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Exploring the relationship between Employee Performance and Job
Satisfaction

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Patras, Greece, March 2025

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*To my beloved parents,
Your unwavering support and boundless love have always been my guiding light. You
taught me the value of hard work, perseverance, and the pursuit of knowledge.
This dissertation is dedicated to you, I am forever grateful for your encouragement and
faith in me...*

Abstract

This paper is about the impact of Human Resource Management (HRM) strategies on improving employee performance and job satisfaction at work in the private sector. It provides quantitative assessments of how effective HRM practices (recruitment, training, performance appraisal, and rewarding systems) are responsible for employee performance and job satisfaction level. Data was collected via questionnaires from 194 employees working in various private companies working in different sectors. The statistical methods used to examine these relationships are Regression and Structural Equation Modeling (SEM). The results indicate that there is a positive and significant relationship between holistic HRM practice and better employee performance, training and development being most influential. Furthermore, performance recognition and employee engagement initiatives positively influenced job satisfaction. The findings above bring out the critical aspect. Human Resources Management should try and harbor a motivated and productive workgroup in the private sector, Recommendations are made to HR managers with emphasis provided about tailoring HRM strategies that are based on the goals of the organization to maximize employee outcomes.

Keywords

Employee Performance, Job Satisfaction, Human Resource Management, Private Sector, HRM Strategies, Training and Development, Performance Evaluation, Employee Engagement, Job Motivation, Quantitative Analysis, Regression Analysis, Structural Equation Modeling (SEM), Workforce Productivity, Employee Retention, Organizational Goals

Διερεύνηση της σχέσης μεταξύ της απόδοσης των εργαζομένων και της εργασιακής ικανοποίησης

Αγορή Μπολτσί

Περίληψη

Αυτή η εργασία αφορά τον αντίκτυπο των στρατηγικών Διαχείρισης Ανθρώπινου Δυναμικού (HRM) στη βελτίωση της απόδοσης των εργαζομένων και της εργασιακής ικανοποίησης στην εργασία στον ιδιωτικό τομέα. Παρέχει ποσοτικές αξιολογήσεις για το πόσο οι αποτελεσματικές πρακτικές HRM (στρατολόγηση, εκπαίδευση, αξιολόγηση απόδοσης και συστήματα ανταμοιβής) είναι υπεύθυνες για την απόδοση των εργαζομένων και το επίπεδο ικανοποίησης από την εργασία. Τα δεδομένα συλλέχθηκαν μέσω ερωτηματολογίων από 194 υπαλλήλους που εργάζονται σε διάφορες ιδιωτικές εταιρείες που ανήκουν σε διαφορετικούς τομείς. Οι στατιστικές μέθοδοι που χρησιμοποιούνται για την εξέταση αυτών των σχέσεων είναι η παλινδρόμηση και η μοντελοποίηση δομικών εξισώσεων (SEM). Τα αποτελέσματα δείχνουν ότι υπάρχει μια θετική και σημαντική σχέση μεταξύ της ολιστικής πρακτικής HRM και της καλύτερης απόδοσης των εργαζομένων, ενώ η εκπαίδευση και η ανάπτυξη έχουν τη μεγαλύτερη επιρροή. Επιπλέον, οι πρωτοβουλίες αναγνώρισης απόδοσης και δέσμευσης των εργαζομένων επηρέασαν θετικά την εργασιακή ικανοποίηση. Τα παραπάνω ευρήματα αναδεικνύουν την κρίσιμη πτυχή. Η Διοίκηση Ανθρώπινου Δυναμικού θα πρέπει να προσπαθήσει να φιλοξενήσει μια ομάδα εργασίας με κίνητρα και παραγωγικότητα στον ιδιωτικό τομέα. Γίνονται συστάσεις στους διευθυντές ανθρώπινου δυναμικού με έμφαση στην προσαρμογή στρατηγικών HRM που βασίζονται στους στόχους του οργανισμού για τη μεγιστοποίηση των αποτελεσμάτων των εργαζομένων.

