

Impact of Employee Job Satisfaction on Organization Performance Case of MOJO Cable and Wire Factory

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ABSTRACT

It is believed that in the current dynamic business environment human resources is a potential source of sustained competitive advantage. Thus, creating employee job satisfaction in the workplace is a concept that should be focused while improving organizational performance. The purpose of this study is to explore the impact of employee job satisfaction on organizational performance regarding MOJO cable and wire factory. Accordingly, the researcher used five determinants of job satisfaction, namely remuneration, working environment, supervision, promotion and teamwork as independent variables and organizational performance as dependent variable. Whereas, the evaluation of the effectiveness of these independent variables practices was done through a 5-point Likert scale questionnaire. Data were collected through closed-ended structured questionnaires from the sample of 136 permanent employees through simple random method of sampling selected from the factory. However, out of 136 respondents 135 (99.26%) questionnaire was obtained valid. Consequently, Data were analyzed using descriptive and inferential statistics with the aid of Statistical Packages for Social Scientists (SPSS) version 26. However primarily Cronbach Alpha formula was used to measure the internal consistency of the questionnaire items. And, the result suggested that all the pilot variables have the cronbach's alpha value greater than 0.7 and this revealed that all the variables were reliable. Moreover, the findings from Pearson correlation articulated that there were a significant and positive relationship between each independent variables and organizational performance, and this approved that all the hypothesis test was accepted. In addition, the result of multiple regression analysis suggested that the total correlation of all independent variable to dependent variable was 0.895. Moreover, the study validated that among the five variables of job satisfaction, remuneration and promotion have a significant impact on increasing organizational performance. Therefore, it's forwarded for the top management of the mojo cable and wire factory to improve the above variables.

Keywords; Remuneration, Working Environment, Supervision, Promotion and Teamwork.

CHAPTER ONE

INTRODUCTION

This chapter deals about background of the study, statement of the problem, research questions, objective of the study, significance of the study, delimitation of the study, operational definition of key terms; and organization of the study.

1.1 Background of the study

One of the characteristics of the current business environment is its dynamicity. Whereas, this the rapidly changing, complex and the rapid expansion of the business has made the business environment to be competitive. In the context of competitiveness, organizations must be more prepared to react to the challenges they have to face that threaten their survival. Therefore, competitiveness is achieved when setting customer based goals, meanwhile organizational performance is required to achieve the goal. Organizational performance refers to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively on the business market. Further, Individual performance can influence the performance of the entire organization in the short, medium or long term in a positive or negative direction. Thus, job satisfaction is an important concept when thinking about performance. wasif Ali, (2016); revealed that in current organizations employee's job satisfaction is a crucial subject of attention which is very considered by the higher authorities, policy makers and top executives because this issue is related to many other significant and important issues of organization.

Earlier Researchers have defined job satisfaction in different perspectives. Zafar-Uz-Zaman Anjum(2014), stated "job satisfaction is the amount of fulfillment and happiness that an employee gets from its job, and it will the ultimate output of employee's job when they are sincere with their job and on the other side there will be an opposite situation if they are not in a comfort with their placement". Some researchers define job satisfaction as the individual's perception of each of the job satisfaction determinants. Okechukwu Omah & onyebuchi Obiekwe,(2019);defined job satisfaction as the degree to which an individual feels negatively or positively about the various facets of job tasks, the work setting, relationship with co-workers and the job itself. In other way Job satisfaction can defined works in terms of satisfying individual needs. Laurenz L. Meier and Paul E. Spector, (2015), entitled "job satisfaction" stated that "Job satisfaction is a person's overall evaluation of his or her job as favorable or unfavorable. Moreover, argued that job satisfaction reflects an attitude toward one's job and hence includes affect, cognitions, and behavioral tendencies". Job satisfaction is one of the most important subject that need to be considered in today's competitive environment regarding the organizational performance. Govand Anwar & Inji Shukur, (2015), revealed that In order organizations to be able to thrive and survive in today's competitive marketplace and economy, the idea of job satisfaction is now extremely significant. Therefore, job satisfaction has a significant contribution to the development of organizational performance.

It is believed that in the current dynamic business environment human resources is a potential source of sustained competitive advantage. Thus, human resources is the indispensable factor for the survival of the organization, and the most significant 'means of production' while enhancing the performance of the organization. Taghrid S. Suifan (2019) asserted that, in today's competitive business environment, employees are considered a company's most valuable asset and main source of financial gains and productivity. Patrick Wright & Abigail McWilliams (1994); concluded that 'human resources always are a potential source of sustained competitive advantage'. Therefore, their capabilities that allow to their organization to meet its customer needs better than its competitors. The researcher Sivaranjini Narapan @ Nadarajan, 2016) stated that 'Most of the employers are able to achieve their organization goal by increasing their employee's job satisfaction level'. Organizations having satisfied employees are more productive and have good working environment and reputation. dr.k.maran, l.rekha, mr.a.rajan babu, dr. mahdi salehi, (2021), articulated "Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be

satisfied with their lives”. Employees are the drivers of the organization's operations, so that if employees’ performance increases, so do the organizational performance. Tarmidi & Regina Arsjah (2019); stated that Motivation has a positive impact on employee performance directly, and on organizational indirectly, nevertheless employee performance has a positive impact on organization performance significantly.

Therefore, in order to achieve an effective organizational performance, it is necessary to identify the job satisfaction components or determinants that satisfied the need of employee. Okechukwu Omah & onyebuchi Obiekwe, (2019), stated that “improved organizational performances result from committed workforces who are satisfied with their work facets in the organizations”. Owing to this, in the past a large number of theoretical as well as empirical employee job satisfaction determinants have been justified by various researchers. Accordingly, a number of motivational theories which shows a variety of human needs have been invented by various scholars. According to Stephen P. Robbins, Mary Coulter, neharika Vohra (2010), the motivational theories like Abraham Maslow’s hierarchy of needs theory, **Herzberg’s Two-Factor Theory, Victor vroom Expectancy theory, McGregor’s Theory X & theory Y, McClelland’s three-need Theory, Equity Theory, Goal-Setting theory** are the foundations of motivation that have been given to the world and have spread the concept of motivation well.

Apart from the theories there were a numerous Empirical studies regarding Employee’s job satisfaction in relationship with organizational performance also extensively researched globally. Md Murad Miah (2018) Entitled ‘the impact of employee job satisfaction toward organizational performance’ conducted a research to examine the relationship between job satisfaction and organizational performance. The finding asserted there exist a strong positive relationship between employee job satisfaction and organizational performance. **Anantha Raj A. Arokiasamy & Jiyoung Park, (2018)**, investigate the factors affecting job satisfaction of employees at the car manufacturing/assembling plant in Malaysia. The study showed that organizational factors like pay and benefits, promotion, leadership, work groups, working conditions and fairness significantly influenced employee job satisfaction in the automotive industry. **Dr.K.Maran, L.Rekha, Mr.A.Rajan Babu, and Dr. Mahdi Salehi, (2021)**, conducted a study on Factors Influencing Employee Job Satisfaction in Automobile Industries in Kanchipuram District. the researchers was analyzed the influencing factor of job satisfaction like Work Environment, compensation ,Rewards and recognition, Work life balance, Supervisor relationship, Co-worker relationship, Employee engagement and Career development. The results revealed that there was a significant agreement in ranking of the employees about the influencing factors of job satisfaction. The work environment, rewards and recognition and employee engagement were the major factors which influence job satisfaction. **Sigei Chepkoech Evaline, (2018)**, set out to establish the effect of management style, communication, remuneration and working conditions on employee satisfaction in the manufacturing sector in Kenya with a focus on Kronos East Africa Limited. Consequently, the study revealed that adequate pay is the main source of satisfaction for the employees of the firm and that relationship between supervisor and employees was crucial in ensuring employee job satisfaction.

Moreover, in the past, many Ethiopian researchers have conducted studies on the impact of job satisfaction on organizational performance in various institutions. Yesu Girma Taye, (2018), Lia Asfaw(2018), Lidiya Wakneda, (2021), Awoke Wosene Ghiwet, (2017); Abel Alemnew(2014); Tsedey Aklilu(2022); Sisay Addis, Akshay Dvivedi, Birhanu Beshah, (2018) are mentioned. As a result, they found various determinants of job satisfaction that have an impact on organizational performance or employee performance. For example, Yesu girma taye, (2018); in the title of ‘determinants of Job satisfaction of employee in Ethiopian commercial bank’ explored job satisfaction factors that influence on employee job

satisfaction in Ethiopian Private commercial banks in Addis Ababa city. The study investigated the nature of work, workplace environment, recognition, motivation, promotion opportunities and benefit packages as the antecedents of job satisfaction. The results showed significant positive association between the nature of work, workplace environment, recognition, motivation, promotion, benefits and employee job satisfaction.

Accordingly, in this researcher paper the researcher studied the impact of employee job satisfaction on organizational performance at mojo cable and wire factory. In light of this, the researcher examined the relationship between job satisfaction determinants (such as remuneration, working environment, supervision, promotion, and team work) towards the organizational performance. Therefore, according to the researcher, Remuneration was represented like salary, bonus and other payments activates. However, onyekwelu, r.u , dike, e.e & muogbo, u.s, (2017) defined remuneration as “the benefits the workers receive which can come in form wages, rewards, and pay for the worker’s to increase the productivity”. various researchers like Lidiya Wakneda, (2021), Md Murad Miah,(2018);iriani ismail(2020), dewi angraini , bustari muchtar & erni masdupi(2018); dr. mukhtar shehu aliyu , prof. (dr.) s. m. shariq abbas , dogo kachalla,(2023) have identified a significant and direct impact of remuneration on organizational performance.

Working environment were the other most important job satisfaction factor in relation to organizational performance. Therefore, according to the researcher working environment means an attractive, interesting and health-friendly workplace and also a working facility that allows work to be done efficiently. However, taghrid s. suifan (2019); stated that work environment is the condition in which employees operate and perform their daily tasks was one of the most critical factors continually affecting their productivity and satisfaction. researchers like Christabella P. Bushiri (2014), Shimelis Mihretu Bulti and Mahesh Gopal (2021); Aragaw Demissie Moges, (2017); Bidyut Bijoya Neog & Dr. Mukulesh Barua, (2014), Mohammed Alshmemri; Lina Shahwan-Akl and Phillip Maude, (2017); Awoke Tesfu (2019); were justified the impact of working environment on employee/organizational performance. Therefore, according to their findings showed that working environment has strong correlation with organization performance.

Another important determinant considering in job satisfaction was Promotion. Therefore, regarding to this paper Promotion is advancement of an employee to a better in terms of greater responsibility, more prestige or status, greater skill and especially increased rate of pay or salary. According to Taslim Khan, Dr.G.P.Mishra ,(2013),promotion is a way of rewarding the employees for meeting the organizational goals thus it can serves a mean to achieve personal goals and with organizational goals. Saharuddin,and Sulaiman,2016), stated that “Promotion is an increase of a labor or employee at a field a better job, compared with the previous of the responsibility is greater, achievement, facilities, higher status, demands proficiency is higher, and the addition of wages or salaries as well as other allowances. Therefore, the findings of Uchechukwu Innocent Duru Rhema, Millicent Adanne Eze , Abubakar Yusuf,Danjuma iyaji ,(2023); Dr. A. Ravichandran, Dr. L. J. Soundara Rajan, G. Bala Sendhil Kumar, (2015); T S Nanjundeswaraswamy, M A Kavya & C M Sanjana, (2020); and Md Murad Miah, (2018); research’s on job satisfaction show that promotion has a significant impact on organizational/employee performance.

Supervision was another area of focus among employee job satisfaction factors. Supervision regarding to this research is a process of organizes, lead, guide, helps and control the work to carry out the assigned jobs efficiently and effectively. According to tracy latonya reed, (2015), supervision is a process that provides support, resources, and skill development for professional staff in carrying out

goals. Tsedey Aklilu (2022), in her research work entitled “the effect of employee satisfaction on job performance”, articulated the relationship between manager and employee. The author associated that a good relationship between manager and employee could be important in terms of creating job satisfaction in two ways. first, good relationship improves people's interest in staying at work which can maintain high job satisfaction and secondly, good employee-manager relationship leads to a positive intervention, which proved to be the social information people rely on to form their attitudes towards jobs. Many research work findings like Abel Alemnew,(2014), Yesu Girma Taye, (2018), Md Murad Miah, (2018), sebsebe tesfaye (2018), Ms. Nair Gopika and Ms. Neha Dubey (2023), Mubunga Richard (2015) have shown that there is a significant relationship between supervision and organizational performance.

Ultimately, in this research work, whether job satisfaction has an effect on organizational performance, the examination was done using teamwork. According to the idea of this research, team work means sharing knowledge and energy and working together on a common task. Because, when employees work in teams, the massive work will break down and each members will shared a fraction of a huge work. So the workload on each employee will reduced compared to working individually. In general, Teamwork is the combined actions of a group of people working together effectively to achieve a common goal. In general, many researchers have given their definition about teamwork. Hamada Fawzy Abuzid & Muzaffar Abbas (2017); defined teamwork as the essential part of devising new roles of effectiveness in order to achieving desired objective. Emmanuel Osei Boakye (2015), described team as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service, Moreover, he argued that team work was one of a combined effort to achieve innovated product or service. According to Emanuel, (2020); Teamwork was the interdependent components of performance required to effectively coordinate the performance of multiple individual. Therefore, the findings of Dr. Janes O. Samwel, PhD (2019); Gang Stephen (2018), Sheeba Khan, (2017) Mohsin rajabali habib ali , James Mwikya Reuben(2019) ,and Merkebu Aytenfisu (2020); research’s on job satisfaction show that team work has a significant impact on organizational/employee performance.

Making all the above studies benchmark, the aim of this research is to analyze the impact of employee job satisfaction on organizational performance in order to contribute to theory and practice.

1.2 Problem Statement

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. In order to survive in a dynamic environment, organizations must produce products or provide services that can meet the needs of their customers. For this, human resources are essential. But in order for human resources to be effective in their work, they should be satisfied with their work. However, unsatisfied employees are ineffective. An organization that is unable to utilize its human resources will find it difficult to use its capital, raw materials, machinery and equipment properly. Because capital, raw materials, machinery and equipment are an inanimate object but human resource convert to useable form. According to **Francis F, (2018)**; “even if an organization has gotten all the money and materials it needs, Maximum productivity level cannot be achieved unless the essential human resources are available”. However, it is difficult to engage employee in challenging tasks if not satisfied with their job. Because dissatisfied employees feel that their physical and emotional strengths are exhausted. This exhaustion will lead to low productivity, high employee turnover cost and poor employee morale in an organization. Eltruda_David_Lukosi (2015), assessed the effects of employee job dissatisfaction on

organizational performance. The finding showed that turnover and absenteeism was the effect of job dissatisfaction, on top of that, the organization can't utilize the talented employee by giving challenging job.

Therefore, countries like Ethiopia whose economy is dependent on imported raw materials must work well on their human resources. This means that manufacturing institutions should work well on their human resources. In fact, in the current situation, studies show that the lack of foreign currency is creating an obstacle in the manufacturing institutions in Ethiopia regarding imported materials. Ethiopia is one of the developing countries in Africa. The manufacturing sector was one of the backbones for economic development of the country. Accordingly, the sector was shown dramatic expansion. According to Birritu, a magazine published at, 2019, the number of Ethiopia manufacturing industries reach to 273 in number while compared to 87 before 1973. However, the contribution of the sector regarding with country's economic growth is less. Arkebe Oqubay, (2018); revealed that although Ethiopia has emerged as one of Africa's fastest-growing economies, its manufacturing sector is still far from being an engine of growth and economic transformation. Because the sector imports most of its raw materials and plant facilities from abroad, but the lack of foreign currency has hampered the sector's growth. Tewodros Belete(2020); analyzed the impact of foreign currency reserve & exchange rate on manufacturing sector performance using 40 years of data from 1980-2019 the result indicated that "foreign currency reserve has a positive and significant effect on manufacturing sector performance in the long run". However, the availability of foreign currency has becoming less reliable and bottleneck. Anteneh Girma Bezabih(2016) addressed that 'most manufacturing plants in Ethiopia are highly dependent on imported raw materials, In addition he stated that lack of foreign currency has a direct interruption on the manufacturing processes which further result in sacking employees and aggravating the problem of unemployment'. Mesfin Lemma & Biniam Ali (2018) articulated 'Shortage of foreign currency effects will be showed up directly in the manufacturing industry'. Further, Bisrat Ermias(2022); articulated that "Many of the raw materials used by Ethiopian local manufacturers brought in from abroad, However, this is not possible if there isn't enough available international currency to pay the foreign supplier". However, to overcome this lack of foreign currency, the government was established FDI policy and prepared various incentives for investors to motivate and being entered the country. However, in terms of sustainability, unless preparing a local profession that absorbed the technology, FDI is not effective. Dr. Manoj Kumar Mishra, 2018, examined that FDI did not have a significant contribution to the economic growth in terms of value addition.

Thereby focusing on value addition and import substitution is necessary to ensure reliable manufacturing growth. But Import Substitution and Value Addition is successful when there is innovation. Hyunwoo Park, Morvarid Rahmani (2021); asserted firms to be able to compete in the complex and dynamic nature of today's economy, they need to continually innovate. In light of this, emphasizing on employees is very important, because employee is a means to expand innovation. Yanto Tjoa1, Muhtosim Arief (2022); founded that 80% of an idea is initiated by company employees and another 20% is the result of an innovation plan that the company had set. Therefore, employees are indispensable while developing the economy regarding expansion innovation. Therefore, employees should be satisfied at the work place. According to, XIE MINGZHU, (2023); job satisfaction and job involvement have a greater impact on incremental innovation performance.

Mojo cable and wire factory was established in 2014 and have been responsible to manufacture different types of electrical cables and wires. Moreover, the mission of the factory along with profit maximization was to manufacture import substituted products as well as to be hub of excellence in the sector. Although

it has been a long time since the factory was established, does not achieve the mission. Consequently, the factory is faced a problem regarding the raw materials, due to lack of foreign currency. As a result, there exist interruption of production. However, when the researcher conducted the research, he confirmed by interviewing some of the workers and it was found that the factory has problems regarding employee handling. Accordingly, most of the employees are not happy with their jobs due to lack of job satisfactions. In relation to that, regarding employee job satisfaction, no work has been done in mojo cable and wire factory and create satisfaction in the workplace so that the employee can work happily at work, and further it is not clearly known which department is monitoring this.

Generally, the majority of Ethiopia's manufacturing sectors have been dependent on imported inputs. But it is the cumulative result of individual manufacturing sectors. And one of them is the Mojo Wire and Cable Factory. Therefore, local manufacturing sectors must turn their attention to domestic resources to overcome the input problems they face. Moreover, to be effective, they must invest in employee motivation. Because the benefit they get will be more than what they invested. According to Anastasia Galani & Michael Galanakis (2022), the most important advantage of an organization is the value of human resources, and hence investments in human resource motivation are required to achieve superior operational outcomes. However, so far a large number of research works have been done by many researchers in Ethiopia regarding employee job satisfaction. However, not much has changed, especially in the manufacturing sector. Employers and policy makers are not paying attention and not using the effectiveness of job satisfaction. Therefore, this attitude should be changed.

Therefore, This research was conducted to fill the gap in understanding the importance of employee job satisfaction among employers and policy makers by showing the impact of employee job satisfaction determinants on Mojo Cable and Wire factory performance. Therefore, this gap motivated the researcher to do the research work.

So, based on the above discussion, the study aims to examine the impact of remuneration, working environment, supervision, promotion, and team work on organizational performance of mojo cable and wire factory.

1.3 Research question

A research question is "a question that a research project sets out to answer". Therefore, regarding to this research the researcher wants to answer the following questions.

- ❖ What is the relationship between remuneration and organizational performance?
- ❖ What is relationship between working environment and organizational performance?
- ❖ What is the relationship between promotion and organizational performance?
- ❖ What is the relationship between supervision and organizational performance?
- ❖ What is the relationship between teamwork and organizational performance?

1.4 Objective Of The Study

1.4.1 General objective

The purpose of the study is to determine the impact of employee job satisfaction on organizational performance at mojo cable and wire factory.

1.4.2 Specific objective

The specific objective of the study are:-

- ❖ To find out the relationship between remuneration and organizational performance.
- ❖ To explore the relationship between working environment and organizational performance.
- ❖ To assess the relationship between promotion and organizational performance.
- ❖ To examine the relationship between supervision and organizational performance.
- ❖ To explore the relationship between teamwork and organizational performance.
- ❖ To identify the most significant employee's job satisfaction factor.

1.5 Significance Of The Study

This study has the following significance.

- ❖ This study will improve organizational performance along with improving employee job satisfaction.
- ❖ The study will help to achieve organizational goal and vision.
- ❖ The study will improve the competitive advantage of the organization.
- ❖ The study will help to improve the working environment of the factory and inspire creativity.
- ❖ This study will help to provide guidance to the employer on how to increase employee job satisfaction.
- ❖ It contributes to Human Resource Management Process and executive management of the factory for planning and decision making by knowing the real impact of job satisfaction on employee performance.

1.6 Delimitation Of The Study

The scope of the study is bounded by geographical, time and human resource management. This paper addresses the impact of employee job satisfaction on organizational performance at Mojo Cable and Wire Factory. Mojo Cable and Wire Factory is found under Power Equipment Manufacturing Industry. Moreover, Power Equipment Manufacturing Industry is found under Ethio Engineering Group (EEG). Though, all industries under Ethio Engineering Group are governed by the same industry structure, laws, rules and policy. Similarly, the factories found under power equipment manufacturing industry have the same factory structure and are managed by a centralized and uniform directive. Because of this, all the factories of power equipment manufacturing industry have a common staff at the head office. This program is an integrated one that aims to solve multiple problems that face power equipment manufacturing industry as well as Ethio-Engineering Group. Due to time and other constraints, the study does not look at factories in the power equipment manufacturing industry other than the Mojo Cable and Wire Factory.

