variables have a significant relationship with employee performance and all assumptions were confirmed. Based on the research findings, the researchers recommend managers pay attention to providing employees with satisfying rewards and benefits since they are the most common effective factors on job satisfaction. Also, managers must ensure creating a work atmosphere full of happiness as much as possible because happiness is found as a mutual factor that positively affects satisfaction and performance. The organization needs to increase the training and development programs that boost the level of task performance and satisfy employees' different needs. The importance of job performance extended to include both the behavioral aspect and the outcome aspects, and both task and contextual performance. Therefore, the decision-makers needed to consider them when they are evaluating performance. Considering the above factors causes us to have a satisfied organization with satisfied employees who are deeply interested in their tasks and strive for higher performance.

Limitations

Despite its contributions, this includes some limitations. One of the most important limitations of the study is that the sample size of the study was not completed because 28% or 71 persons did not respond to the questionnaire. The research used 182 or 72% of the observation that was completed to the data analyzed. Another limitation of the study was the time and resource shortage. Therefore, it would be valuable to obtain supplementary data during various periods to investigate the issue more comprehensively.

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