Λέξεις – Κλειδιά

Απόδοση Εργαζομένων, Εργασιακή Ικανοποίηση, Διαχείριση Ανθρώπινου Δυναμικού, Ιδιωτικός Τομέας, Στρατηγικές Ανθρώπινου Δυναμικού, Εκπαίδευση και Ανάπτυξη, Αξιολόγηση Απόδοσης, Δέσμευση Εργαζομένων, Κίνητρα Εργασίας, Ποσοτική Ανάλυση, Ανάλυση Παλινδρόμησης, Μοντελοποίηση Δομικών Εξισώσεων (SEM), Παραγωγικότητα Εργατικού Δυναμικού, Διατήρηση Εργαζομένων, Οργανωτικοί Στόχοι

Table of Contents

Abstract	v
Περίληψη.....	vi
Table of Contents	vii
List of Figures	ix
List of Tables.....	xi
List of Abbreviations & Acronyms	xii
1. Introduction	1
1.1 Background of the study	1
1.2 Research aim, question & objectives	2
1.3 Expected outcomes of the research (Importance of HRM).....	2
1.4 Structure of the dissertation	3
2. Literature Review	4
2.1 Conceptual Considerations.....	4
2.2 Key concepts	6
2.2.1 The role of HRM.....	6
2.2.2 Human Resource Management Practices (HRMP).....	8
2.2.2.1 The Role of HRMP in Organizational Success	9
2.2.2.2 Key Components of HRMP	9
2.2.2.3 HRMP and Organizational Innovation.....	11
2.2.2.4 The Impact of HRMP on Employee Behavior	11
2.2.3 Employee Performance	12
2.2.4 Job Satisfaction	14
2.2.4.1 Factors Influencing Job Satisfaction	15
2.2.4.2 The Impact of Job Satisfaction on Employee Performance	16
2.2.4.3 Job Satisfaction and Organizational Commitment.....	17
2.2.4.4 Leadership Styles and Job Satisfaction	17
2.3 Research Review	18
2.4 Research gaps.....	22
2.5 Summary	23
3. Research Methodology.....	26
3.1 Research hypotheses	26
3.2 Research design.....	26
3.3 Participants & sampling technique.....	28
3.4 Data collection methods	29
3.5 Variables & measures	30
3.6 Data Analysis procedure	30
3.7 Ethical considerations	32
4. Results & Analysis.....	34
4.1 Results	34
4.2 Correlation Analysis.....	53
4.3 Summary	57
5. Discussion	62
6. Recommendation, Summary & Conclusion.....	65

6.1 Recommendation.....	65
6.2 Summary	66
6.3 Conclusion.....	66
References	68
Appendix A: “Questionnaire”	73
Appendix B: “Frequency Bar Charts”	78

List of Figures

- Figure 4.1 Gender Pie Chart
- Figure 4.2 Age Groups Pie Chart
- Figure 4.3 Academic Background Pie Chart
- Figure 4.4 Job Title Pie Chart
- Figure 4.5 Private Sector Experience Pie Chart
- Figure 4.6 Organization Size Pie Chart
- Figure 4.7 Promotion Prospects Frequency Bar Chart
- Figure 4.8 Overall job satisfaction Frequency Bar Chart
- Figure 4.9 High standard of work Frequency Bar Chart
- Figure 4.10 Effective communication Frequency Bar Chart
- Figure B.11 Total Pay Frequency Bar Chart
- Figure B.12 Relations with Supervisor Frequency Bar Chart
- Figure B.13 Job Security Frequency Bar Chart
- Figure B.14 Use of Abilities Frequency Bar Chart
- Figure B.15 Initiative Opportunity Frequency Bar Chart
- Figure B.16 Ability/Efficiency of management Frequency Bar Chart
- Figure B.17 Hours worked Frequency Bar Chart
- Figure B.18 Fringe benefits Frequency Bar Chart
- Figure B.19 Work itself Frequency Bar Chart
- Figure B.20 Amount of work Frequency Bar Chart
- Figure B.21 Variety of work Frequency Bar Chart
- Figure B.22 Training provided Frequency Bar Chart
- Figure B.23 Friendliness of co-workers Frequency Bar Chart
- Figure B.24 Mean job-facet proportion Frequency Bar Chart
- Figure B.25 Handling assignments Frequency Bar Chart
- Figure B.26 Passionate about work Frequency Bar Chart
- Figure B.27 Multiple assignments Frequency Bar Chart
- Figure B.28 Complete assignments on time Frequency Bar Chart
- Figure B.29 High performer Frequency Bar Chart
- Figure B.30 Manage changes Frequency Bar Chart