With regard to time coverage, since there are many determinants of employee job satisfaction that have an impact on organizational performance, the researcher studies only five determinants. The determinants like remuneration, working environment, promotion, supervisory, and teamwork have been studied for their impact on Mojo Cable and Wire Factory performance. Besides these factors, other factors, such as organizational commitments, culture, organizational policy, co-workers, training and development, age, creativity, leadership style and others can influence job satisfaction, which are not being considered in this study.

1.7 Operational Definition Of Key Terms

- **Balanced scorecard:** is a strategic planning and management system that organizations use to focus on strategy and improve performance.
- **Competitive advantage:** is the favorable position an organization seeks in order to be more profitable than its rivals.

- **Capability** ; is the ability to execute a specified course of action or to achieve a desired outcome
- **Dynamicity**; is the quality of being dynamic or constantly changing and evolving.
- **Efficiency**; is ability to produce a desired effect, product, etc. with a minimum of effort, expense, or waste; quality or fact of being efficient.
- **Front line employee**; is an employee who is not in a position of responsibility but is directly assigned to work.
- **Job satisfaction**; is an individual's emotional response to his or her current job condition,
- **Import substitution**: a strategy that emphasizes the replacement of imports with domestically produced goods.
- **Innovation**: is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services.
- **Means of production**; is a term which describes land, labor, and capital that can be used to produce products (such as goods or services).
- **Motivation**; is the driving force to pursue and satisfy one's needs
- **Productivity**: is a measure of economic performance that compares the amount of goods and services produced (output) with the amount of inputs used to produce,
- **Promotion**; a way recognizing an employee in terms of pay, recognition, knowledge and position in respect to their excellence or success.
- **Raw material** : unfinished substances used to manufacture finished goods
- **Remuneration**; is the payment that is accepted by the employee for his or her efforts to the organization in the form of money
- **Statements (items)**; is a list of questions in a questionnaire.
- **Supervision**: the action or process of watching and directing what someone does or how something is done
- **Team work**; the activity of working together in a group with other people.
- **Technology**: refers to methods, systems, and devices which are the result of scientific knowledge being used for practical purposes.
- **Value addition** : is the difference between the input costs to make a product and its selling price
- **Working environment**; is the setting, social aspects and physical conditions in which an individual performs their job.

1.8 Organization of the Study.

This research work is divided into five main chapters and the main content of each chapter is presented as follows.

Chapter one: This chapter offered a description of background of the study, and also include about problem statement which lead to research take place. A research question of the study is commonly briefed in this research. Besides that, research objective of the study is briefed in chapter one. Significant of the study also included in chapter one. Apart that, delimitation of the study, operational definition of key terms and organization of the study explained in chapter one

Chapter two: In this chapter the theoretical literature as well as the empirical literature has been presented. Accordingly, under theoretical literature the concepts of job satisfaction theory and organizational performance has been discussed. Moreover, Under Empirical Literature, the various past research works

which related to this study has been widely addressed. Moreover research gap, conceptual frame work and hypothesis of the study has been presented.

Chapter three; describes the research methodology and approach adopted in conducting the study. The chapter provides an overview of the research design, research approach, source of data, data collection technique, sampling frame/sampling unit, target population, sampling technique, sample size, method of data analysis, ethical consideration, and validity/reliability test would be presented for this particular study.

Chapter four: in this chapter, the data is analyzed through descriptive analysis and inferential analysis. However, the respondents' demographic information and each statement is analyzed using frequency and percentage. Under descriptive analysis each statements of the respondents was analyzed. Also, under inferential analysis, the relationship of each variables is analyzed using Pearson correlation and multiple regression, ANOVA test and Hypotheses will be analyzed and tested. Moreover, under chapter four the results of the analysis was discussed based on the objectives of the research and based on the related past research.

Finally, chapter five entitled “Summary, Conclusion and Recommendation” illustrates the summary, and conclusions of the finding of the analysis. Moreover, recommendations has been forwarded in this chapter for concerned body for giving attentions of employee job satisfaction.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter the theoretical literature as well as the empirical literature has been presented. Accordingly, under theoretical literature the concepts of job satisfaction theory and organizational performance has been discussed. Moreover, Under Empirical Literature, the various past research works which related to this study has been widely addressed. Moreover research gap, conceptual frame work and hypothesis of the study has been presented.

2.2 Theoretical Literature Review

Theory is a formal idea or set of ideas that is intended to explain something. **Shadiullah Khan & Allah Nawaz, (2010)**, entitles “theory of job satisfaction” defined theory as “conceptual device for organizing knowledge and providing a framework for action”. Accordingly, under this title the concepts of job satisfaction and organizational performance has been elaborated.

2.2.1 Organizational performance

Organizational performance refers to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively on the business market. Individual performance can influence the performance of the entire organization in the short, medium or long term in a positive or negative direction.

Performance can be measured using a broad range of measures for example ratios, data with efficiency and time, income quality, customer satisfaction, number of defects. Ratios may include liquidity ratio, leverage ratio, activity ratio.

The performance of employees is directly affected by a number of factors, such as technology, skills, social and cultural factors and conditions at the work place. (Cole 1990, peters and waterman 1982) but

the most important one is the need and way of motivating them and hence their performance. According to (R.S Davar1982) the performance of employees is dependent not only on the skills and abilities of the employees but also on motivation.

Performance very much depends on perception, values, and attitudes. There appears to be so many variables influencing the job performance that it is almost impossible to make a sense of them (Puskpakumari, 2008). Performance refers to an individual ability, skill and effort in a given situation (Porter and Lawler, 1974). Performance is the outcome of the effort extended to the job by an employee or group or organization. Effort is an internal force of a person which makes him or her to work willingly. When employees are satisfied with their job and their needs are met, they develop an attachment to work or make an effort to perform better. Increased effort results in better performances. Richard et al. (2009) defined organizational performance as an organizations' actual output or results as measured against its intended outputs (or goals and objectives). Organizational performance generally covers three explicit areas of firm outcomes which are: financial performance (profits, return on assets, return on investment, etc.), product market performance (sales, market share, etc.) and shareholder return (total shareholder return, economic value added, etc.). According to Market Business News (2019) organizational performance involves "analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs." It also relates to how successfully an organization performs or achieves their predetermined objectives and goals. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard (BSC) methodology. Balanced scorecards allow companies to study its performance against four key areas (perspectives). The first perspective is financial perspective. Thus, financial perspective focus on measuring the financial performance of an organization in terms of revenue, growth, profit etc. the second perspective of BSC is customer perspective. In then customer perspective measure the performance of an organization in relation to the value delivered to the customer and measure the level of customer satisfaction. The third perspective is internal process perspective. However, it focus on measuring all the activates and key process required in order to the company to excel at providing the value expected by the customer both productivity and efficiency. Accordingly, innovation and learning perspective is the last BSC perspective which measure the performance of an organization. Thus, it focus on intangible assets of an organization, mainly focus on the internal skill and capability that are required to support the value creating internal process.

2.2.2 Definition of job satisfaction

Job satisfaction is an individual's emotional response to his or her current job condition, while motivation is the driving force to pursue and satisfy one's needs. In the past, variety researchers and scholars have defined motivation and job satisfaction in various ways. The most important of the recently written definitions are presented as follows. According to, Shadiullah Khan & Allah Nawaz, (2010), "Motivation refers to the drive and effort to satisfy a want or goal, and Satisfaction refers to the contentment experienced when a want is satisfied". Shen Kian Tan (2013); defined motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.

Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). Sanjina.Y, Rathika.S, (2020), defined Job satisfaction "used to describe whether employees are happy and fulfilling their desires

and needs at work”. Job satisfaction is a vital concept in every organization. It is a measure of how much each person likes or dislikes their job. Or it is the level of motivation and desire to do work. According to, Zafar-Uz-Zaman Anjum(2014), Job satisfaction referred as “the amount of fulfillment and happiness that an employee gets from its job, and it will be the ultimate output of employee’s job when they are sincere with their job and on the other side there will be an opposite situation if they are not in a comfort with their placement”. Laurenz L. Meier and Paul E. Spector, (2015), stated that “Job satisfaction is a person’s overall evaluation of his or her job as favorable or unfavorable. Moreover, argued that job satisfaction reflects an attitude toward one’s job and hence includes affect, cognitions, and behavioral tendencies. Shadiullah Khan & Allah Nawaz, (2010); described Job satisfaction as a result of three specific attitudes such as job factors, individual or personal characteristics and other social and groups relationship outside the job. According to Govand Anwar & Inji Shukur, (2015), Job satisfaction is a vital pointer of how an individuals’ feel regarding of the job and defines how much they are satisfied with their jobs. According to Lai Chai Hong, Nik Intan Norhan Abd Hamid and Norliza Mohd Salleh(2013): job satisfaction defined as “a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to being met”.

2.2.3 Theory of job satisfaction

In the past years, to explain and understand the phenomena of “job-satisfaction” several theories have been suggested (Maslow, Vroom, Adams etc.). Moreover, a number of motivation theories have been advanced. In addition, early single theories have also been collected in different classifications. Among various classifications of job satisfaction theories, however, in this research work the researcher will pay attention to motivational theories which are included at the category of work motivation. Shadiullah Khan, Allah Nawaz, (2010), stated that at present time “content theory” and “process theory” were important for work motivation. According to Dr. A. Thangaswamy & D. Thiyagaraj, (2015) The various theories of job satisfaction have subsumed under two categories namely content theories and process theories. The former category emphasizes the specific factors which motivate the individual towards job, while the latter category deals with dynamics of the motivational process.

2.2.3.1 Content theory

The content theory of motivation, also known as need theory mainly focuses on the internal factors that energies and direct human behavior. In general, such theories regard motivation as the product of internal drives that compel an individual to act or move toward the satisfaction of individual needs. Whereby, according to, **Shadiullah Khan, Allah Nawaz, (2010)**, there are several content theories which guide the managers in understanding what motivates the workforce. Therefore, Listed below are those included under the content theory.

2.2.3.1.1 Maslow’s Hierarchy of Needs Theory

The best-known theory of motivation is Abraham Maslow’s hierarchy of needs 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. From the bottom of the hierarchy upwards, the needs are: Physiological need, safety needs, social (love and belonging) need, esteem need and self-actualization needs (Saul McLeod, 2018). As a consequence, physiological and safety needs considered as lower-order need. Besides, social (love and belonging), esteem and self-actualization needs considered as higher-order level. Accordingly, lower-order needs are predominantly satisfied externally, while higher-order needs are

satisfied internally. Meanwhile, according to the theory people could not focus on the needs higher up the pyramid until they had mostly obtained the needs in the lower levels. Likewise, people does not stay long at the lower level while achieving satisfaction. Accordingly, need to move on to the next higher level. Stephen P. Robbins, Mary Coulter, & neharika Vohra (2010); in titled “management” stated that once a given level of needs is satisfied, it no longer helps to motivate. Thus, next higher level of need has to be activated in order to motivate and thereby satisfy the individual. The five Maslow’s Hierarchy of Needs from Lower Level to Higher Level are shown below with examples.

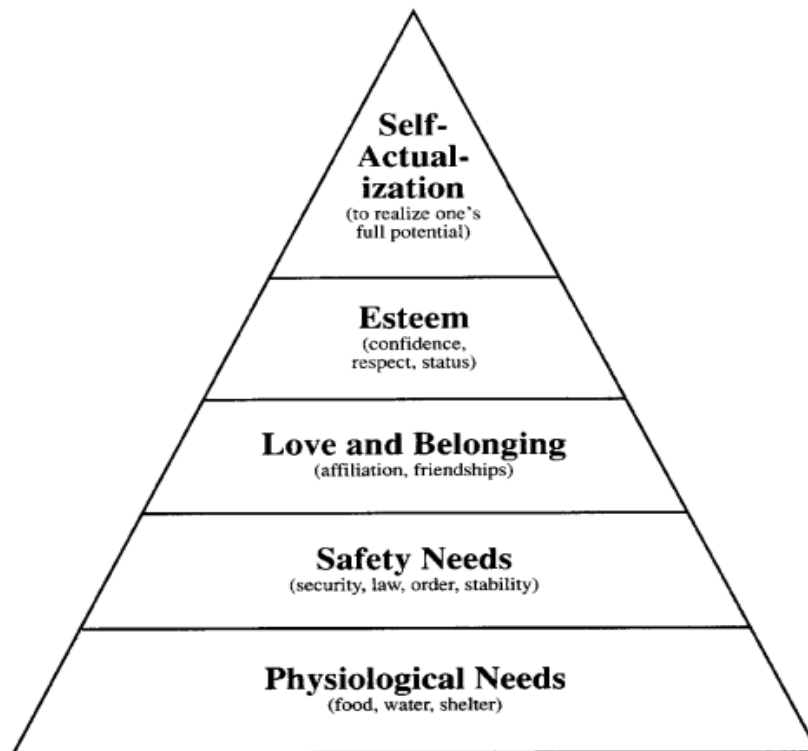


Figure 2.1 Maslow’s Hierarchy of Needs with example

2.2.3.1.2 Herzberg’s Two-Factor Theory

According to, Shen Kian Tan (2013), Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors. According to the theory, motivation factors as intrinsic to the job and hygiene factors as extrinsic to the job. Extrinsic Factors are less to contribute to employees’ motivation need. These factors serve as guidance for employers in creating a favorable working environment where employees feel comfortable working inside. When all these external factors were achieved, employees will be free from unpleasant external working conditions that will banish their feelings of dissatisfactions, but remains themselves neutral in neither satisfied nor motivated; however, when employers fail to supply employees’ Extrinsic Factors needs, employees’ job dissatisfaction will arise. Also, Intrinsic Factors are the actually factors that contribute to employees’ level of job satisfactions. Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees’ performance towards their jobs as these factors are human basic needs for psychological growth. Intrinsic Factors will propel employees to insert additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improved. Mohammed Alshmemri, Lina Shahwan-Akl and Phillip Maude, (2017); stated that Motivators related to

the job contents like Achievement, Recognition, Work itself, Responsibility and Advancement are motivation factor. Whereas hygiene factors relate to the context of the job such as, Company policy, Administration, Supervision, Salary, Interpersonal relations, and Working conditions.

2.2.3.1.3 McGregor's Theory X & theory Y

Theory X and theory Y are part of motivational theories. Both the theories, which are very different from each other, are used by managers to motivate their employees. According to, Dr. P. S. Aithal & Dr. Suresh Kumar P. M., (2016); Theory X describes human nature as lazy, dislikes work and avoids, lacks responsibility, seeks security, lack of ambition and therefore should be forced, controlled, threatened or closely supervised to get work. whereas, Theory Y believes in the exercise of self-direction and self-control investing faith in individual potential, imagination, creativity and its application to work.

Theory X was based on pessimistic assumptions of the average worker. This presupposes that average employee dislikes work and avoids it if possible, lacks responsibility, has little ambition and seeks security above all he has little or no ambition, shies away from work or responsibilities, and is individual-goal oriented. Generally, Theory X style managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work solely for a sustainable income. Due to these assumptions, Theory X concludes the average workforce is more efficient under strict supervision and authoritarian approach to management. Accordingly, Theory X believes that all actions should be traced and the responsible individual given a direct reward or a reprimand according to the action's outcomes. Moreover:

Theory Y states that work is as natural as play or rest, people are not inherently lazy, they have become that way as a result of experience. People will exercise self-direction and self-control in the service of the objectives to which they are committed. People have potential. Under proper condition they learn to accept and seek responsibility. They have imagination, ingenuity and creativity that can be applied to work. With these assumptions the managerial role is to develop the potential in employees and help them release that potential toward common objectives. Theory Y assumes that people in the work force are internally motivated, enjoy their labour in the company, and work to better themselves without a direct reward in return. Theory Y employees are considered to be one of the most valuable assets to the company, and truly drive the internal workings of the corporation. Aykut Arslan Piri, Selva Staub, (2012); stated that Theory X managers assumed that workers are lazy, will avoid responsibility, and prefer to just get by. Theory X assumptions believe that workers must be controlled and threatened with punishment. Conversely, Theory Y managers as those that hold assumptions that workers care about the organization, will seek responsibility, and exercise self-control.

2.2.3.1.4 McClelland's three-need Theory

McClelland's Needs Theory was proposed by a psychologist David McClelland, who believed that the specific needs of the individual are acquired over a period of time and gets molded with one's experience of the life. McClelland's Needs Theory is sometimes referred to as **Three Need theory** or **Learned Needs Theory**. M. Todd Royle & Angela T. Hall (2012); indicates that individuals are motivated based on three needs: Need for achievement (NAch): The drive to excel, to achieve in relation to a set of standards, to strive to succeed. · Need for power (NPower): The need to make others behave in a way that they would not have behaved otherwise. · Need for affiliation (NAff): The desire for friendly and close interpersonal relationships.

Achievement Needs Describes a person's drive to excel with respect to some established set of standards. Individuals high in this dimension differentiate themselves from others by their desire to perform at a more advanced level than their peers. Although achievement could be measured in terms of mastery and competitiveness, it also reflects individuals' desires to excel relative to themselves. High achievement individuals are more satisfied in jobs that involve both high skill levels and difficult challenges (Professor Pamela A. Braden, 2020).

Power Needs Denotes individuals' desires to be influential. This could manifest itself in attempts to make others behave, as one would like, or in a manner that they might not have otherwise. In other words, individuals high in this need seek position power so that they can compel the actions of others. Those high in power needs prefer being in competitive, status-driven situations, and actively seek the trappings of status (Professor Pamela A. Braden, 2020).

Affiliation Needs reflects the desire to have close, friendly, relationships with others. Those high in this dimension tend to spend considerable time seeking interactions with others. Further, those with strong affiliation needs pursue team activities in which interdependence and cooperation with others are paramount (Professor Pamela A. Braden, 2020).

2.2.3.2 Process Theories

Unlike content theories, process theories are more concerned with how the motivation takes place. Thus, according to, **Shadiullah Khan, Allah Nawaz, (2010)**, a number of process-oriented theories have been suggested. However, the most dominating process theories are the following:

2.2.3.2.1 Equity Theory

Equity theory is a motivation theory, developed by J. Stacey Adams (1960), proposes that employees compare what they get from a job (outcomes) in relation to what they put into it (inputs), and then they compare their inputs–outcomes ratio with the inputs–outcomes ratios of relevant others. Effort (Stephen P. Robbins, Mary Coulter, neharika Vohra, 2010).thus, from the authors it can be understood that three terms associated with Equity theory. The first was Inputs: which expressed what the individual gives in the exchange relationship. Inputs are each person's contributions to the relational exchange and are viewed as entitling him/her to rewards. Performance, skills, education, and experience are examples of inputs. The other was Outcomes/ outputs: which is Due to the inputs, what the individual receives. Outputs are positive and negative consequences that an individual perceives has incurred as a consequence of his/her relationship with another. Compensation, benefits, and promotions are examples of results. The other term considered in equity theory is Reference person or group: Reference person can be a co-worker, relative, neighbor, it may even be the person himself/herself in another job or another social role and reference group may be a group of coworkers or relatives in the family. Therefore, if an employee perceived ratio to be equitable in comparison to those of reference, there's no problem. However, if the ratio is inequitable, they views themselves as under rewarded or over rewarded. When inequities occur, employees attempt to do something about it. The result might be lower or higher productivity, improved or reduced quality of output, increased absenteeism, or voluntary resignation. In general, if people feel fairly or advantageously treated, people are motivated and satisfied. If people feel unfairly treated, disaffection, dissatisfaction and demotivation results. Thus, according to Adams, the focus of the equity theory is on the exchange relationship where individuals give something and expect something in return.

2.2.3.2.2 Expectancy Theory

Fred C. Lunenburg, (2011); in titled “Theory of motivation” stated Victor Vroom (1964) was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler (1968) and others (Pinder, 1987). according to **Fred C. Lunenburg, (2011)**, expectancy theory is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards. Expectancy theory is based on four assumptions (**Fred C. Lunenburg, 2011**). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual’s behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g. Good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. As the author further stated, the expectancy theory based on the above four assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that effort will lead to acceptable performance (expectancy), and performance will be rewarded (instrumentality), finally the value of the rewards is highly positive (valence).

2.2.3.2.3 Goal-Setting Theory

Goal is more deliberate than desire. Goal setting involves the development of an action plan designed in order to motivate and guide a person or group toward a goal. Therefore, setting goals means that a person has committed thought, emotion, and behavior towards attaining the goal. According to, Fred C. Lunenburg, (2011), in titled “Goal-Setting Theory of Motivation”, as stated goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance. Now a day Managers widely accept goal setting as a means to improve and sustain performance. Fred C. Lunenburg, (2011) as noted modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high-performance work practices (HPWPs), management information systems (MIS), benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals.

According to Fred C. Lunenburg, (2011), there are five goal-setting principles that are suggested for the managers to consider when attempting to use goal-setting to enhance motivation and performance.

Goals Need to Be Specific; Specific goals (often quantified) let organization members know what to reach for and allow them to measure their own progress. Research indicates that specific goals help bring about other desirable organizational goals, such as reducing absenteeism, tardiness, and turnover. Moreover, **Goals Are More Effective When They Are Used to Evaluate Performance.** This happens, according to the author, when the tasks that managers give to their employees are measured. For example, if Salespeople have weekly and monthly sales goals they are expected to attain. Therefore, the managers can easily evaluate planned goal with actual performance and this measurable goal will help to evaluate the performance of employee and organization.

Goals Must Be Difficult but Attainable; A goal that is too easily attained will not bring about the desired increments in performance. The key point is that a goal must be difficult as well as specific for it to raise performance. However, there is a limit to this effect. Although organization members will work hard to reach challenging goals, they will only do so when the goals are within their capability. As goals become too difficult, performance suffers because organization members reject the goals as unreasonable and unattainable.

Goals Must Be Accepted: Goals need to be accepted. Simply assigning goals to organization members may not result in their commitment to those goals, especially if the goal will be difficult to accomplish. A powerful method of obtaining acceptance is to allow organization members to participate in the goal-setting process. In other words, participation in the goal-setting process tends to enhance goal commitment. Participation helps organization members better understand the goals, ensure that the goals are not unreasonable, and helps them achieve the goal. The factor of self-efficacy also may come into play regarding imposed goals. Some individuals may reject imposed goals, but if they have self-efficacy, they may still maintain high personal goals to accomplish the imposed goals.

Feedback Must Be Provided on Goal Attainment: Feedback helps organization members attain their performance goals. Feedback helps in two important ways. First, it helps people determine how well they are doing. Second, feedback also helps people determine the nature of the adjustments to their performance that are required to improve.

Deadlines Improve the Effectiveness of Goals; deadlines help to collaborate toward achieving a shared goal, and to keep complex, multistage projects on track. To set expectations, deadlines make clear what employees expected to deliver and when. For most employees, goals are more effective when they include a deadline for completion. Deadlines serve as a time-control mechanism and increase the motivational impact of goals. Being aware that a deadline is approaching, the typical employee will invest more effort into completing the task. In contrast, if plenty of time remains for attaining the goal, the employee is likely to slow down his or her pace to fill the available time. However, when deadlines are too tight, particularly with complex tasks, the quality of work may suffer.

2.2.3.2.4 Job Characteristics Theory

Tarik Raihan (2020), in titled “Role of Job Characteristics Model on Employee Job Satisfaction” examined the relationship between job characteristics and job satisfaction among the workers of 15 different Bangladeshi RMG garment companies. Survey instrument has been sent to 150 participants through email and face to face communication. The survey has generated a total of 110 responses from which 100 responses are usable. The result of the study showed that skill variety, task identity, task significance, autonomy and feedback positively influence the employee job satisfaction. On the whole, the empirical results imply that when organization strives to develop and design a job considering the job characteristics model more positively, employees of that organization come to be identified and to be satisfied with their jobs, and, consequently, exhibit superior performance at work.

The revolutionary works in Job Characteristics Model were done by Herzberg (1966), Turner and Lawrence (1965), Blood and Hulin (1967) and Hulin and Blood (1968). All of them studied the connection among certain objective attributes of jobs and employees’ responses to their work. The findings of these researches were used by Hackman and Oldham to develop the theory that the job itself should be crafted in such a way that it comprises essential characteristics required to generate high level of work motivation, fulfillment and performance (Tarik Raihan,2020); Hackman and Oldham’s Job Characteristics Model,

also called The Job Characteristics Theory (JCT) and Core Characteristics Model, and is one of the key models of employee motivation at work. According to, Stephen P. Robbins, Mary Coulter, neharika Vohra (2010), Job Characteristics Model focuses on looking closer into the individual task design included in the job role rather than the job as a whole. Hackman and Oldham believe that the implementation of core job characteristics in job design will increase employees' work satisfaction. Hackman and Oldham's job characteristics model suggested that five core job dimensions affect certain personal and work related outcomes, including job satisfaction. The five core job dimensions identified are autonomy, feedback, skill variety, task identity, and task significance. It is important to recognize the job characteristics and how they affect the employees' job satisfaction in an organization.

- ❖ Skill variety; is the degree to which a job requires a variety of activities so that an employee can use a number of different skills and talents.
- ❖ Task identity; is the degree to which a job requires completion of a whole and identifiable piece of work.
- ❖ Task significance; is the degree to which a job has a substantial impact on the lives or work of other people.
- ❖ Autonomy; is the degree to which a job provides substantial freedom, independence, and discretion to an individual in scheduling work and determining the procedures to be used in carrying it out.
- ❖ Feedback; is the degree to which doing work activities required by a job results in an individual obtaining direct and clear information about the effectiveness of his/her performance.

According to, **Stephen P. Robbins, Mary Coulter, neharika Vohra (2010)**, if Task identity, Skill variety and Task significance exist in a work place, the combination of the three job dimensions will create meaningful work. Hence the employee will view his/her job as being important, valuable, and worthwhile. Moreover, jobs that possess autonomy give the jobholder a feeling of personal responsibility for the result and if the job provides feedback, the employee will know how effectively he/she is performing.

2.3 Empirical literature review

Employee satisfaction is in fact job satisfaction. Job satisfaction is an important job organization factor. We have seen in the introduction that the employee does make much effort to achieve the organization's goal when there is mainly the willingness of the employee, and this happened mostly when the employee is happy with their job and they have a good attitude towards their job. Moreover, we have seen also job satisfaction is created by the job itself or when other job satisfaction factors are met at the work place. Therefore, under this heading, we will review in depth at the previous empirical research works done by various researchers, mainly the research works related to the five job satisfaction factors, namely remuneration, working environment, promotion, supervision and teamwork.

2.3.1 Remuneration

Different scholars have given various meanings regarding Remuneration. However in this research, Remuneration was represented the different aspects of intrinsic motivations in money and in kind like salary, bonus, benefit package and other payments activates. But, According to Sigei Chepkoech Evaline, (2018) Remuneration is the compensation that is accepted by the employee for his or her efforts to the organization either in the form of money or non -money as remuneration given to the employee's efforts to the organization. Mohammed Nashwan Alwaki (2018) defined Remuneration as "a reward or pay given to people for work done. The pay is either for pre-determined salary or to get other benefits or bonus, or paid for certain performance, which called remunerations". Dewi Anggraini, Bustari Muchtar, Erni

Masdupi(2018) revealed as “Remuneration has the literal meaning is "payment" or payroll can also be money or substitution of money determined by certain regulations as a reciprocal of a job and is routine”. According to Sivaranjini Narapan @ Nadarajan, (2016) the income, some studies noted that the level of the salary is a secondary variable that cannot stand alone and its influence may be limited when the work quality is unsatisfactory..

2.3.1.1 impact of remuneration on job satisfactions and organizational performance

The growing needs of people with high living costs drive employees searching for higher pay that can guarantee their future and life satisfaction.. Abel Alemnew, (2014) asserted that “Pay has significant impact on job satisfaction and performance especially when employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations”. Md Murad Miah (2018) detailed that employee’s compensation is one of the broad limits of HR administration. Compensation is indispensable for the both managers and employees as for attracting, holding and propelling employees. Under this title, research works done by various researchers on the relationship between remuneration and job satisfaction are presented as follows.

Bidyut Bijoya Neog & Dr. Mukulesh Barua (2014), studied Factors Influencing Employee’s Job Satisfaction among Employees of Automobile Service Workshops in Assam. . The main objective of the study was to assess the factors which were responsible for influencing employee’s job satisfaction. The researcher examined the relationships in between fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and Job Security and job satisfaction. Data have been collected from 100 respondents by visiting the authorized service workshops of ten automobile manufacturers. The result revealed that Salary occupy the most important factor i.e. First rank (37% respondents say)) for influencing employee’s job satisfaction compared with other major factors.

Onyekwelu R.U, Dike E.E & Muogbo U.S (2020), in titled of “Remuneration as a tool for increasing Employee Performance in Nigerian Bottling Companies”, studied the role of remuneration in expanding workers performance. The study tries to know the correlation of variables like wages, incentive, and indirect compensation on worker’s output. Accordingly, 210 Questionnaire were shared amongst the selected staff of the Nigerian bottling company. Out of 210 questionnaire distributed, 200 were properly filled and returned while five were missing and five was invalid. After analyzing the gathered data the results obtained from the analysis, from the study examined clearly remuneration assume an essential role in employee performance, and it concluded that remuneration (wages, incentives, indirect rewards) plays positive impact on employee performance. Moreover, the researchers concluded that Remuneration was very important in human resources management of every organization as it has a great impact on productivity, growth and development of an organization. As a recommendation, the study outlined that there should be adequate remuneration mix. Rewards, wages, remuneration and direct incentives should be harnessed in the overall compensation package, and also every organization should endeavor to know what appeals most to their workers to enable them know the correct compensation for their employees.

Mohammed Nashwan Alwaki (2018), in titled of “An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations” Investigated whether remuneration influences employees’ performance through influencing employees’ attitudes at the selected Amman stock exchange companies. A sample of 200 respondents from listed companies of Amman stock exchange was studied and implementing structural equation modeling. Hence, the finding concluded that in manufacturing

organizations remuneration significantly influences employees' attitude that ultimately influences their performance. Moreover, according to the conclusion remuneration has significant influence on employees' performance by influencing their attitudes towards their jobs.

Sivaranjini Narapan @ Nadarajan,(2016); assessed job satisfaction among the employee of manufacturing firm, Petaling Jaya; Influencing factors such as salary, benefit packages, workload, rewards, and training and development were tested. The study was conducted in the selected of 20 manufacturing firms in Petaling Jaya. From the total 400 manufacturing firm's employees in Petaling Jaya were directed as sample for this study. The sample size of 200 respondents was calculated. Data collection method was done by distributing questioners to random manufacturing firm in Petaling Jaya, Malaysia. SPSS was used to analyze gathered data. According to the findings on the Pearson correlation results it showed that among the five variables salary, benefit packages, workload, rewards, and training and development, all the five factors are significantly correlated with job satisfaction among manufacturing firms employees. However, among the five factors, the highest correlation was training and development ($r=0.635$) while the lowest was reward ($r= 0.179$).

2.3.2 working environment

Sigei Chepkoech Evaline, (2018); revealed working environment in two broader dimensions "work itself" and "context". Work itself includes all job characteristics of the job such as the way the job carried out or completed, and the context on the other hand includes the physical working conditions of the organization and the social working conditions. Hari Lal Mainali, Dr. Sudhanshu Verma(May, 2022) defined working environment as "a comprehensive form that includes an accommodated infrastructure, warm cooperation among the organization's entire human resources, and a sound social, mental and economic environment that motivates employees to perform". Working environment has been defined by Adilu Mussa Salim, (2020); as an entirely situation comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employees' activities and performance. Opperman, (2002); elaborated that work environment encompasses the physical setting (e.g. heat, equipment's etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships). It means that work environment is the sum of the interrelationship that exists among the employees and the employers and the environment in which the employees' work which includes the technical (includes equipment and tools); the human and the organizational environment.

2.3.2.1 impact of working environment on job satisfactions and organizational performance

Under this title, past research works done by various researchers on the relationship between working environment and employee/organizational performance have been outlined.

Christabella P. Bushiri (2014); Studied the Impact of Working Environment on Employees' Performance: The Case of Institute Of Finance Management In Dar Es Salaam Region. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection. The study revealed that the organization working environment had an impact on members as far as respondents

are concerned. The study found that, the organization needs to improve its physical working environment so that to influence employees to stay in the office, work comfortable and perform their job.

Shimelis Mihretu Bulti and Mahesh Gopal (2021); assessed the Effect of Work Environment on Organizational Performance: A Comparative Study on Arjo Dedessa and Finchaa Sugar Factory in Ethiopia. The total number of employees in the two sectors is 867 and 2824, respectively. Selected samples of 266 and 338 employees were used as stratified random samples to investigate work-related environmental conditions. A response rate of 60% was achieved. The statistical software SPSS V 23.0 was used to analyze and to determine the relationship between the dependent and independent variables using Pearson's correlation and linear regression analysis. The study articulated that each component that defines the working environment is statistically related to the results of Arjo Didessa and Finchaa Sugar Factory. The work environment is important to inspire employees to complete their tasks.

Awoke Tesfu (2019); investigated the effects of working environment on employee performance in Bole lemi Industrial Park found around Addis Ababa, Ethiopia. The research was undertaken in 11 factories found in Bole lemi Industrial park. Out of 315 sampled employees 298 of them responded properly. The study used seven major working environment factors including: physical environment, reward, democratic leadership style, work life balance, training, workload and discrimination as predictor variables and employee performance as dependent variable. The finding of the research highlights that physical work environment, reward and training have positive and statistically significant impact on employee performance while, workload and discrimination have negative and statistically significant impact on employee performance. The researcher then recommended that physical environment (in terms of lighting, noise level, temperature and ventilation) should be made sure, and recommended the management to make sure workers were not burdened, enact workplace policy to reduce discrimination, realize the importance of providing on the job as well as off-the job training, and to design a remuneration package Fair salary, reasonable overtime payment.

2.3.3 Promotion

Regarding to this paper Promotion is advancement of an employee to a better in terms of greater responsibility, more prestige or status, greater skill and especially increased rate of pay or salary.

According to, Christina Godwin Peter, (2014), Promotion refers as the advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater higher authority, higher status and better working conditions.

The three authors, Belyndah Shitakwa Ligare, Dr. Kadian Wanyonyi Wanyama and Dr. Victor Lusala Aliata(2020);in their article defined promotion as “ Promotion is evidence of recognition of employee performance. Someone who promoted will be considered to have a good performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured”.

Okechukwu Omah & onyebuchi Obiekwe,(2019) defined promotion as a reward for past performance, an encouragement to help them to continue to excel, and It is a vote of confidence and a blessing.

According to yishak mahder, (2017) Promotion is a shifting of employee for a job of higher significance and higher compensation. Also the movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package is a promotion.

2.3.3.1 impact of promotion on job satisfactions and organizational performance

Reviewed past research on job satisfaction, it can be seen that promotion has a significant impact on organizational performance by enhancing employee satisfaction. Under this title, research works done by various researchers on the relationship between promotion and job satisfaction have been treated as follows

Md Murad Miah (2018), explored the impact of job satisfaction toward organizational performance based on private sector in Kuching, East Malaysia. On the study the researcher used the job satisfactions determinant Remuneration, Promotion, quality of work life, supervision and team work and examined the relationship between the determinants with organizational performance. Précised field survey using questionnaire (primary data) from several group of employees like top level manager, middle manager, and supervisor and support staff and so on has done. The data used in the study was from 160 employees and the data was collected in the form of questioner. After performing the detailed analysis the finding showed that there was a strong positive relationship between employee job satisfaction and organizational performance. Moreover, finding showed that remuneration and promotion were the two crucial factors of job satisfaction these are closely related with job satisfaction. A study thus concluded that satisfied employees had highly commitment to the companies than dissatisfied employees.

Uchechukwu Innocent Duru Rhema, Millicent Adanne Eze , Abubakar Yusuf, Danjuma iyaji (2023) investigated the relationship between promotion and employees' performance at the University of Abuja. The study utilized a descriptive research design. The multiple regression methodology and descriptive statistics were employed for the analysis of data. The data was derived through structured questionnaires from 337 workers at the University of Abuja. However, Out of the Three Hundred and Thirty-Seven questionnaires administered to respondents, 300 questionnaires were retrieved. The researchers analyzed 8 promotional practices. Thus the findings highlighted that among 8 promotional practices the university treats you fairly and equitably with regard to promotion, the university provides opportunities for career development and the university provides promotional opportunities had a positive influence on employees' performance at the University of Abuja. The study thus concluded that out of 8 promotion practices 4 practices ;The University provides clear and consistent requirements for promotion, the university supports ongoing professional development, the university acknowledges the long hours devote to work and the university rewards excellence in performance through a promotion system did not have a significant effect on employees' performance at the University of Abuja. Moreover, The University fair and equitable in its treatment of management had a negative impact on employees' performance at the University of Abuja. However, out of 8 promotional practices the university treats you fairly and equitably with regard to promotion, the university provides opportunities for career development and the university provides promotional opportunities practices had a positive effect on employees' performance at the University of Abuja.

Dr. A. Ravichandran, Dr. L. J. Soundara Rajan, G. Bala Sendhil Kumar (2015), looked at Job Satisfaction of Employees of Manufacturing Industry in Puducherry, India. The researchers analyzed the relationship between the factors working condition, promotion and work environment with employee job satisfaction. The data has been collected from the sample of 160 employees through simple random sampling, among that 150 sample are reliable and useful for analysis. Hence, after analysis the data the finding showed that **promotions** has more impact on job satisfaction. The study however concluded that to attain the maximum profit, the organization should concentrate on its employees and take care of them. The researcher then

suggested and recommended that the industries may concentrate on working environment, so that employees will feel safe and secure at the work place. This leads to much improvement in the production. **T S Nanjundeswaraswamy, M A Kavya & C M Sanjana, (2020)**, carried out study to study “job satisfaction of employees working in manufacturing SMEs”. The objective of the study was to measure the status of job satisfaction and to know the effect of demographical attributes of employees on job satisfaction for the available literature based on the frequency of usage twelve drives of Job satisfaction was identified. They were, Work life balance, Career development opportunities, Training and development, working condition, Communication, Relation and cooperation, Recognition/Rewards, Welfare facilities, Benefits, Leadership styles, Promotion and Compensation. This study has been carried out in metal fabrication SMEs in and around Bangalore. Among the 163 respondents who were surveyed, the analysis of data showed that around 44.2 percent of the respondents were satisfied and around 55.8 percent of respondents were unsatisfied. The very clearly indicated that majority of the employees were unsatisfied with their job. Age and experience of employees have a relationship with job satisfaction. From the results, it can be noticed that there was a high correlation between Job satisfaction of employees and the Recognition/Rewards. And the least correlation exists between Job satisfaction of employees and the communication methods.

2.3.4 supervision

Muhammad Asif Qureshi & Dr. Kamal bin Ab Hamid(2017); defined Supervisor support as the supervisors behave in helping their employees to demonstrate the skills, knowledge, and attitudes collect from the training program.

Peter Dwumah & nelson Gyasi-Boadu (2015) asserted that supervision is the ability of the supervisor to provide emotional and technical support as well as guidance with work-related assignments.

Muhammad asif Qureshi and kamal abh amid, (2017); stated that supervision is the supervisors behave in helping their employees to demonstrate the skills, knowledge, and attitudes collect from the training program.”

2.3.4.1 impact of supervision on job satisfactions and organizational performance

The supervisor is the first to rise ahead of the job. Due to this the success or failure of a job it may defines the supervisors’ performance. That means the quality of the supervisors’ ability to lead a job has great contribution to the work output. Muhammad Turki Alshurideh, hmad Qasim Alhamad, (2022); Stated at the conculusion that “The role of leaders is highly important in the contemporary business environment as highly skilled leaders are able to boost the overall performance of the organization through increasing the motivation and morale of the employees”.

Therefore, Under this title, research works done by various researchers on the relationship between supervision and job satisfaction and organizational performance have been treated as follow.

Md Murad Miah (2018), explored the impact of job satisfaction toward organizational performance based on private sector in Kuching, East Malaysia. On the study the researcher used the job satisfactions determinant Remuneration, Promotion, quality of work life, supervision and team work and examined the relationship between the determinants with organizational performance. According to the findings, there was a strong positive relationship between supervision of employee and organizational performance with the R esteem of 0.552.

Abd. Hannang, Salju & Muh. Yusuf Qamaruddin (2020), sought to The Effect of Supervision Levels on Employees' Performance Levels in the city of Palopo. The research method used a quantitative descriptive approach. The sampling technique implemented the saturated sample technique with 117 respondents. The problem in the study was that the performance of employees in carrying out their duties and responsibilities was not optimal due to the weak level of supervision from the Head of Division and the Head of the Manpower Office of Palopo City. The research hypothesizes that there was an influence of the level of supervision on the performance of employees in the Palopo City Manpower Office with a percentage of influence of 98.6 percent while the remaining was 1.4 percent. Researchers suggest that the leaders carry out routine inspections of subordinate workspaces, conduct discussions, and evaluations to determine barriers to employee performance.

Ms. Nair Gopika and Ms. Neha Dubey (2023); assessed the Effect of Supervision on Employee Performance. The study aimed to investigate the effect on employee performance due to supervision. The research method used in the study included surveys to gather data from participants. The result of the study showed that a significant number of employees reported that supervision is effective and necessary to improve the performance of the employees.

MUBUNGA RICHARD (2015); identified the effect of supervision on employee performance: a case study of Ihope foundation-kampala district. The study considered 30 respondents from IHOPE, Kampala branch. Both purposive and simple random sampling were used and the data was collected using questionnaires. The study employed both primary and secondary data. Primary data was got using questionnaires while secondary data was got from reports and journals The data was then edited, coded and tabulated. Data was analyzed using tables that involved computation of percentages. The study concluded that Supervision being carried out in such organizations has a major role in motivating employee's thereby increasing performance.

Sigei Chepkoech Evaline, (2018), has made a thesis in titled" Factors Affecting Employee Satisfaction in the Manufacturing Sector in Kenya at Kronos East Africa Limited". In doing so, the study set out to establish the effect of management style, communication, remuneration and working conditions on employee satisfaction. The researcher used a descriptive research design, and the data for analysis was obtained by distributing a questionnaire to 450 employees. In this research, the sample data included Top Management, Middle Management and Operational staff. Ultimately, the study revealed that adequate pay was the main source of satisfaction for the employees of the firm and that relationship between supervisor and employees was crucial in ensuring employee job satisfaction. The study concluded that management style, level of remuneration, communication and working environment affect employee job satisfaction at Kronos East Africa Limited. Moreover, the study recommended that the management of Kronos East Africa limited to embrace participative leadership style and the need to train supervisors and managers on aspects of delegation and communication.

Abel Alemnew, (2014), investigated the relationship and impact of job satisfaction on employee job performance at Development Bank of Ethiopia. The study examined a total sample population of 230 employees of the bank. The data for the study was collected from primary and secondary sources and primary data was collected using structured questionnaires from the samples. A stratified sampling and simple random sampling techniques of probability sampling were used to select the samples. Descriptive statistics, correlation and regression analysis were used to analyze the study. Pay, promotional opportunities, co-workers, supervisor and work itself were considered as variables that affect job satisfaction of employees. The study finding concluded that job satisfaction have a strong positive impact

on job performance. In addition, there was a moderately positive correlation between pay, promotional opportunities, co-workers, work itself and job performance and a strong positive correlation between supervisor and job performance. The researcher then recommended that the bank should be more sensible and cautious to ensure that the employee is satisfied with their job. Moreover, recommended that a well-defined performance evaluation system should be formulated by the bank.

2.3.5 teamwork

Teamwork was as old as mankind, and many organizations use the term teamwork in either one sense or the other, such as in the production, marketing processes, etc. Management team, production team or an entire organization can be referred as a team (Dr. Sonal Agarwal & Theophilus Adjirackor, 2016).

Emmanuel Osei Boakye (2015), described team as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service, Moreover, he argued that team work was one of a combined effort to achieve innovated product or service.

Gang stephen, (2018) elaborated that Team work enhances organizational cohesion or integration consequently giving rise to synchronization of efforts among the employed resulting in higher productivity.

Mohsin rajabali habib ali , James Mwikya Reuben(2019) Stated the different factors of teamwork. According to the researchers political, monetary, social and technological factors have been the outside factors of teamwork while leadership fashion, variety (tradition, expertise and personalities) communication, and cohesiveness amongst others have been the internal elements of teamwork constitute which affects teamwork.

According to Emanuel (2020) stated that Teamwork was the interdependent components of performance required to effectively coordinate the performance of multiple individual.

2.3.5.1 impact of teamwork on job satisfactions and organizational performance

Team was found to have positive and significant impact on employee performance and this brings benefits in terms of higher productivity, better organizational performance, competitive advantages and increased product quality and quantity. When employees work in a team, they share knowledge, which increases the self-confidence of each members and allows for the generation of new ideas and develop creativity. Sheeba Khan, (2017) stated “Innovation and advancement in technology has made most of the organizational activities complex. Therefore it was important to form team spirit amongst the employees”. Under this title, research works done by various researchers on the relationship between team work and job satisfaction and organizational performance have been discussed as follow.

Dr. Janes O. Samwel, PhD (2019); set out to examined the importance of teamwork on employees’ performance in manufacturing companies in Lake Zone regions in Tanzania. The study adopted survey research design and used a stratified random sampling technique to select a sample size of 102 respondents from manufacturing companies in Lake Zone regions. Data was collected using structured questionnaires and analyzed using descriptive statistics, correlation analysis, Parametric tests (T-test) and regression analysis. The study was done first by examining the impact of team work with variables like employee skill, motivation, commitment, flexibility, corporation, innovation, work quality, productive, and continuous learning. The results of the study reveal that team work had influence to improve the variables. Moreover the researcher examined the relationship between teamwork and employee performance. The

researcher also found that there was a positive significant relationship between teamwork and employee performance in manufacturing companies in Lake Zone regions in Tanzania. The study thus concluded that the companies that have teamwork strategy in place have a long survival. Therefore manufacturing companies should practice teamwork throughout their daily operations and create an environment that allows employees to continue cooperating with each other.

Gang Stephen (2018), wrote a thesis entitled “teamwork and organization performance in Parastatals at national water and sewerage corporation kampala, Uganda. The study adopted a cross sectional design with use of both qualitative and quantitative approach with 214 respondents. The study was aimed to determine the effect of shared value, the effect of mutual trust and the effect of team rolls on organizational performance. According, results showed that shared values have significant positive effect on organizational performance; mutual trust has a significant effect on organizational performance, and team roles have a significant effect on organizational performance. Conclusions have been deduced that, since all variables were good predictors of organizational performance, Shared values, Mutual trust, teamwork all have significant positive effects on organizational performance. The research recommend that management should allowed employees to have their expressions and view listened to. Further managers should trusted their subordinated and assign them responsibilities and the subordinates should also trust their superiors. Moreover, management of national water and Sewerage Corporation should encourage team work.

Sheeba Khan, (2017) studied Impact of Teamwork on Employees Performance. The study aimed to examine the impact of teamwork on the performance of employees working in banking sector. The population for the study comprises of 500 employees working in one of the main branch of bank located in Muscat, Sultanate of Oman. Data was collected from 120 employees working in a Bank. Different statistical tests were applied which demonstrate that there is a positive and direct relationship of teamwork on employees’ performance. The results obtained from correlation and regression analyses displayed a significant impact of teamwork on employee performance.it was concluded that the increased in collaboration tends to increase the number of ideas and this increases the effectiveness in tasks assigned to the team.

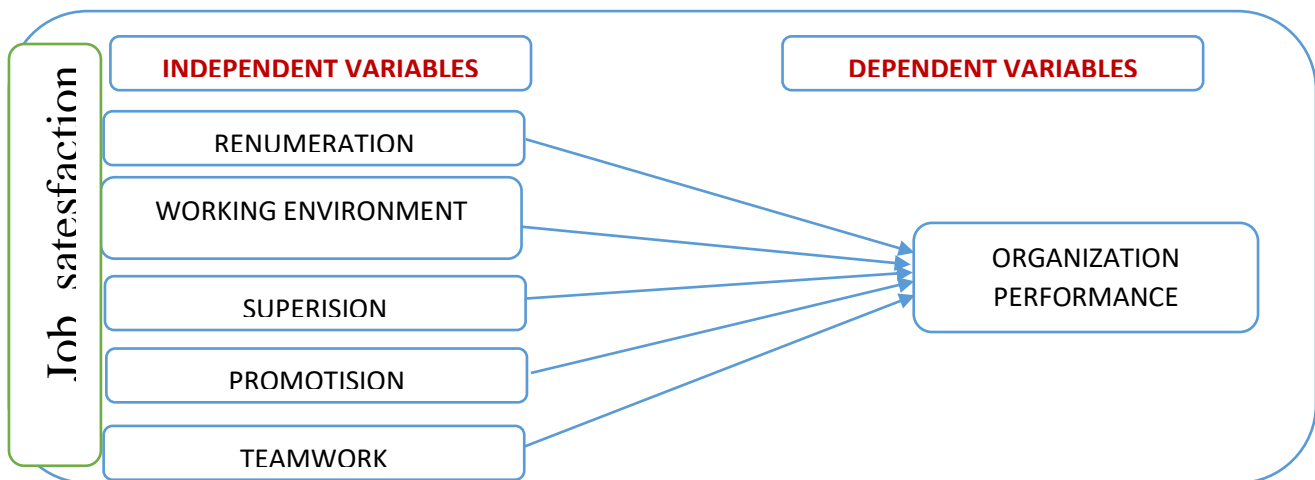
Mohsin rajabali habib ali , James Mwikya Reuben(2019) study aimed at investigating the effect of teamwork development and organizational performance at Tile and Carpet Centre (T&C) in Kenya. The study adopted descriptive research design. The study population was 750 staff working in 3 T&C locations while stratified random sampling technique was used to sample 100 respondents. The pilot testing was conducted using the questionnaire on 10 staff from ICD warehouse, Nairobi County. The measure of reliability was tested using Cronbach’s alpha at 0.7. The study was a descriptive research and primary data was collected using a questionnaire. The researcher conducted simple regression analysis in order to find out the relationship between teamwork development and organizational performance of T&C. The results indicated that there was significant relationship between teamwork development and organizational performance. The study concluded that organizational success depends upon the interdependence recognized within teams and how vital to been for team members to understand their roles and work to achieve corporate goals thus having a positive influence on organizational performance. The study recommends that T&C should ensure teamwork development has been presented in all departments as in the current dynamic business environment, many organizations find the use of teams efficient and productive.

Merkebu Aytenfisu (2020); assess the effect of teamwork on organizational performance in case of Tikur Anbesa Specialized Hospital. All healthcare professionals of the hospital workers were the target population and respondents were selected from each department using Stratified non proportional sampling method. Primary data was gathered through questionnaire. The results revealed that teamwork has positively and significantly impacted the performance of Tikur Anbesa Specialized Hospital performance into three variables, namely meaningful purpose and specific goals, working approach, and mutual accountability. But the remaining two variables, namely communication and information flow & adequate level of skills and knowledge were found to have no effect on organizational performance of Tikur Anbesa Specialized Hospital.

2.4 Research gap

Abigail McWilliams, (1994); addressed that human resources always are a potential source of sustained competitive advantage. However, the attitude of employers in Ethiopia towards employee job satisfaction is low. Therefore, there is a knowledge gap. Because Ethiopia is graduating a large number of graduates every year and the large number of manufacturing sectors have been established as well. But the country's economy is still dependent on imported goods. On the other hand, manufacturers are facing shortage of foreign currency. This shows that employers do not use their human resources to solve problems, but only to do the work they are given. By the way, the problems of Ethiopian manufacturing sector means the cumulative effect of individual manufacturing sector. Hence, Mojo cable and wire factory is one of them. Since the establishment of the factory, most of the inputs for production are brought from abroad. However, due to the lack of foreign currency, the factory could not produce the required product. Therefore, local manufacturing sectors must give attention to domestic resources to overcome the input problems they face. Moreover, to be effective, they must invest in employee motivation. Because the benefit they get will be more than what they invested. According to Anastasia Galani & Michael Galanakis (2022), the most important advantage of an organization is the value of human resources, and hence investments in human resource motivation are required to achieve superior operational outcomes. However, so far a large number of similar research works have been done by many researchers in Ethiopia. However, not much has changed, especially in the manufacturing sector. Employers and policy makers are not paying attention and not using the effectiveness of job satisfaction. In relation to that, regarding impact of employee job satisfaction, no research work has been done in mojo cable and wire factory and further it is not clearly known which department is monitoring the program. Therefore, this attitude should be changed. Therefore, it is necessary to do more researches to change the thinking of employers and policy makers. Therefore, this gap motivated the researcher to do the research work.

2.5 Conceptual Framework



Based on the literature review, a conceptual framework was developed to examine the relationship between employee job satisfaction factors and organizational performance. In this conceptual framework, the five independent variables (such as remuneration, working environment, promotion, supervision and team work) were considered as factors affecting job satisfaction and organization performance (dependent variable) which form the frame work for this project. The selected framework was adapted from the study conducted by **Md. Murad Miah**, (2020) and **Sigei Chepkoech Evaline**, (2018), and the researcher modified the conceptual framework.

Source; author, 2023

2.6 Hypothesis

Thus, in line with the specific objectives the following predication are developed.

- H1:** There is a significant relationship between remuneration and organizational performance.
- H2:** There is a significant relationship between working environment and organizational performance.
- H3:** There is a significant relationship between promotion and organizational performance.
- H4:** There is a significant relationship between supervision and organizational performance.
- H5:** There is a significant relationship between teamwork and organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is ways to get information from the sample. Christina Godwin Peter, (2014); described that Research Methodology is a way to find out the result of a given problem on a specific matter or problem. This chapter describes the research methodology and approach adopted in conducting the study. The chapter provides an overview of the research design, research approach, source of data, data collection technique, sampling frame/sampling unit, target population, sampling technique, sample size, method of data analysis, ethical consideration, and validity/reliability test would be presented for this particular study.

3.2 Research design

According to **Sigei Chepkoech Evaline**, (2018), a plan that is used by the researcher in seeking answers to research questions is called a research design. This study used a descriptive research design to answer questions concerning the factors affecting employee job satisfaction in the mojo cable and wire factory.

Manjunatha.N(2019),stated that Descriptive research is a research method that describes the characteristics of the population or phenomenon that is being studied. This methodology focuses more on the “what” of the research subject rather than the “why” of the research subject. According to Lidiya Wakneda, (2021), descriptive research design is a theory based design method which is created by gathering, analyzing, and presenting collected data in which it is carried out in order to be able to describe the characteristics of the variables. The main purpose of this research was to find out what kind of correlation exists between employee job satisfaction determinants such as remuneration, working environment, promotion, supervision, teamwork and organization performance. So to seeking the relationship the researcher has been chosen descriptive research design.

3.3 Research approach

Vijay Grover (2015) Articulated that ‘research approach is a plans and the procedure for research that encompass the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation, in addition, he argued that quantitative approach, qualitative approach and mixed approach are the types research approach’. Quantitative research method deals with quantifying and analysis variables in order to get results involves the utilization and analysis of numerical data using specific statistical techniques to answer questions like who, how much, what, where, when, how many, and how (Oberiri Destiny Apuke,2017). According to, Neelam Pawar, (2020), Quantitative research refers as systematic empirical investigation of phenomena quantitative data and their relationship. .according to Yesu Girma Taye, (2018) quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. In order to achieve study objective, this research has undertaken quantitative research approach to analyze data collected from MOJO cable and wire factory by using close ended questionnaire.

3.4 Source of data

The main emphasis of this research was to investigate the impact of employee job satisfaction on organizational performance toward MOJO cable and wire factory. The principle source of data for this study was primary. Primary data is not published yet and is the first-hand information which is not changed by any individual; and questionnaires, interviews, focus groups, observation, survey, case studies, and experimental methods are the most common types of primary data (Hamed Taherdoost, 2021). Accordingly, for this study, the primary information for the analysis was mainly obtained from questionnaires.

3.5 Research instrument and data collection technique

In this research the researcher used research instrument to collect data is questionnaire. According to Dr. Karim Abawi (2017), questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. In addition, the form of questionnaire is structured. Therefore the questionnaires are predetermined, definite and concert questions are prepared in the form of statements. And, the questions prepared by the researcher were prepared in a simple word so that the respondents could easily understand them. Moreover, the questionnaire is closed –ended questions. Thus, the questions was prepared in the form of multiple choice question and each question was developed in five scales ranging from one to five; where represents 1-strongly disagree , 2-disagree, 3-

Neutral, 4- agree, and 5- strongly agrees. In light of this, the questionnaires begin with welcome note to the respondents, briefly explained about the researcher and the objective of the study being conduct. The questionnaire was designed into two sections, 'section A' and 'section B' and English medium been used to designed the questionnaire. "Section A" consists of respondents demographic factors. Such as, gender, Age, education level, working experience, and career level. Moreover, "Section B" contained 32 statements with 5 independent variables and one dependent variable. The Independent variable in this study that focuses on five main aspects includes remuneration, working environment, promotion, supervision and team work. Likewise, the questionnaire consists with 26 independent's variable item survey instrument and designed in 5 point Likert scale(1=strongly disagree, 2= disagree, 3.Neutral, 4. agree, 5. Strongly agree). Simultaneously, the questionnaire consists with 7 dependent variable item survey instrument and consists with 5 item Likert Scale. In sum 33 item survey instruments were designed. Meanwhile, in order to formulate the variable items, the researcher adapted and modified the study conducted by Paul E. Spector (1994) and Md. Murad Miah, (2020).

In addition, the general situation of the factory, the human resources in the factory, the organization of the factory, the products produced by the factory, where the inputs are coming from, and the general information that is useful for back ground were collected by interviewing the various relevant officials in the factory.

3.6 Sampling Frame and or Sampling Unit

A simple definition of a sampling frame according to, Anthony G. Turner (2003), is "the set of source materials from which the sample is selected. Additionally, he said sampling frame used to provide a means for choosing the particular members of the target population that are to be interviewed in the survey." Therefore, the research work titled "Impact of Employee Job Satisfaction on Organizational Performance" was conducted at Mojo Cable and Wire Factory. Thus Mojo Cable and Wire Factory was sampling frame. Accordingly, permanent workers, temporary workers and security (out sourced) were included in the factory, and considered as the sample frame. However, the permanent workers only selected for this research.

3.7 Target population

According to Ichael Mncedisi Willie (2022), population is a set of individuals that have at least one characteristic in common, moreover, he said a target population refers to all the members who meet the criteria specified for a research investigation. Therefore, regarding to this research permanent workers of "mojo cable and wire factory" are target population. Hence, the study involved 205 permanent employees as a target population.

3.8 Sampling Technique

The process of selecting individuals from the accessible population is called sampling. Ajay S.Singh & Micah masuku, (2014), explained Sampling is related with the selection of a subset of individuals from within a population to estimate the characteristics of whole population. In fact, the reason why it is necessary to use sampling technique in research work is that if the target population to be studied is large, then the research time given to the researcher to collect information from all the target population maybe inefficient or the resources required will be high (Sigei Chepkoech Evaline, 2018). Therefore, the sampling technique used for this research work was random sampling, consequentially, Stratified Random Sampling

has selected. Based on this, the workers in the factory have been divided according to their job responsibilities. Accordingly, the population was divided into two sub-groups, the employee with a position and the employee without a position. A population with a position is designated as a leader and an employee without a position is represented as a front-line employee. This will enable us to collect proportional data from each group of the target population. This is considered to be important in terms of enabling a fair analysis result.

Accordingly, the target population of this research work is 205, of which 32 employees are in a position of responsibility, while the rest of the employees do not have any responsibility and are given direct work. Moreover, In order to take a random sample, the target population is then divided into two homogeneous populations or Strata (as shown in Table 3.1).

Leaders	Front line employees	Sum (target population)
32	173	205

Table 3.1 target population group (strata)

3.9 Sample Size

The sample size should be carefully fixed so that it will be adequate to draw valid and generalized conclusions. According to, Ajay S. Singh & Micah Masuku (2014), Sample size determination is the technique of electing the number of observations to include in a sample. One of the key challenges that social science researchers face in survey research is the determination of appropriate sample size which is representative of the population under study. Taro Yamane (1967) formula which is a simplified formula for proportion has become popular with researchers for these reasons (Anokye M. Adam, 2020). Therefore, the researcher used taro yamane (1967) simplified formula to determine the sample size of this research.

$$n = \frac{N}{1 + N(e^2)}$$

Where

- “n” is the required sample size
- “N” is the number of target population
- “e” the level of precision or sampling error to this study was assumed to be ±5%.

Hence, for target population size (N) of 205 employees, the required sample size for the analysis will be

$$n = \frac{205}{1 + 205(0.05^2)} = 136 \text{ employees (In order to achieve 95\% confidence level).}$$

Therefore, according to the above calculation a total of 136 questionnaires will be distributed to collect relevant data with regard to the research purpose and out of 136 questionnaires distributed 135 (99.26%) was found valid and used for further analysis.

More over by interpolation it can possible to find the sample size of stratum.

Let, N=the no of target population (205)

n=the required sample size (136)

L= the total number of leaders who is above vice team leader (31)

Nn=sample size for leader group (stratum 1)

$$\text{Therefore. } Nn = \frac{136 \times 32}{205} = 21$$

Therefore, among 136 sample size, 21 (16%) questionnaires was distributed to leaders and the rest 114 (84%) questionnaires was distributed for the professionals.

3.10 Methods of data analysis

Data analysis is simply the process of converting the gathered data to meaningful information, however, the data needs to be prepared before being used in the data analysis process. Data preparation is the process in which data is converted to the numerical format which is machine-readable to be used in specific analyzing programs such as SPSS (Hamed Taherdoost, 2022). Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is quantitative in nature. Data obtained through questionnaire was edited, coded, tabulated, entered and analyzed using SPSS 26 version. The researcher was used descriptive analysis and inferential analysis. Hence, regarding descriptive analysis descriptive statics such as frequency counts, percentage, and charts was used, and regarding inferential analysis regression analysis like parsons correlation and multiple regression analysis was used to examine the prediction power of each independent variable for the overall dependent variable (organizational performance), Pearson correlation test would be performed to assess the strength of association between dependent variable and independent variable.

3.11 Ethical consideration

There are certain ethical protocols that have been followed by the researcher. The cornerstone of ethical research is 'informed consent' (Jenny Fleming, Karsten E. Zegwaard, 2018). The term consists of two important elements, with each requiring careful consideration, that is, 'informed' and 'consent'. Participants must be fully informed of what will be asked of them, how the data will be used, and what (if any) consequences there could be. The participants must provide explicit, active, signed consent to taking part with the research, including understanding their rights to access to their information and the right to withdraw at any point. The second ethical consideration for the researcher was confidentiality. This is the other significant aspects of the conduct of ethical research. It is important the identity of participants is kept confidential or anonymous and the assurances extend beyond protecting their names to also include the avoidance of using self-identifying statements and information. Anonymity and confidentiality is an important step in protecting the participants from potential harm. Placing this clearly on the questionnaire, will help to the researcher to get real information. Due to the respondents give real information without fear.

3.12 Validity and Reliability Test

Although the concepts of Validity and Reliability are closely related, they express different properties of the measuring instrument. Validity refers to the extent to which a measure adequately represents the underlying construct that it supposed to measure. Lütü Sürücü & Ahmet Maslakci, (2020) asserted validity is a measure of how well the measuring instrument performs its function. Therefore, in this research the researcher tried to address construct validity through the review of literature, adapting instruments used in previous research and collect data to demonstrate that the empirical representation of the independent variable produces the expected outcome. In addition, first draft given to my advisor, Dr.tasew shidega, who is expert in the field and help in providing adjustment over the questionnaire.

Reliability refers to the degree of dependability, consistency or stability of measuring instrument in selection research. According to, Lütü Sürücü & Ahmet Maslakci, (2020), Reliability refers to the stability

of the measuring instrument used and its consistency over time. Different methods are used to determine the Reliability of the scales used in empirical research, among these, the most frequently applied methods are Cronbach’s alpha method. Douglas G. Bonett (2014), defined that Cronbach’s alpha is one of the most widely used measures of reliability. This study also used Cronbach alpha to measure or tests each variable in the questionnaire by collecting data from pilot test of 13 participant’s response to draw conclusions about the consistency of measuring instrument. According to, Keith S. Taber (2017), Cronbach alpha greater than 0.70 considered as a sufficient measure of reliability or internal consistency of an instrument. Accordingly, the cronbach’s alpha value for this survey is sufficient and the result are presented in the following table.

Variables		No of items	Cronbach Alpha
Independent variables	Remuneration	5	0.919
	Working environment	7	0.731
	Supervision	4	0.774
	Promotion	4	0.856
	Teamwork	6	0.853
Dependent variable	Organizational performance	7	0.772

Source; own survey (2023)

Table 3.2 Reliability test result

CHAPTER FOUR FINDINGS/INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter attempted to examine the Relationship between remuneration, working environment, promotion, supervision, teamwork and organizational performance at MOJO cable and wire factory. Therefore, the findings of the study were presented and analyzed in this chapter. The analysis of the data collected through questionnaires. Based on the type of data collected demographic background of the respondents, descriptive analysis and inferential analysis were employed to analyze the data. Thus demographic background of the respondents and descriptive analysis used Frequency and percentage while analyzing the general characteristics of the respondents such as Gender, age, educational level, work experience, career level and the attitude of each respondents towards the statements of each independent variable. In addition, inferential statistical tools used correlation analysis and regression analysis. Accordingly, correlation analysis helps to determine the relationship between each independent variable and the dependent variable, and for this, the researcher used a type of correlation called Pearson correlations. As a result, the analysis identifies which independent variable has a strong relationship with the dependent variable and the direction of the relationship, i.e. positive or negative relationship was also identified using Pearson correlation. In addition to this, regression analysis was done under the inferential analysis, and for this, multiple regression statistical technique was used in this research. Based on this, the relationship of the total independent variables with the dependent variable was done. In addition, ANOVA was computed.

Moreover, The questionnaire was developed in five scales ranging from one to five; where represents 1- strongly disagree (SD), 2- disagree (D), 3- Neutral (N), 4- agree (A), and 5- strongly agrees (SA). Likewise, to conduct this study the researcher were prepared a total of 136 questionnaires and distributed to employees and 135 (99.26%) questionnaire was obtained valid and used for analysis.

4.2 demographic background of the respondents

The demographic information addressed in this research was Gender, age, educational level, work experience and career level. Accordingly, this information is discussed as follows.

4.2.1 Number of respondents according to Gender

The study sought to establish the gender of the respondents involved in the study. The data obtained from the respondents is as summarized in table 4.1 and figure 4.1

Description	Category	Frequency	Percentage rate (%)
Gender	Male	88	65.19 %
	female	47	34.81%
	Total	135	100%

Table 4.1 respondent gender profile

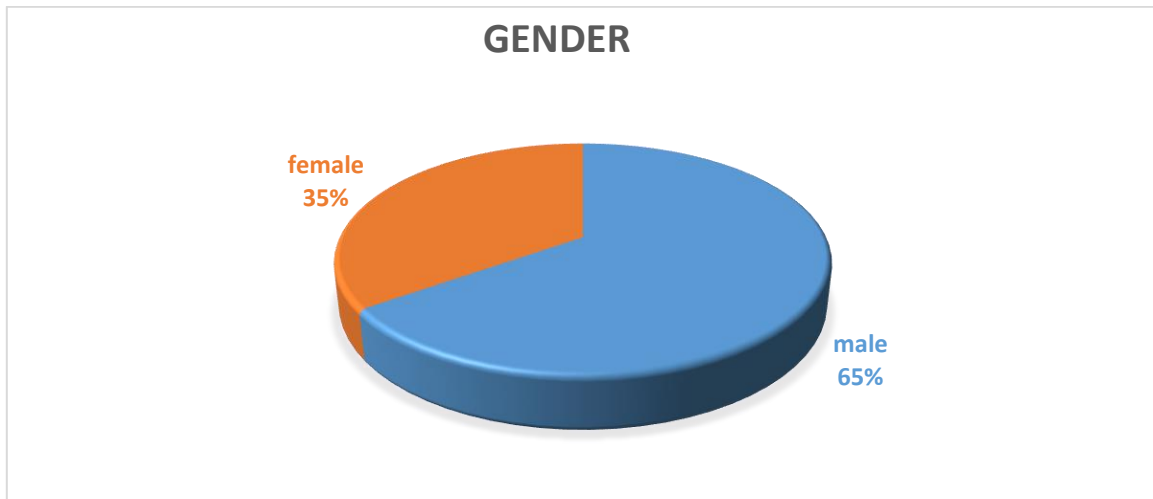


Figure 4.1 respondent gender profile

From the data summarized in the table 4.1 and figure 4.1, 35% of the respondents were female whereas 65% were male. This showed that more males were employed compared to females.

4.2.2 Number of respondents according to age

The study sought to establish the age of the respondents involved in the study. The data obtained from the respondents is as summarized in table 4.2 and figure 4.2

Description	category	Frequency	Percentage rate (%)
Age	20-29	35	25.93%
	30-40	95	70.37%
	41-40	2	1.48%
	Above 50	3	2.22%
	total	135	100%

Table 4.2 respondents age category

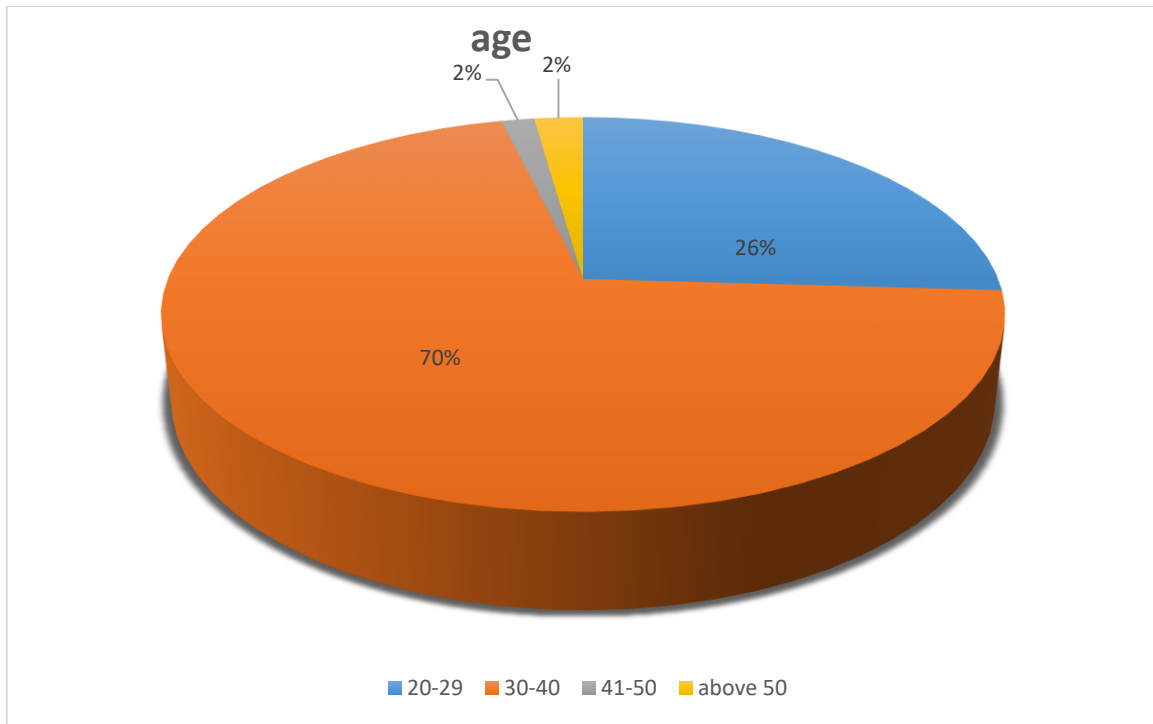


Figure 4.2 respondents age category

From the data summarized in the table 4.2 and figure 4.2, 26% of the workers (or 35 in number) are between 20-30 years old and 70% of the workers (or 95 in number) are between 31-40 years old, in total 96% of the workers are Productive human resources. However, the rest 4% of the workers (or 5 in number) are above 40 years old.

4.2.3 Number of respondents according to educational level

The study looked at the respondents who participated in the study according to their level of education. The data obtained from the respondents is as summarized in table 4.3 and figure 4.3

Description	category	Frequency	Percentage rate (%)
Education level	2ed degree	5	3.70%
	1 st degree	75	55.56%
	diploma	31	22.96%
	certificate	16	11.85%
	High school	8	5.93%
	total	135	100%

Table 4.3 respondent education level

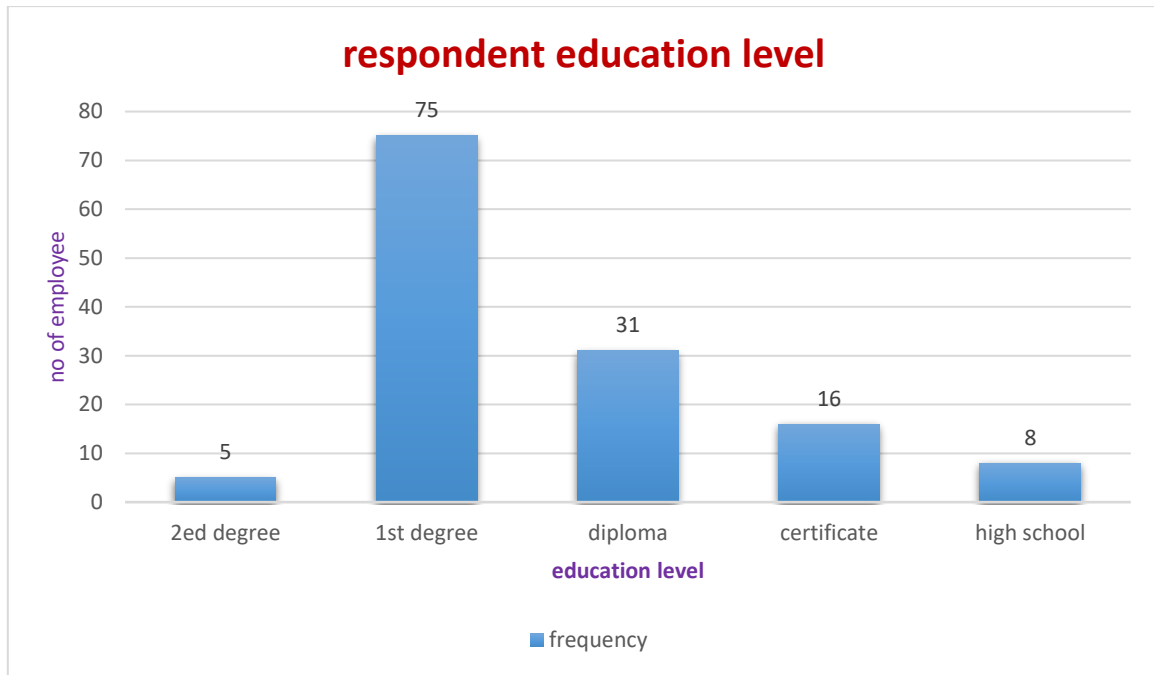


Figure 4.3 respondent education level

From the data summarized in the table 4.3 and figure 4.3, 4% (or 5 in number) of the workers have 2ed degree, 56% (or 75 in number) of the workers have 1st degree, 23% (31 in number) of the workers have diploma, 12% (or 16 in numbers) of the workers have certificate and the last 6% (or 8 in numbers) of the workers are high school level. Generally, 60 % of the factory's employees are university-educated workers. In general, the data shows that the factory has a large number of educated manpower.

4.2.4 Number of respondents according to work experience

The study looked at the respondents in the study according to their working experience. The data obtained from the respondents is as summarized in table 4.4 and figure 4.4

Description	category	Frequency	Percentage rate (%)
Work experience	1-5 years	18	13.33%
	6-10 years	82	60.74%
	11-20 years	33	24.44%
	Above 20	2	1.48%
	total	135	99.99%

Table 4.4 respondents work experience

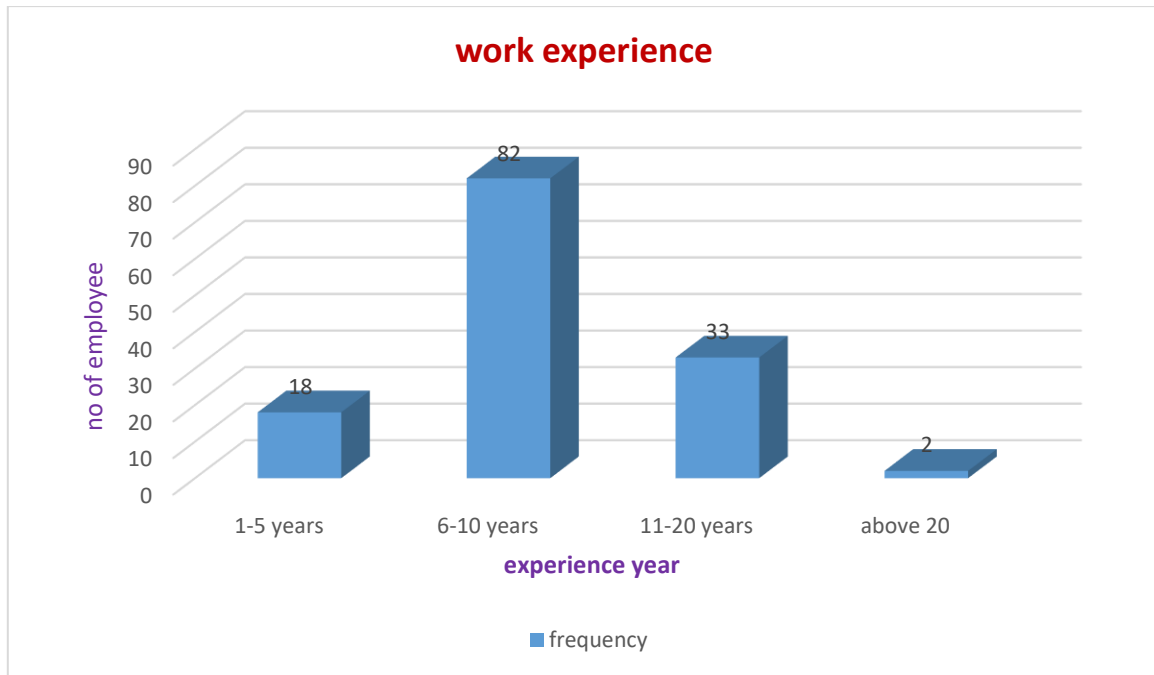


Figure 4.4 respondents work experience

From the data summarized in the table 4.4 and figure 4.4, 13% (or 18 in number) of the workers have 1-5 years of work experience, 61% (or 82 in number) of the workers have 6-10 years of work experience, 24% (33 in number) of the workers have 11-20 years of work experience and the rest 2% (or 2 in numbers) of the workers have work experience of above 20 years. From the data, we can understand that more than 85 percent of the workers have more than six years of work experience, along with the factory has a large number of experienced workers.

4.2.5 Number of respondents according to career level

The study looked at the respondents in the study according to their career level. The data obtained from the respondents is as summarized in table 4.5 and figure 4.5

Description	category	Frequency	Percentage rate (%)
Career level	Level 1-7	54	40%
	Level 8-11	72	53.33%
	Level 12-15	9	6.67%
	Above 15	0	0%
	total	135	100%

Table 4.5 respondent career level

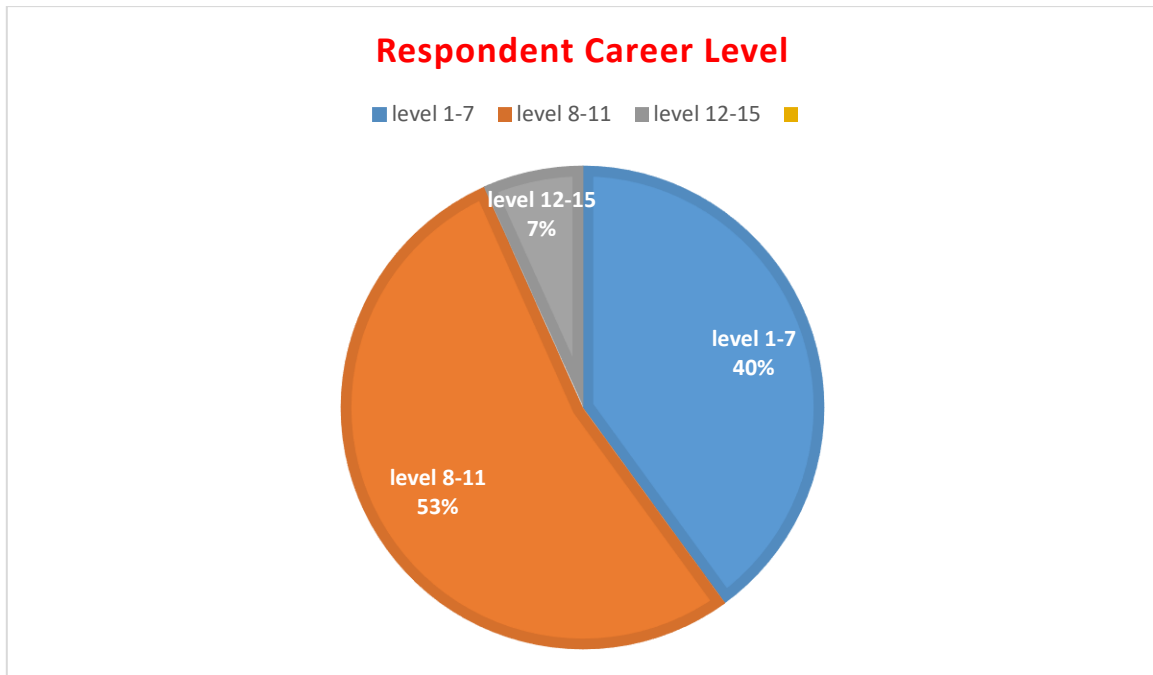


Figure 4.5 respondent career level

From the data summarized in the table 4.5 and figure 4.5, among the respondents 53 % (or 72 in number) of the workers career level is within 8-11 level, 40% (or 54 in number) of the workers career level is within 1-7 level, and 7% (9 in number) of the workers career level is within 12-15 level. However, there is no career level above 15 in the factory.

4.3 descriptive analysis

In this section, using descriptive analysis tools called frequency and percentage, each of the dependent and independent variable statements are analyzed, interpreted and described using the response given by the respondents in terms of Mojo Cable and Wire Factory experience. Hence, Section “B” of Questionnaire research consists of 33 items. Among these 26 items stands for independent variables and 7 items for dependent variable. Regarding to independent variables, 5 items represents remuneration, 7 items for working environment, and 4 items assigned for supervision and promotion each. Whereas, the dependent variable (organizational performance) consists of 7 statements. Accordingly, the respondents were guided by the 5 point Likert scale approach. Based on this, strongly disagree (SD), disagree (D), neutral (N), agree (A), and strongly agree (SA) are the rating scales. Accordingly, the descriptive analysis of the 33 statements is presented as follows.

4.3.1 Remuneration

The first independent variable that was assessed was remuneration. Hence, 5 items were offered to the respondents, and the detailed analysis and interpretation of the five components of remuneration in terms of frequency and percentage is presented as follows.

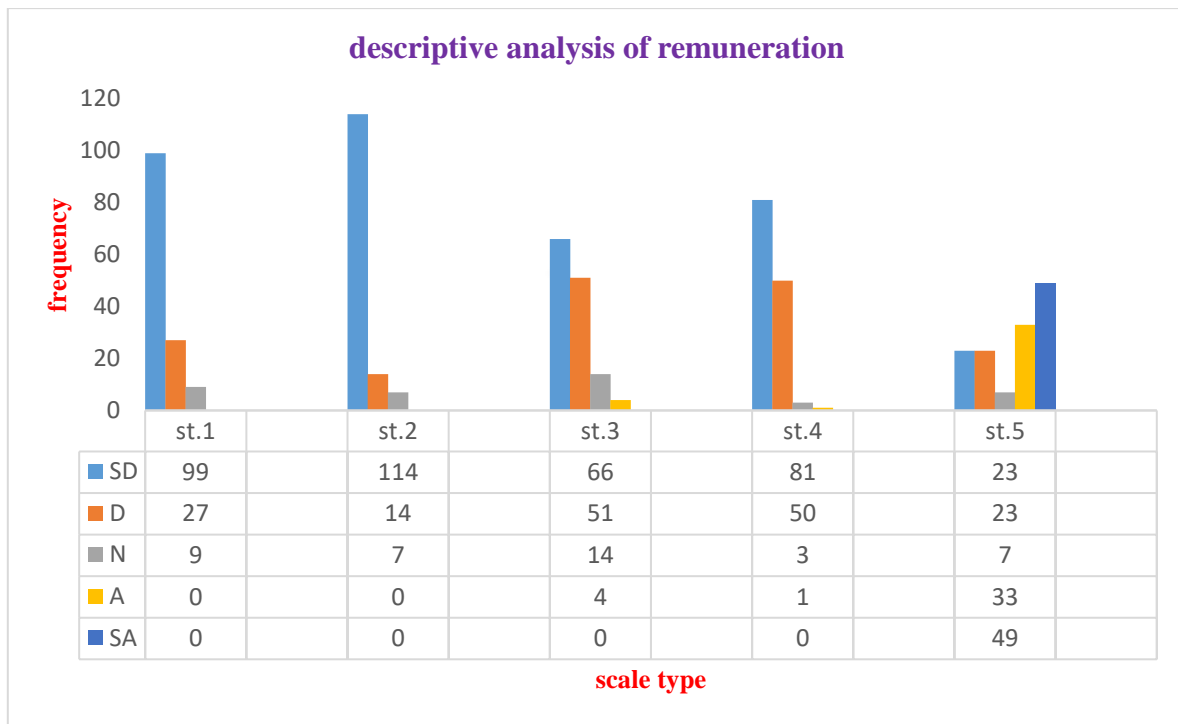


Figure 4.6 descriptive analysis of remuneration

Statement 1(st.1) - my present salary is appropriate to the work i do.

As shown figure 4.6, Respondents were asked about the appropriateness of salary in their factory. Out of 135 respondents, 99(or 73%) strongly disagreed and 27 (20%) disagree that my present salary is appropriate to the work i do. While 9 (or 7 %) were neutral. Generally, 126 (93%) respondents disagree that my present salary is appropriate to the work I do.

Statement 2 (st.2) - the salary package meets my needs

The respondent was asked whether the salary package meets their needs. Accordingly, the finding result in figure 4.6 shows that out of 135 respondents 114 (or 84%) strongly disagree and 14 (or 10%) disagree with the item. in general 128 (94%) respondents disagree that the salary package meets my needs.

Statement 3 (st.3) - the pay raise at my organization is satisfactory

The study sought to know whether the pay raise at the organization is satisfactory. The finding result stated in figure 4.6 that out of 135 respondents 66 (48.9%) strongly disagree and 51(37.8%) disagree. But 14 (10.4%) did not show their opinion. however, only 4 (3%) agree with the statement. This indicated that 117(86.7%) respondents are not satisfactory with the pay raise at their organization.

Statement 4 (st.4) - the salary scale of our organization is competitive

The finding result in Figure 4.6 shows that out of 135 respondents 81 (or 60%) respondents strongly disagree, and 50 (or 37%) respondents disagree with the statement that the salary scale of the organization is competitive. Totally, out of 135 respondents 131 (or 97%) respondents disagree with the statement that the salary scale of our organization is competitive.

Statement 5 (st.5) – I feel satisfied with my organization benefit package

The study examined to know whether the employees satisfied with the benefit package of their factory. According to the finding, 49 (or 36 %) respondents strongly agree, 33 (or 24.4%) respondents agree, and 7 (5.2%) respondents were neutral with the statement. However, 23 (17%) respondents disagree and also 23 (17%) respondents strongly disagree. Generally 82 (or 60.4%) respondents are satisfied with the benefit package of the factory.

4.3.2 Working environment

Another independent variable that was examine was working environment, and questionnaire offered 7 questions under working environment, and the detailed analysis and interpretation of each working environment statements in terms of frequency and percentage is as follow.

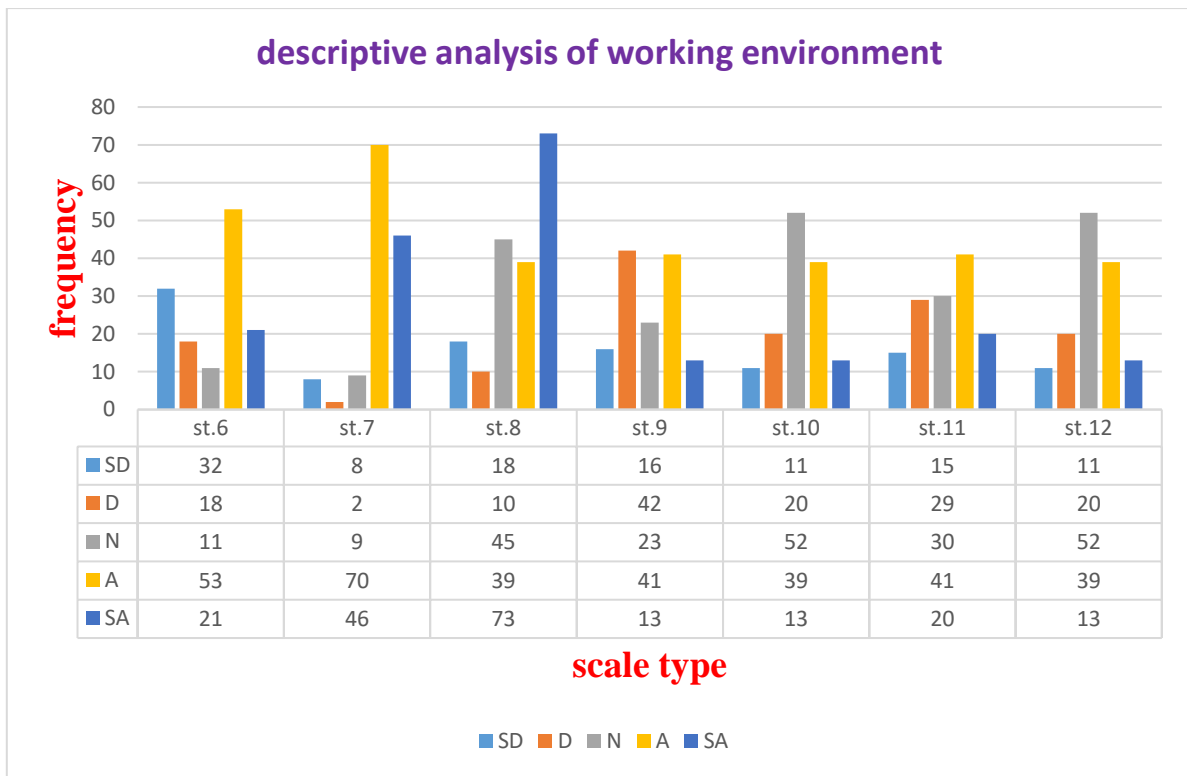


Figure 4.7 descriptive analysis of working environment

Statement 6 (st.6) - I have got a good knowledge and skill in my organization

The respondent was asked whether they get good knowledge and skill in their organization. Therefore, 32 (23.7%) respondents strongly disagree that they have got a good knowledge and skill in their organization. and 18 (13.3 %) respondents disagree and 11 (8.1 %) were abstainer with the statement. However, 53 (39.3 %) respondents agree and 21 (15.6%) respondents strongly agree and totally 74 (54.9%) respondents have favorable attitude to the work they do.

Statement 7 (st.7) - I feel responsible for my work

The study assessed to know whether the employees feel responsibility for the work they do. According to the finding, out of 135 respondents 70 (51.9%) respondents agree and 46 (34.1%) respondents strongly

agree with the statement. Generally, 116 (85%) of the respondents feel responsibility for the work they do.

Statement 8 (st.8) - I sometime feel my job is meaningless

The study examined to identify that I sometimes feels my job is meaningless. The opinion of the respondents shown on figure 4.7. Therefore, 18 (13.3 %) respondents strongly disagree, 10 (7.4 %) respondents disagree, and 45 (33.3%) respondents were not given their opinion for the statement. But 39 (28.9%) respondents agree and 23 (17%) respondents strongly agree that they sometimes feel their job is meaningless. Altogether, the majority of respondents feel that the work they do is meaningless. So by designing a job that contains skill variety, Task Identity and task significance, it is necessary to make the employee feel good about the work they are doing.

Statement 9 (st.9) - My place of work is attractive and motivating me to do the job well

It was absorbed in figure 4.7 that 42 (31.1%) respondents disagree and 16 (11.9%) respondents strongly disagree that their place of work is attractive and motivating them to do the job well. Conversely, 41 (30.4%) respondents agree and 13 (9.6%) respondents strongly agree with the statement. However, 23 (17%) were abstained with the statement.

Statement 10 (st.10) - Response about facilities and equipment provided at the workplace.

Another question asked was whether the employee satisfied with the facility and equipment provided at their work place. According to the response stated in figure 4.7, 11(or 8.1 %) respondents strongly disagree and 20 (or 14.8%) respondents disagree with the statement. However, 52 (or 38.5%) respondents were neutral. But 39 (or 28.9%) respondents agree and 13 (or 9.6%) respondents strongly agree that the employee satisfied with the facility and equipment provided at their work place. Generally, almost most of the workers feels that the availability of facility and equipment of the factory is helping employees to minimize stress.

Statement 11 (st.11) - My work place is environmentally friendly and safe.

As shown in figure 4/7 above, the researcher examined whether the workplace of employee was environmentally friendly and safe. As a result, out of 135 respondents 15 (11.1 %) respondents strongly disagree and 29 (21.5 %) respondents disagree that their work place is environmentally friendly and safe. 30(22.2 %) respondents are neutral. However, 41(30.4%) respondents agree and 20(14.8%) respondents strongly agree with the statement. Generally, the factory is expected to work better than its current strength on safety issues and do better work that will change the attitude of neutral and disagreeing respondents.

Statement 12 (st.12) - I have too much work to do

In relation to the working environment, the last inquiry to the employee was about the amount of work volume that the employee does. As a consequence, 11(or 8.1 %) respondents strongly disagree, 20(or 14.8 %) respondents disagree with the statement. Conversely, 39(or 28.9%) respondents agree and 13 (or 9.6%) strongly agree that they have too much work to do. But, 52(or 38.6%) respondents were neutral. In general, as we can understand from the result, most of the workers stated that they are doing too much work. Therefore, the factory should do a good work load analysis in a scientific way, to identify how much work a worker can do in eight hours.

4.3.3 Supervision

Another independent variable conducted by the researcher as having an impact on organizational performance was supervision, accordingly, 4 items are presented under supervision, and the detail analysis of all four supervision statements were analyzed using frequency and percentage, and the summary is presented as follows.

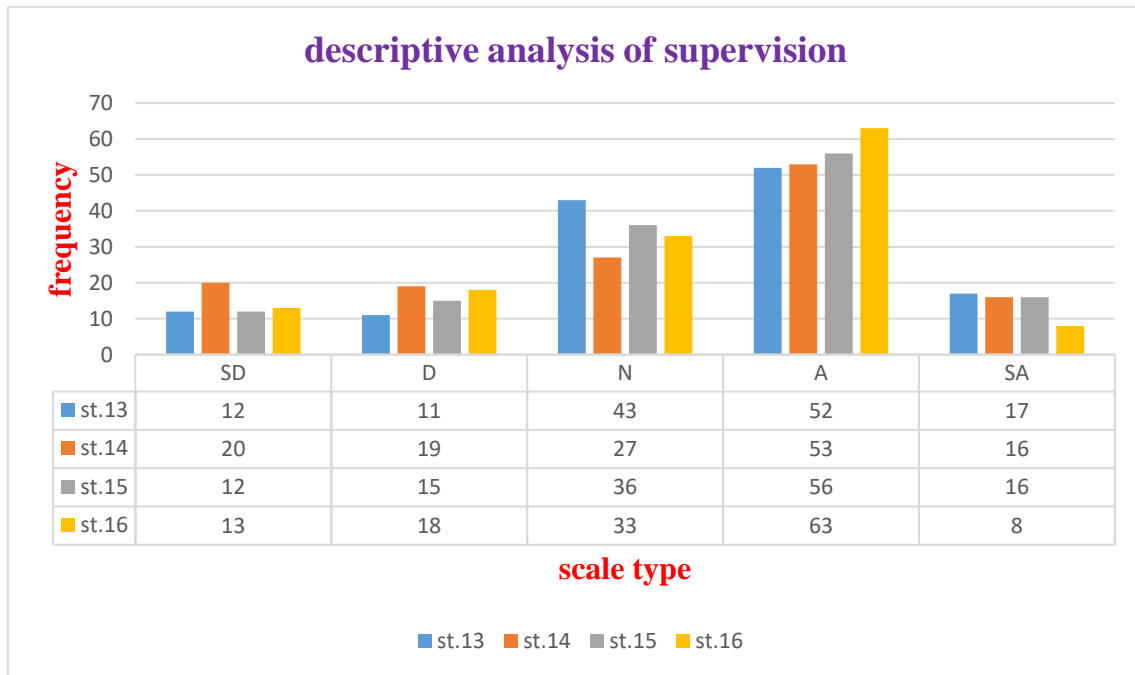


Figure 4.8 descriptive analysis of supervision

Statement 13 (st.13) - I know where to get help if I have a problem at work

The researcher sought to know whether the employee know where to get help if he have a problem at work. According to the finding in figure 4.7, 52 (or 38.5 %) respondents agree and 17 (or 12.6%) respondents strongly agree, as a whole, a majority respondents that is 69 (or 51%) respondents agree the statement that I know where to get help if I have a problem at work.

Statement 14 (st.14) - My immediate leader receives feedback and gives positive response

The finding result in the above figure showed that 20 (or 14.8%) respondents strongly disagree and 19 (or 14, 1%) respondents disagree that their immediate leader receives feedback and gives positive response. However, 27 (or 20%) respondents not mentioned their opinion. but, 53 (or 39.3) respondents agree and 16 (or 11.9%) respondents strongly agree with the statement. In general, a majority respondents have a positive attitude toward the statement according to their factory practices.

Statement 15 (st.15) - My immediate leader has good relationship with his subordinates

The finding result in the above figure 4.7 showed that 56 (or 41.5%) respondents agree and 16 (or 11.9%) respondents strongly agree that their immediate leader has good relationship with his subordinates. generally 72 (53.4%) respondents agreed the statement that my immediate leader has good relationship with his subordinates.

Statement 16 (st.16) - My immediate leader is quite competent in doing his/her job

The study assessed to know whether their immediate leader is quite competent in doing his/her job. According to the employee's response 63 (or 46.7 %) respondents agree and 8 (or 5.9%) respondents strongly agree that their immediate leader is quite competent in doing his/her job. conversely, 13 (or 9.6%) respondents strongly disagree and 18(or 13.3%) respondents disagree with the statement. In general, as we can understand from the results of the study, most of the employees confirmed that their immediate leader is quite competent in doing his/her job..

4.3.4 Promotion

The fourth independent variable that was examined was promotion. Hence, 4 items were presented under promotion and all the four statements in which promotion was made are analyzed by frequency and percentage and presented as follows.

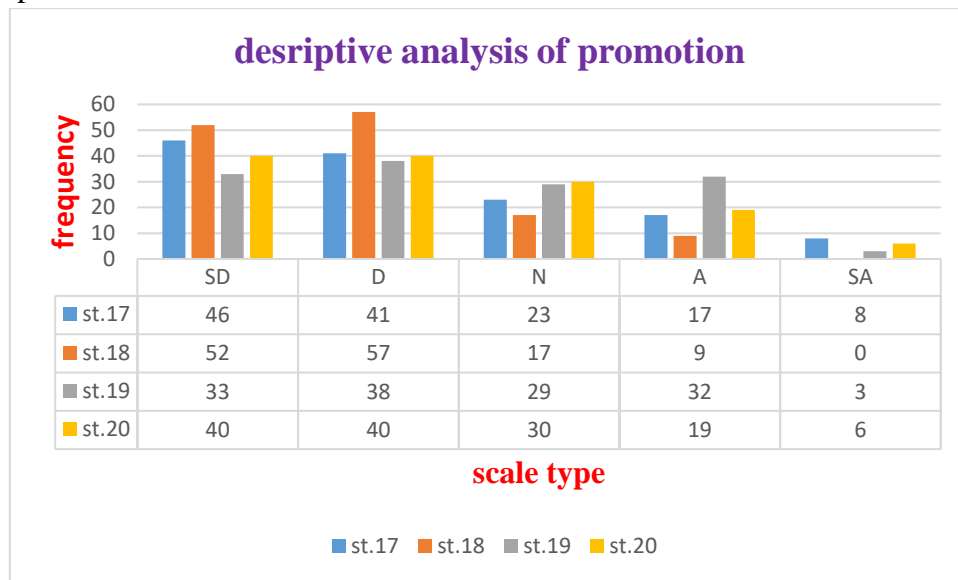


Figure 4.9 descriptive analysis of promotion

Statement 17 (st.17) - Promotion in my organization is fair

As shown in the above figure 4.9, respondents were asked about the fairness of promotion in their factory. Out of 135 respondents, 46 (or 34.1%) respondents strongly disagreed and 41 (or 30.4%) respondents disagree that promotion in their organization is fair. While 17 (or 12.6%) respondents agree and 8 (5.9%) respondents strongly agree with the given statement. The result implies that 87 (or 64.5%) respondents have not good attitude about the practices of the fairness of promotion in Mojo cable and wire factory.

Statement 18 (st.18) - Our organization recognizes us when we are successful in our works

The study sought to know whether organization recognizes when the employee is successful in their works. The finding result stated that out of 135 respondents 52 (or 38.5%) respondents strongly disagree and 57 (or 42.2%) respondents disagree that their organization recognizes them when they are successful in their works. Generally, 109 (or 81%) respondents are disagree with the statement that our organization recognizes us when we are successful in our organization.

Statement 19 (st.19) - There is good knowledge and skill promotion package in our organization

The study assessed to know whether there is good knowledge and skill promotion package in the organization. According to the employee's response 33 (or 24.4 %) respondents strongly disagree and 38 (or 28.1%) respondents disagree that there is good knowledge and skill promotion package in the organization. But 21 (or 15.6%) respondents are neutral. Generally, more of the respondents disagree that there is good knowledge and skill promotion package in their organization.

Statement 20 (st.20) - I see myself in a long term career path at the current organization

The finding result in figure 4.9 showed that out of 135 respondents 40 (or 29.6%) respondents strongly disagree and also 40 (or 29.6%) respondents disagree that they see themselves in a long term career path at the current organization. Totally, 80 (59.2%) respondents are disagree that I see myself in a long term career path at the current organization.

4.3.5 Teamwork

Another independent variable that was used to study whether job satisfaction has an effect on organizational performance is Teamwork, and accordingly, 6 items were offered under Teamwork and the detailed analysis for each teamwork components was analyzed using frequency and percentage and presented as follows.

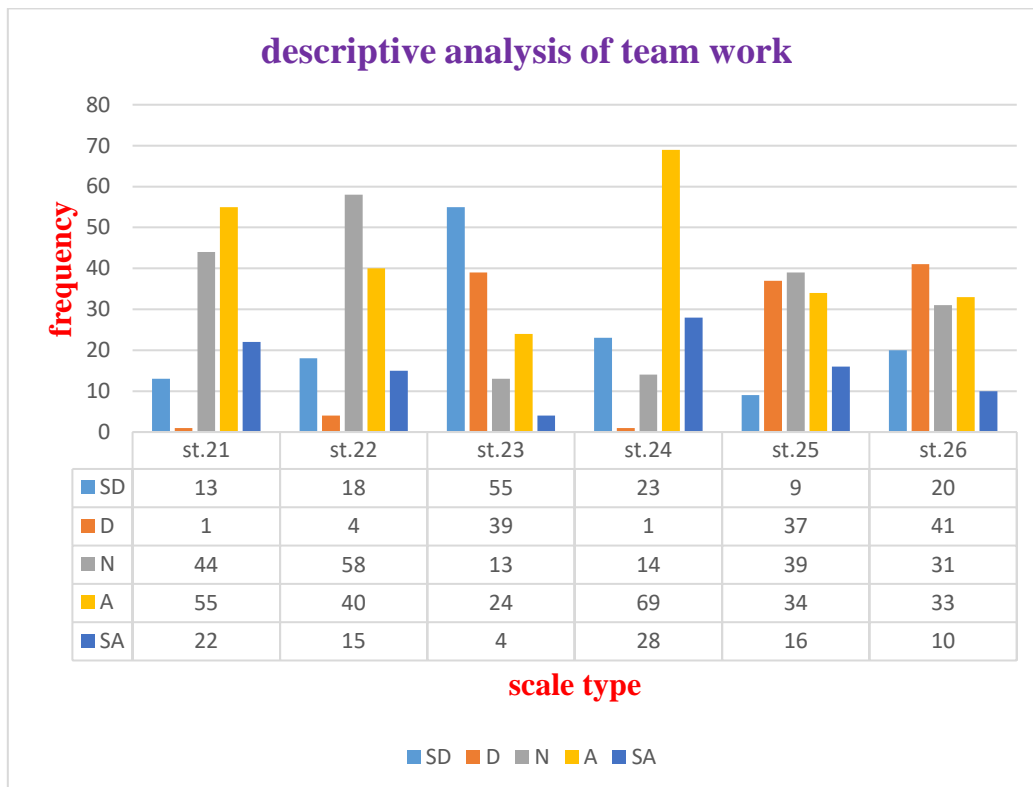


Figure 4.10 descriptive analysis of promotion

Statement 21 (st.21) - There is good team work and cooperation culture in my organization

The study sought to know whether there is a good team work and cooperation culture in the organization. The finding in figure 4.10 stated that out of 135 respondents 55 (or 40.7%) respondents strongly agree and

22(or 16.3%) respondents strongly agree that there is a good team work and cooperation culture in the organization. Generally, more of the respondents agreed that there is good team work and cooperation culture in my organization

Statement 22 (st.22) - Everyone is encouraged to participate in group/team

The finding result in figure 4.10 showed that out of 135 respondents 40 (or 29.6%) respondents agree and 15 (11.1%) respondents strongly agree, in general 55 (or 40.7%) respondents agreed that everyone is encouraged to participate in team work. however, 58 (or 43%) respondents were abstainer. Therefore, the factory should provide trainings about teamwork and create awareness to the employees.

Statement 23 (st.23) - Team success is celebrated as a group achievement

The finding result in figure 4.10 showed that out of 135 respondents 55 (or 40.7%) respondents strongly disagree and 39 (or 28.9%) respondents disagree altogether 94 (or 69.6%) respondents disagreed that team success is celebrated as a group achievement.

Statement 24 (st.24) - I am happy to work in a team than alone

The study sought to know whether the employee is happy to work in a team than alone. The finding result stated that out of 135 respondents 69 (or 51.1%) respondents agree and 28(or 20.7%) respondents strongly agree that the employee is happy to work in a team than alone. Generally, more of the respondents have a good attitude to work in a team.

Statement 25 (st.25) - All the information is shared equally in my department

As shown the above figure, Respondents were asked about distribution of information. Accordingly, Out of 135 respondents, 9(or 6.7%) respondents strongly disagreed, 37 (or 27.4%) respondents disagree, 39(or 28.9%) respondents abstained, 34(25.2%) respondents agree and 16(11.9%) strongly agree that All the information is shared equally in their department. The finding result stated that more of the respondents are agreed that all the information is shared equally within their departments.

Statement 26 (st.26) - Team meeting are conducted regularly

The finding result in figure 4.10 showed that out of 135 respondents 20 (or 14.8%) respondents strongly disagree and 41 (or 30.4%) respondents disagree, altogether the majority' respondents disagreed that team meeting are conducted regularly.

4.3.6 Organizational performance

As the objective of this research is to assess the impact of job satisfactions' determinants on organizational performance, therefore, organization performance is treated as dependent variable for the study. In the questionnaire, 7 organizational performance items (sub-variables) were presented, and the answers given by each respondent to each of the dependent variable items were summarized and presented in a figure as follows.

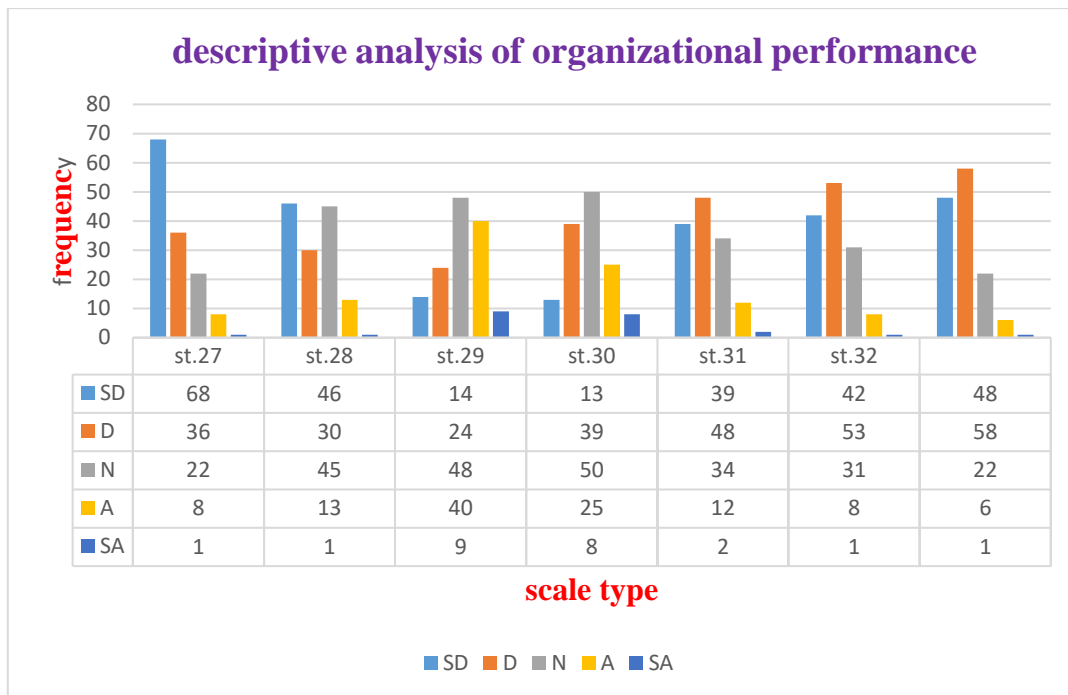


Figure 4.11 descriptive analysis of organizational performance

Statement 27 (st.27) - The growth of our organization is good

The study assessed to know whether the growth of the organization is good. The finding result in the above figure showed that 68(or 50.4%) respondents strongly disagree and 36(or 26.7%) respondents disagree that the growth of their organization is good. In general, it can be understood from the answer that most of the workers do not think that the factory has a good development.

Statement 28 (st.28) - My organization is profitable

The above figure showed that 34.1% respondents strongly disagree and 22.2% respondents disagree that their organization is profitable. In light of this, most of the respondents stated that their organization is not profitable.

Statement 29 (st.29) - Customers are happy with our organization

The finding result in figure 4.11 showed that 14 (or 10.4%) respondents strongly disagree, 24 (or 17.8%) respondents disagree that customers are happy with their organization. But 48 (or 35.6%) respondents were neutral with the statement. In other way, 40 (or 29.6%) respondents agree and 9 (or 6.7%) strongly agree that customers are happy with the organization.

Statement 30 (st.30) - My organization pay attentions to capacity building

The study assessed to know whether the organization pay attentions to capacity building. According to the employee's response 13 (or 9.6 %) respondents strongly disagree and 39 (or 28.9%) respondents disagree that the organization pay attentions to capacity building. This shows that more of the respondents dissatisfied with capacity building given by the organization. In fact 50 (or 37%) respondents were abstainer.

Statement 31 (st.31) - My organization follows new ways to improve efficiency

The study sought to know whether the organization follows new ways to improve efficiency. The finding result showed that out of 135 respondents 39 (or 28.9%) respondents strongly disagree and 48(or 35.6%) respondents disagree with the statement. This implies that 87 (or 64.5%) respondents believed their organization does not follow new ways to improve efficiency.

Statement 32 (st.32) - The employee is happy with the organization

The above figure showed that that out of 135 respondents 42(or 31.1%) respondents strongly disagree and 53 (or 39.3%) respondents disagree that the employee is happy with their organization. In general, most of the respondents believed that the employee is not happy with their organization.

Statement 33 (st.33) - My organization gives attention to creativity

The last dependent variables' statement is about creativity. According with the assessment finding result out of 135 respondents, 48(or 35.6%) respondents strongly disagree and 58(or 43%) respondents disagree that the organization gives attention to creativity. Thus, it can be confirmed from the answers given by most of the employees that the company does not pay attention to creativity.

4.4 inferential analysis

Inferential analysis used to analyze the correlations between variables within a sample and then make deductions or estimations about how those correlations may relate to a more significant population. According to Tarek Tawfik Amin,(2019); inferential statistics Predicts or estimates characteristics of a population from a knowledge of the characteristics of only a sample of the population. Therefore, before conducting inferential analysis the data was tested about normality, linearity and multicollinearity. Hence, under this title; correlation analysis, hypothesis test and multiple regression analysis will be studied and the overall analysis is as follow.

4.4.1 Assumption test in regression**4.4.1.1 normality assumption**

Normality is the first assumption taken by the researcher. A normality test determines whether a sample data has been drawn from a normally distributed population. Normal distribution is a probability distribution that is symmetric about the mean, showing that data near the mean are more frequent in occurrence than data far from the mean. In graphical form, the normal distribution appears as a "bell curve". According to Gujarati, (2005); if the data is normally distributed the result will be bell shaped histogram. Looking at the graph in Figure 4.12, it can be seen that the histogram has almost bell type shaped. Also, using kurtosis and skewness, it is possible to check whether the sample data is normally distributed or not. According to "Ibrahim Murtala Aminu" (2014); for kurtosis the normal value is less than 3 whereas for skewness the normal value is less than 10 is recommended.

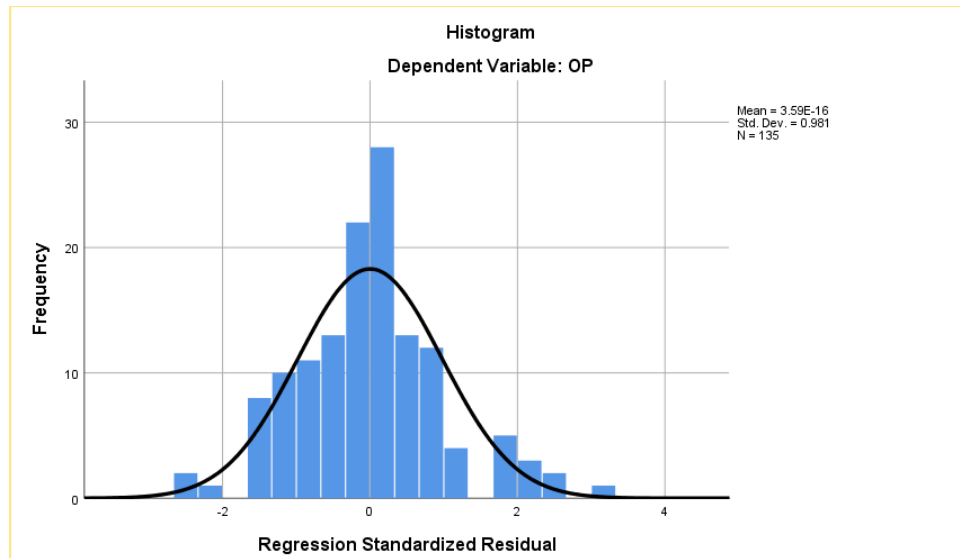


Figure 4.12 histogram

Variables	N	Skewness	Std. errors of Skewness	Kurtosis	Std. errors of Kurtosis
Remuneration	135	.217	.209	-.199	.414
Working environment	135	-.297	.209	.123	.414
Supervision	135	-.715	.209	.090	.414
Promotion	135	.229	.209	.038	.414
Team work	135	-.352	.209	-.649	.414
Organizational performance	135	.767	.209	2.086	.414

Table 4.7 kurtosis and skewness value

According to table 4.7 the value of kurtosis and skewness for all dependent and independent variables of this study is less than 3 and 10 respectively. This indicate that the data is normally distributed.

4.4.1.2 linearity assumption

In this study, the linearity of associations between the dependent and independent variables tested by looking at the P-P plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed.as depicted in the below figure 4.13, the visual inspections of the p-p plot revealed that there exist linear relationship between the dependent and independent variables.

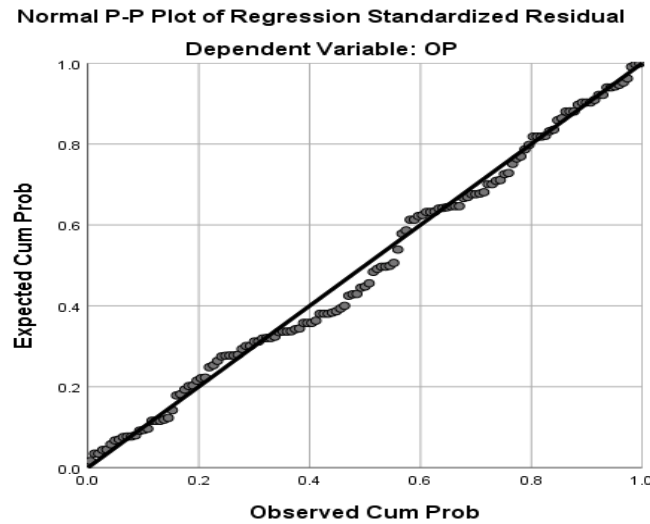


Figure 4.13 P-P Plot of Regression Standardized Residual
Source: Own Survey, 2023

4.4.1.3 Multicollinearity

The third assumption is multicollinearity. Multicollinearity is a statistical phenomenon that occurs when two or more independent variables in a regression model are highly correlated with each other. In other words, multicollinearity indicates a strong linear relationship among the predictor variables. As variables are highly correlated in a multiple regression analysis, it is difficult to identify the unique contribution of each variable in predicting the dependent variable because the highly correlated variables are predicting the same variance in the dependent variable. “Ibrahim Murtala Aminu” (2014); stated that Multicollinearity problem occurs when the independent variables are highly correlated to each other. Moreover, Ibrahim Murtala Aminu. (2014), stated that the most reliable statistical test of multicollinearity is examination of tolerance and Variance Inflation Factor (VIF) using regression results provided by the SPSS collinearity diagnostics result with the thresholds of more than 0.1 and VIF of less than 10. So that, to examine the presence of multicollinearity, SPSS analysis based on collinearity statistics is presented as follows.

Coefficients ^a			
Model		collinearity statics	
		Tolerance	VIF
1	(constant)		
	Remuneration	.297	3.370
	Working environment	.446	2.243
	Supervision	.597	1.675
	Promotion	.723	1.383
	Teamwork	.277	3.614

a. Dependent variable: organizational performance

Table 4.8 collinearity statics

From the above table 4.8 it is clearly stated that the tolerance ranges was between 0.277 and 0.723, this implies that all the results substantially greater than 0.1. Moreover, according to table 4.8 the VIF ranges

was within 1.383 to 3.614, thus, is acceptable as being less than 10. Therefore, According to Ibrahim Murtala Aminu. (2014), the result shows that multicollinearity does not exist in this study, since tolerance values above 0.10 and VIF values is below 10.

4.4.2 correlation analysis

Correlation is the measure of the linear relationship between the variables. Therefore, it analysis the relationship between each independent variable from dependent variable. Thereby, the researcher used the technique among correlation analysis called Pearson Correlation. Consequentially, measure relationship between the independent and dependent variables in terms of the strength of the relationship and the direction of the relationship, whether the relationship is positive or negative. The table 4.6 shows the correlation between the independent and dependent variable of this study. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. As described by Peter Samuels (2014), Pearson correlation measures the existence (given by a p-value) and strength (given by the coefficient r between -1 and +1) of a linear relationship between two variables, moreover, an absolute value of r of 0.1 is classified as small, an absolute value of 0.3 is classified as medium and of 0.5 is classified as large.

		Organization Performance	remuneratio n	Working environme nt	supervisio n	Promotio n	Tea m Wor k
Organization Performance	Pearson Correlatio n	1	0.887	0.610	0.433	0.661	0.70 1
	Sig.(2- tailed		0.000	0.000	0.000	0.000	0.00 0
	N	135	135	135	135	135	135
Remuneratio n	Pearson Correlatio n	0.887	1	0.707	0.473	0.415	0.81 2
	Sig.(2- tailed	0.000		0.000	0.000	0.000	0.00 0
	N						
Working Environment	Pearson Correlatio n	0.610	0.707	1	0.498	0.350	0.69 1
	Sig.(2- tailed	0.000	0.000		0.000	0.000	0.00 0
	N	135	135	135	135	135	135
Supervision	Pearson Correlatio n	0.433	0.473	0.498	1	0.467	0.57 5

	Sig.(2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	135	135	135	135	135	135
Promotion	Pearson Correlation	0.661	0.415	0.350	0.467	1	0.458
	Sig.(2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	135	135	135	135	135	135
Team work	Pearson Correlation	0.701	0.812	0.691	0.575	0.458	1
	Sig.(2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	135	135	135	135	135	135

Source: Own Survey, 2023
 significant at the 0.01 level (2-tailed)

** Correlation is

Table 4.6 correlation matrix

Based on table 4.6, Remuneration have the strong positive association with organizational performance whereby remuneration correlation is ($r=0.887, p<0.000$). Then, it was followed by team work ($r=0.701, p<0.000$), promotion ($r=0.661, P<0.000$), working environment ($r=0.610, p<0.000$) and supervision ($r=0.433, p<0.000$).

4.4.3 hypothesis test

As described in Chapter 2, five hypotheses were set. The results of hypotheses test presented as follows.

4.4.3.1 hypothesis one

H1: There is a significant relationship between remuneration and organizational performance.

The correlation between the remuneration and organizational performance is shown in Table 4.6. In this, the R value and P value of the two indicators are shown. Accordingly, there is a strong positive relationship between remuneration and organizational performance with the R value of 0.887. The second valuable indicator is the significance value or the P value. For the relationship to be noteworthy, the P value needs to be 0.05 or less. The table had appeared the P value of 0.000. Thus, the relationship between remuneration and organizational performance is significant. In other words, the hypothesis 1 that stated there is a significant relationship between remuneration and organizational performance is accepted.

4.4.3.2 Hypothesis two

H2: There is a significant relationship between working environment and organizational performance.

The second hypothesis expressed that there is a significant relationship between working environment and organizational performance. According to table 4.6 there's a strong positive relationship between working environment and organizational performance with the R value of 0.610. The second valuable indicator is

the significance value or the P value. Accordingly, the P value of 0.000 which is less than 0.05. Thus, the relationship between working environment and organizational performance is significant. In this manner, hypothesis 2 is accepted.

4.4.3.3 Hypothesis three

H3: There is a significant relationship between promotion and organizational performance.

The third hypothesis stated that there is a significant relationship between supervision and organizational performance. In general, according to table 4.6 there is a moderate strong positive relationship between employee supervision and organizational performance with the R value of 0.443. At that point, this result is assist bolstered by the P value of 0.000 which is less than 0.05. Thus, the relationship between supervision and organizational performance is noteworthy. In this manner, hypothesis 3 is accepted.

4.4.3.4 Hypothesis four

H4: There is a significant relationship between supervision and organizational performance.

The forth hypothesis stated that there is a significant relationship between promotion and organizational performance. Generally, according to table 4.6 there is a strong positive relationship between promotion and organizational performance with the R esteem of 0.661. At that point, this result is further bolstered by the P value of 0.000 which is less than 0.05. Consequently, the relationship between promotion and organizational performance is significant. Hence, hypothesis 4 is accepted.

4.4.3.5 Hypothesis five

H5: There is a significant relationship between teamwork and organizational performance.

The fifth hypothesis stated that there is a significant relationship between teamwork and organizational performance. According to table 4.6 there is a strong positive relationship between employee teamwork and organizational performance with the R value of 0.701. At that point, this result is encourage backed by the P value of 0.000 which is less than 0.05. Thus, the relationship between employee teamwork and organizational performance is significant. Subsequently, hypothesis 5 is accepted.

4.4.4 multiple regression analysis

Multiple regression is a statistical technique that can be used to analyze the relationship between a single dependent variable and several independent variables. Accordingly, the relationship between the five job satisfaction components presented in this research, namely, remuneration, working environment, supervision, promotion, and teamwork, with organizational performance was analyzed as follows through multiple regression technique.

Mode summery ^b										
Model	R	R square	Adjusted R square	Std. Error of the estimate	Change statistics					Durbin-Watson
					R square change	F change	Df1	Df2	Sig.F change	
1	.895 ^a	.802	.794	.29403	.802	104.257	5	129	.000	1.106

a. predictors: (constant),remuneration, working environment, supervision, promotion, teamwork
b. dependent variable: organizational performance

Source: Own Survey, 2023

Table 4.9 model summery

Table 4.9 shows the model summary of multiple regression analysis. The R value shows the total correlation of all the independent variables (components of job satisfaction) with the dependent variable (organizational performance). The value of R square is 0.802. This shows that there is a strong and positive correlation between job satisfaction and organizational performance. That means, the value shows that 80.2% variance in organizational performance is due to change in all the independent variables and the remaining 19.8% organization’s performance is explained by other variables. Adjusted R square shows the overall strength of the model. The value of adjusted R square is 0.794. This shows that the model is 79.4% strong.

ANOVA ^a						
Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	45.048	5	9.014	104.257	.000 ^b
	Residual	11.153	129	.086		
	Total	56.221	134			
a. dependent variable: organizational performance						
b. predictor ;(constant), remuneration, working environment, supervision, promotion, teamwork						

Source: Own Survey, 2023

Table 4.10 Anova Results

The above ANOVA table, demonstrations the overall model significance, and this help us to make sure the above “model summary” is statistically significant predictor of the outcome, i.e. organizational performance and it is evidenced that the model is statistically predictor of organizational performance for the reason that the p value is less than .001 therefore, a significant amount of organizational performance is influenced by the job satisfaction dimensions which constitutes remuneration, working environment, supervision, promotion, and teamwork. Furthermore, it can be concluded as, the overall regression model is significant, F= 104.257, p < .001, R2= .802 (i.e., the regression model is a good fit of the data).

coefficient ^s							
Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.	Collinierity Statistics	
	B	Std. error	Beta			Tolerance	VIF
(constant)	.305	.135		2.267	.025		
Remuneration	.895	.070	.926	12.868	.000	.297	3.370
Working environment	-.027	.059	-.027	-.467	.641	.446	2.243
supervision	-.001	.041	-.001	-.025	.980	.597	1.675
promotion	.141	.048	.134	2.909	.004	.723	1.383
Teamwork	-.089	.071	-.093	-1.244	.216	.277	3.614
a. dependent variable							

Table 4.11: Coefficients

Concurring to the table above, the P values of remuneration and promotion are below 0.05. but, the P value of working environment, supervision and team work was greater than 0.05. This appeared only remuneration and promotion are significantly positive related to organizational performance in a linear form. The Beta value is the portion of the variable within the overall relationship. As we can see, remuneration has the most noteworthy portion that is 0.926. Subsequently, promotion is the strongest independent variable since the portion of this variable is 0.134. However, the Beta value of working environment, supervision and teamwork is negative. This implies for every 1-unit increase in the predictor variable, the outcome variable will decrease by the beta coefficient value.

4.5 DISCUSSION

There were five objectives in this research work. Accordingly, the results of the analysis obtained based on the objectives are discussed as follows in relation to the previous similar research works.

4.5.1 Impact of remuneration on organizational performance

The correlation result from this study at table 4.6 indicated that remuneration was a very strong positive relationship with the organizational performance of mojo cable and wire factory ($r = 0.887$ and sig. (2-tailed) is .000, which is $< .05$). In light of this, from the prior study, Md Murad Miah (2018), explored similar findings in the impact of job satisfaction toward organizational performance based on private sector in Kuching, East Malaysia and the results of the study showed that there was a strong positive relationship between remuneration and organizational performance. On the study the researcher used the job satisfactions determinant Remuneration, Promotion, quality of work life, supervision and team work and examined the relationship between the determinants with organizational performance. After performing the detailed analysis the finding showed that there was a strong positive relationship between remuneration and organizational performance ($r=0.580$ and $p = 0.000$). Another noteworthy research result is Onyekwelu R.U, Dike E.E & Muogbo U.S (2020), in titled "Remuneration as a tool for increasing Employee Performance in Nigerian Bottling Companies", and studied the role of remuneration in expanding workers performance. The study tries to know the correlation of variables like wages, incentive, and indirect compensation on worker's output. Accordingly, after analyzing the gathered data the study examined clearly that remuneration is an essential role in employee performance, and it concluded that remuneration (wages, incentives, and indirect rewards) plays positive impact on employee performance and this result in enhancing organizational productivity. However, The finding for the correlation on salary (according to the researcher called remuneration) was different from the finding of Sivaranjini Narapan @ Nadarajan,(2016). The study revealed that the correlation value of salary was low($r= .367$).

4.5.2 Impact of working environment on organizational performance

The finding of this study according to table 4.6 articulated that working environment has strong and positive relationship with organizational performance towards mojo cable and wire factory ($r=0.610$ and sig. (2-tailed) is .000, which is $< .05$). In relation, among the previous similar studies, Christabella P. Bushiri (2014), sought to find out The Impact of Working Environment on Employees' Performance, The Case of Institute of Finance Management In Dar Es Salaam Region. The Findings show that almost 50% of employees agreed that there exists a strong relation between physical working environment and motivation for them to perform. Similarly, Shimelis Mihretu Bulti and Mahesh Gopal (2021) proved that working environment to be significantly and positively related to organizational performance. The study

was assessed the Effect of Work Environment on Organizational Performance: A Comparative Study on Arjo Dedessa and Finchaa Sugar Factory in Ethiopia. The finding articulated that each component that defines the working environment is statistically related to the results of Arjo Didessa and Finchaa Sugar Factory. Another similar study results, Awoke Tesfu (2019) emphasized that there is significant positive correlation between physical environment and employee performance with a correlation coefficient $r=0.689$ and sig. (2-tailed) is $.000$, which is $<.05$. The study revealed that there was strong and statistically significant relationship at 5% significance.

4.5.3 Impact of supervision on organizational performance

The other finding revealed on table 4.6 was supervision. Accordingly, the finding showed that the relationship between supervision and organizational performance at mojo cable and wire factory was moderate positive relationship ($r=0.443$ and sig. (2-tailed) is $.000$, which is $<.05$). There were a large prior studies which have a similar findings. Mubunga Richard (2015), emphasized the effect of supervision on employee performance in the case of Ihope Foundation - Kampala District. The finding highlighted that 72% respondents agreed while Supervision is a very important aspect in the good performance of employees in IHOPE. It was observed that there is a moderate positive relationship between supervision and employee performance. ($r = 0.39^{**}$, $p<0.1$). It was further indicated by Md Murad Miah (2018), explored the impact of job satisfaction toward organizational performance based on private sector in Kuching, East Malaysia. On the study the researcher used the job satisfactions determinant Remuneration, Promotion, quality of work life, supervision and team work and examined the relationship between the determinants with organizational performance. Consequently, the findings confirm that there was a strong positive relationship between supervision and organizational performance with the R esteem of 0.552. But there is also a study that shows that there is a very strong significant relationship between supervision and performance. The three researchers, Abd. Hannang, Salju & Muh. Yusuf Qamaruddin (2020), sought to The Effect of Supervision Levels on Employees' Performance Levels; in the city of Palopo. The analysis produced that the level of supervision has a positive effect on employee performance with a percentage of influence of 98.6 %.

4.5.4 Impact of promotion on organizational performance

The finding from correlation analysis indicated on table 4.6 that promotion were also a very strong positive association with the organizational performance of mojo cable and wire factory ($r = 0.661$, and sig. (2-tailed) is $.000$, which is $<.05$). In addition, previous researchers have found research results that reinforce this finding. The research done by Md Murad Miah (2018) identified the relationship between promotion and organizational performance using regression analysis. As the result of the analysis there is a strong positive relationship between employee promotion and organizational performance with the R value of 0.696. At that point, this result is assist bolstered by the P value of 0.000 which is less than 0.05. Thus, the relationship between employee promotion and organizational performance is noteworthy. The five researchers Uchechukwu Innocent, Duru Rhema, Millicent Adanne Eze , Abubakar Yusuf, Danjuma iyaji (2023) investigated the relationship between promotion and employees' performance at the University of Abuja. The researchers analyzed 8 promotional practices. Accordingly, the findings revealed that promotion practices explained 57% of employees' performance at the University.

4.5.5 Impact of teamwork on organizational performance

The study pointed out that teamwork and organizational performance has a very strong positive relationship on mojo cable and wire factory ($r=0.701$ and sig. (2-tailed) is $.000$, which is $<.05$). Moreover, many researchers have found similar findings in the past. Dr. Janes O. Samwel, PhD (2019); set out to examine the importance of teamwork on employees' performance in manufacturing companies in Lake Zone regions in Tanzania. The effect of teamwork towards employee performance in Pakistan who found that teamwork has a positive impact on employee performance. Similarly, Sheeba Khan, (2017) studied Impact of Teamwork on Employees Performance. The study aimed to examine the impact of teamwork on the performance of employees working in banking sector. The results obtained from correlation and regression analyses displayed a significant impact of teamwork on employee performance. It was further indicated that, Mohsin rajabali habib ali , James Mwikya Reuben(2019) aimed at investigating the effect of teamwork development and organizational performance. The results indicated that there was significant relationship between teamwork development and organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The chapter presents a summary, conclusion and recommendations of findings in line with the objectives of the study. The study objectives were to determine the impact of employee job satisfaction (constructed in terms of remuneration, working environment, supervision, promotion and team work) on organizational performance towards MOJO cable and wire factory. Therefore, Conclusions and recommendations were made basing on the findings of the study.

5.2 SUMMARY

To study the impact of Employee Job Satisfaction on organizational performance towards Mojo cable and Wire Factory, a survey was done through 136 respondents on using questionnaire technique. Even though all the respondents responses the questionnaire, but one respondent's questionnaire was invalid so rejected, and a data analysis of 135 questionnaires was established. With respect to this, this research included five job satisfaction determinants, namely remuneration, working environment, supervision, promotion and team work considering as a components of job satisfaction. Moreover, regarding to this paper these job satisfaction determinants have termed as independent variables whereas organizational performance is also termed as dependent variable. Consequently, each variables constructed with a number of statements (items). Generally in this study 33 statements were presented in the questionnaire and among these 27 items stands for independent variables and 7 items for dependent variable. Furthermore, concerning to independent variables, 5 items represents remuneration, 7 items for working environment, 4 items assigned for supervision and promotion each. Whereas, the evaluation of the effectiveness of these independent variables practices at the mojo wire and cable factory was done through a 5-point Likert scale questionnaire. The items used to measure the variables were adopted from Paul E. Spector (1994) & Md Murad Miah, (2018).

The data was tested for reliability using Cronbach's Alpha after installing the SPSS software version 26. As a result, the data was found to be reliable. Consequentially, the analysis was carried out. Accordingly, the analysis section was divided into three categories. The first was respondent's demographic analysis, the second was descriptive analysis, and the third was inferential analysis. Thus respondent's demographic

analysis used Frequency and percentage when analyzing the general characteristics of the respondents such as Gender, age, educational level, work experience and career level, moreover descriptive analyzed that analyzed, interpreted and summerized the response of each respondent regarding the statement of independent and dependent variable in terms of the practices of the respondent's factory while using frequency and percentage tools. The other analyzed technique was inferential analysis, and which was focus on analyzing and predicting the effect of employee job satisfaction on the organizational performance of mojo cable and wire factory. Accordingly, regression analysis technique was used for the analysis, so Pearson correlations was used to analysis the relationship between each independent variable and dependent variable. Whereas, multiple regression analysis was used while analyzing the relationship of the total independent variables with the dependent variable. Generally, the summary of these three analyzes is presented as follows.

5.2.1 Summary of respondents demography

It can be seen from the respondent data in Chapter 4 that out of 135 respondents, 95 respondents are in the age group of 31-41. This means that most of the employees of Mojo Wire and Cable Factory are productive human resources. If we look at their education level, 127 employees out of 135 respondents are educated from certificate to second degree. Particularly, 80 employees out of 135 employees are university graduates. Therefore, the presence of highly educated manpower in in this competitive market is of great importance towards improving innovation, moreover, educated manpower has a better ability to absorb and develop technology. Silvia Treľová & Frantisek Olsavsky (2016); stated that highly qualified workforce plays crucial role in fields of highly competitive organizations. conversely, if there is a large number of educated employees it will be treat to the management due to turnover increases in educated manpower, while there is no a mechanism to retain the employee. The other employee's background that researched and presented in this paper is work experience. According to this, among the 135 Mojo Wire and cable factory employees who participated in this research, 117 respondents have more than 6 years of work experience. Particularly, among 135 respondents 35 (30%) employees have more than 10 years of experience. This shows that a factory have a large number of senior employees. It can be realized that if the factory implements a job satisfaction system, having a large number of senior staff is beneficial in terms of increasing the factory's performance. According to the five researchers Mushtaq Ahmad, Muhammad Qasim, Momal Mushtaq, Amber Ferdoos, Hummayoun Naeem, (2013); entitled "Impact of employee's job satisfaction on organizational performance" concluded that senior employees are more satisfied than the junior employees in development organizations. Moreover, Most of the respondents have 6-10 years of work experience and the number is 82 (60.74%) respondents. This implies that the factory has a good opportunity to improve its performance gradually in the future. Bhargava R. Kotur , S. Anbazhagan (2014); revealed that the performance of the employees gradually increases with their experience and after an experience of 20 years the performance is again getting lower.

Another demographic characteristic was career level and thus the number of respondents with career level from 1-7 is 54 respondents out of 135 respondents and the number of employees above with career level 7 is 81 respondents. It can be understood that most of the educated workers have a career level above 7.

5.2.2 Summary of descriptive analysis

In this research, the 33 statements presented on the questionnaire were analyzed using descriptive analysis using frequency and percentage. Thus, each respondent given their attitude using the rating scale whether

they are favorable or not towards each statements. Accordingly, remuneration was the first determinants on which descriptive analysis was done. However in this research, Remuneration was represented as the different aspects of intrinsic motivations in money and in kinds like salary, bonus, benefit package and other payments activates. Therefore, It can be seen from the analysis (figure 4.6) that among the five mentioned remuneration statements, the remuneration practice towards the factory like ‘My present salary is appropriate to the work I do’, ‘The salary package meets my need’, ‘The pay raise at my organization is satisfactory’, and ‘The salary scale of our organization is competitive with other similar companies’ were not favorable among the majority respondents. But only one remuneration statement ‘I feel satisfied with my organization benefit package’ was agreed with the majority respondents. In general, among 5 remuneration statements the majority respondents was disagree towards 4 statements ,but agree with one statements only.

Another determinant of job satisfaction used by the researcher was working environment. Therefore, according to the researcher working environment means an attractive, interesting and health-friendly workplace and also a working facility that allows work to be done efficiently. However, Hari Lal Mainali, Dr. Sudhanshu Verma, (2022) defined working environment as “a comprehensive form that includes an accommodated infrastructure, warm cooperation among the organization's entire human resources, and a sound social, mental and economic environment that motivates employees to perform”. Adilu Mussa Salim, (2020) stated working environment as an entirely situation comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employees’ activities and performance. Therefore, in this research work, working environment was built with 7 statements. Among them a large number of respondents was agreed with the statements like “I have got a good knowledge and skills in my work”. “I feel responsible for my work”, “I am satisfied with the facilities and equipment provided at my workplace” and “My workplace is environmental friendly”. Conversely, the negative statement such as ‘I sometimes feel my job is meaningless’ and “I have too much work to do” was agreed towards the majority respondents. Generally, among 7 working environment statements 5 statements was favorable with the majority respondents, but unfavorable with two statements.

Another components of job satisfaction in this research was Supervision. As can be seen the descriptive analysis result (in figure 4.8), the majority of the respondents was agree in all four supervision statements, namely “I know where to get help if I have a problem at work”, “My immediate leader receives feedback and gives positive response”, “My immediate leader has good relationship with his subordinates” and “My immediate leader is quite competent in doing his/her job”.

Promotion was another components of job satisfaction that the researcher exploited its practices on Mojo Cable and Wire Factory's. According to the context of this research, promotion means encouraging the employee who has achieved a better performance. The encouragement can be either intrinsic or extrinsic. However, it can be seen from the descriptive analysis (in figure 4,9) that the majority respondents of Mojo Cable and Wire Factory were not agree with all four promotional practices. These are “Promotion in my organization is fair”, “Our organization recognizes us when we are successful in our work”, “there is good knowledge and skill promotion package in our organization” and “I see myself in a long term career path at the current organization” were the components’ of promotion.

According to the descriptive analysis presented in chapter 4, Teamwork was the fifth employee job satisfaction determinants. As described in figure 4.10, team work was constructed with six components. though, among the six components a large number of respondents was agreed with five statements, that is “There is good team work and cooperation culture in my organization”, “Everyone is encouraged to

participate in team work”, “I am happy to work in a team than alone”, “All the information is shared equally in my department” and “Team meeting are conducted regularly”. But the majority respondents unfavorable with the statment “Team success is celebrated as a group achievement”.

Apart from the determinants of job satisfaction, organizational performance via Mojo Cable and Wire Factory were also analyzed in terms of descriptive analysis and the finding have seen in figure 4.11. Therefore, 7 components of organizational performance were presented. of which the majority of employees disagreed with “The growth of our organization is good”, “My organization is profitable”, “My organization pay attentions to capacity building”, “My organization follows new ways to improve efficiency”, “The employee is happy with the organization”, “My organization gives attention to creativity”. Moreover for the statments “Customers are happy with our organization” most of the employees are not sure about the customer satisfaction of their factory. Overall, Mojo's Wire and Cable Factory respondents disagreed with most of the organizational performance components.

5.2.3 Summary of inferential analysis

Before doing regression analysis, a normality, a linearity and multicollinearity test were done. As a result, it was confirmed that all the data had a normality and linearity, and also according to the multicollinearity test, it was confirmed that each independent variable was not highly correlated with each other. Consequentially, Pearson's correlation analysis was made. Therefore, According to Pearson correlation test result (table 4.6) Remuneration have the strong positive association with organizational performance whereby remuneration correlation is ($r=0.887$, $p<0.000$). Then team work proceed from remuneration and its correlation ($r=0.701$, $p<0.000$), then promotion (0.661 , $p<0.000$), working environment ($r=0.610$, $p<0.000$) and supervision ($r=0.433$, $p<0.000$) was arranged according to its correlation strength. Moreover, the hypothesis test was done using Pearson correlation results. Based on this, all the assumptions have been accepted. Implies all the job satisfaction determinants have a significant and positive relationship with organizational performance.

In addition, the researcher was done multiple regression analysis to assess the total correlation of all independent variables (which represents job satisfaction) with dependent variable (which represent organizational performance). According to the multiple regression analysis (table 4.9), the R- square value mentioned at model summary was 0.802. This implies, 80.2% variance in organizational performance is due to change in all the independent variables and the remaining 19.8% organization's performance was explained by other variables. Moreover the R-value of multiple regression result showed that 0.895. This implies, the total the correlation of all the independent variables (i.e. remuneration, working environment, supervision, promotion and teamwork) with the dependent variable (organizational performance) was strong and positive correlation. Also, ANOVA results show that the correlation between the total independent variable and the dependent variable was significant.

Ultimately, , the findings revealed that among the five job satisfaction determinants, remuneration and promotion was the most significant employee job satisfaction determinants regarding Mojo Cable and Wire Factory performance.

5.3 CONCLUSION

Although there is a certain limitation included in this study, the following conclusion will be providing some insights to manager to improve the level of employee job satisfaction in mojo cable and wire factory.

This research study intended to investigate the impact of employee job satisfaction on the organizational performance of Mojo Cable and Wire Factory. The objective of the study were to find out the relationship between remuneration and organizational performance, to explore the relationship between working environment and organizational performance, to assess the relationship between promotion and organizational performance, To examine the relationship between supervision and organizational performance, to explore the relationship between teamwork and organizational performance, and to identify the most significant employee's job satisfaction factor.

Therefore, according to Pearson correlation results, remuneration, working environment, promotion supervision and teamwork have a positive correlation with organizational performance. Accordingly, all the hypothesis assumption was accepted. However, the researcher found that there are two factor that mostly satisfy as an employee in organization which are remuneration and promotion. From the coefficient table we found that remuneration p value is 0.000, beta value is 0.926 and promotion P value is 0.004 and beta value is 0.134. Therefore, we can say remuneration and promotion have highly strong factor of job satisfaction that can help employees to motivate their job in the Mojo Cable and Wire Factory. Therefore, from the study found that in order for the factory to remain competitive against its rivaled, it is necessary to establish a competitive salary scale, otherwise, there will be a massive turnover of workers from the factory, especially experienced and educated workers. Moreover, it is necessary for the management of the factory to study and implement a clear, fittest and transperence promotion system. In addition, Merit should be a basis of Promotion: skill, knowledge, ability, efficiency as aptitude as measured from educational, training and past employment record. Moreover, Seniority also a Basis of Promotion: refers to relative length of service in the same job and in the same organization.

In addition, from the research we found that team success should be celebrated to increase employee job satisfaction. Further, the study shows that job design increases work motivation. Therefore, it is necessary to create meaningful work. According to, Stephen P. Robbins, Mary Coulter, neharika Vohra (2010), if Task identity, Skill variety and Task significance exist in a work place, the combination of the three job dimensions will create meaningful work. Therefore to create meaning full work attitude it is necessary to establish the three job dimensions.

Hence, the management of the factory should implements these determinants properly. If so it will greatly motivate the employee. Following the performance of employee's will be enhanced, Turnover will decrease, and sense of ownership will increase. dr.k.maran, l.rekha, mr.a.rajan babu, dr. mahdi salehi, (2021), articulated "Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives". Also, it can be seen from the results of the study that job satisfaction increases creativity. Hyunwoo Park, Morvarid Rahmani (2021); asserted firms to be able to compete in the complex and dynamic nature of today's economy, they need to continually innovate. In general, the factory can achieve its goals and vision when increasing employee job satisfaction practices, thereby increasing its competitiveness. On the other hand, the study shows that a comfortable, attractive and safe workplace, moreover, a workplace with better technology increases work motivation.

Finally it is necessary for the management members of the factory to consider job satisfaction as a part of the industry's plan and to constantly monitor, evaluate and improve its effectiveness.

5.4 RECOMMENDATION

- Employees at mojo cable and wire factory should keep constantly motivated to ensure that job satisfaction and organizational performance/employee performance levels are kept high. These constructs should be monitored regularly by top management to ensure sustained job satisfaction so as to get high levels of employee performance. If the top management of mojo cable and wire factory implements a program to increase job satisfaction and as a result employee performance, it may lead to the added benefits for sustaining and improving its success in the manufacturing sector.
- Human resource management needs to take ownership of job satisfaction program and make it part of the plan.
- In order for the factory to remain competitive against its rivaled, it is necessary to establish a competitive salary scale.
- It is necessary to establish a system where teams can compete each other and successful teams should be encouraged.
- The management of the factory should implement a clear, fittest and transperance promotion system.
- Ultimately, there should be a changes in thinking about employee job satisfaction at the national level, mainly by policies makers. Countries like Ethiopia that are dependent on imported raw materials should work well on their human resources. FDI is used to import technology into the country, but without the human resources who absorb the technology, there will be no sustainable transfer of technology. As a whole, Policies that support and encourage job satisfaction should be developed by policy makers to address the problems faced by the nation. If this goes down and every organization implements, there will be a big change as a country.

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APPENDIX 1 : QUESTIONNAIRE

(Adapted From: Paul E. Spector (1994) and Md. Murad Miah, (2020))

YARDSTICK INTERNATIONAL COLLEGE (YIC)
DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION
QUESTIONNAIRES
Case of mojo cable and wire factory

Dear Sir/Madam

The questionnaire is designed to collect primary data for conducting a study on “**IMPACT OF EMPLOYEE JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE**” in partial fulfillment of masters of business administration at YIC. Hence the honesty and reliability of your information is highly required. Your information will only be used for research to study and your responses will be confidential.

Please, choose the appropriate alternative and tick mark (✓) on the space provided.

Best regards!

MESFIN FISSEHA ZERGABACHEW

MAY/2023

❖ **SECTION A : background and demographic information**

INSTRUCTION – Please response the following item by checking (✓) the relevant box. This section of the questionnaire refers to background and demographic information. Your response will remain anonymous. Your cooperation is appreciated.

- a) Gender ----- female male
- b) Age categories-----20-29 30-40 41-50 above 50
- c) Education Level: 2ed degree 1st degree diploma certificate high school
- d) Work experience-----1–5 years 6 -10 years 11- 20 years above 20
- e) Career level -----level 1-7 level 8-11 level 12-15 above 15

❖ **SECTION B**

INSTRUCTION: Please respond the following items by checking (✓) the relevant box. The questionnaire is designed to evaluate your job satisfaction at your organization.

Please indicate your choice using the following 5- point likert scale.

Where:

1-strongly disagree (**SD**), 2- disagree (**D**), 3- neutral (**N**), 4- agree (**A**), 5- strongly agree (**SA**)

Employee satisfaction survey		1	2	3	4	5
		SD	D	N	A	SA
1.	REMUNERATION					
1.1	My present salary is appropriate to the work I do.					
1.2	The salary package meets my need.					
1.3	The pay raise at my organization is satisfactory.					
1.4	The salary scale of our organization is competitive with other similar companies					
1.5	I feel satisfied with my organization benefit package					
2.	WORKING ENVIRONMENT					
2.1	I have got a good knowledge and skills in my work.					
2.2	I feel responsible for my work.					
2.3	I sometimes feel my job is meaningless.					
2.4	My place of work is attractive and motivating me to do the job well.					
2.5	I am satisfied with the facilities and equipment provided at my workplace.					
2.6	My workplace is environmental friendly and safe.					
2.7	I have too much work to do.					
3.	SUPERVISION					
3.1	I know where to get help if I have a problem at work.					
3.2	My immediate leader receives feedback and gives positive response.					
3.3	My immediate leader has good relationship with his subordinates.					
3.4	My immediate leader is quite competent in doing his/her job.					
4.	PROMOTION					
4.1	Promotion in my organization is fair.					
4.2	Our organization recognizes us when we are successful in our work.					
4.3	there is good knowledge and skill promotion package in our organization,					
4.4	I see myself in a long term career path at the current organization.					
5.	TEAMWORK					
5.1	There is good team work and cooperation culture in my organization.					
5.2	Everyone is encouraged to participate in groups/teams.					
5.3	Team success is celebrated as a group achievement.					
5.4	I am happy to work in a team than alone.					
5.5	All the information is shared equally in my department.					
5.6	Team meeting are conducted regularly.					
	ORGANIZATIONAL PERFORMANCE SURVEY					



6.	ORGANIZATIONAL PERFORMANCE					
6.1	The growth of our organization is good.					
6.2	My organization is profitable.					
6.3	Customers are happy with our organization.					
6.4	My organization pays attention to capacity building.					
6.5	My organization follows new ways to improve efficiency.					
6.6	The employee is happy with the organization.					
6.7	My organization gives attention to creativity.					

Please add any additional information if you want.....

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