Figure B.31 Mutual understanding Frequency Bar Chart

Figure B.32 Active participation Frequency Bar Chart

Figure B.33 Praise co-workers Frequency Bar Chart

Figure B.34 Share knowledge Frequency Bar Chart

Figure B.35 Complaining Frequency Bar Chart

Figure B.36 Focus on the negative Frequency Bar Chart

Figure B.37 Speak negatively Frequency Bar Chart

Figure B.38 Do nothing Frequency Bar Chart

List of Tables

Table 3.1 Questionnaire Sources
Table 4.1 Gender Frequency Table
Table 4.2 Age Groups Frequency Table
Table 4.3 Academic Background Frequency Table
Table 4.4 Job Title Frequency Table
Table 4.5 Private Sector Experience Frequency Table
Table 4.6 Organization Size Frequency Table
Table 4.7 Promotion Prospects Frequency Table
Table 4.8 Job Satisfaction Frequency Table
Table 4.9 Employee Performance Frequency Table
Table 4.10 Cronbach's Alpha Statistics
Table 4.11 Kolmogorov-Smirnov ^a & Shapiro-Wilk Tests
Table 4.12 Correlation Data
Table 4.13 Regression Analysis (Job Satisfaction)
Table 4.14 Regression Analysis (Employee Performance)

List of Abbreviations & Acronyms

- Human Resource Management (HRM)
- Human Resource Development (HRD)
- Intellectual Property Rights (IPR)
- Human Resources (HR)
- Occupational Health and Safety (OHS)
- Public Employment Services (PES)
- Human Resource Management Practices (HRMP)
- Organizational Commitment (OC)
- Artificial Intelligence and Public Human Resource (AI – HRIS)

1. Introduction

The Introduction section is where the importance of employee performance and job satisfaction in driving organizational success is discussed. It articulates the challenges that lay privy to concerns from the private sector organizations about sustaining high productivity and well-being in the workforce, and hence the impetus effective Human Resources Management (HRM) strategies inject towards these challenges. The introduction briefly discusses the important key HRM practices, among them employee training, performance management, and motivation that were found to positively impact employee performance and satisfaction. It will also state the research objectives that set out to review how different HRM strategies can optimize those outcomes. This section will also present the research question and the scope of the study that acts as a prelude to the detailed exploration to being done afterwards concerning HRM practices and their impact on the workforce in the private sector.

1.1 Background of the study

Globalization has reinforced organizations' need for sustainable competitive advantage, which often requires product and management innovations. Human resources are the valuable asset of each organization, which is unique and can produce the desired competitive advantage through innovative ideas. In order to create incentives for innovation, it is necessary to have people capable of being able to lead and direct these human resources effectively (Metwally et al., 2014).

The job satisfaction of employees is the goal in most organizations as it is considered one of the key indicators for their success. For this reason, one of the targets of many companies is to enhance employee satisfaction, which can be achieved through the research of the causes that lead to its increase or decrease (Golias, & Pedrazza, 2014).

The positive effects of increased job satisfaction move in two directions: on the well-being of an organization, as they lead to the improvement of its overall image, but also on the well-being of the individual himself, as employees with high levels of satisfaction have physical and mental well-being (Garg & Kaushik, 2013) and ultimately increased chances to enjoy general satisfaction from their lives.

Any organization that aims to be effective should constantly strive to increase employee satisfaction, as satisfied employees are more enthusiastic and willing to devote more time and energy to their tasks (Nguni et al., 2006). They tend to be more productive, work better, and be more committed to what they do, with a direct impact on their performance.

1.2 Research aim, question & objectives

The purpose of this thesis is to investigate the relationship between the level of job satisfaction and the performance of employees in the work environment. Specific objectives are to investigate the degree of employee satisfaction and the extent to which employees self-evaluate their performance.

- To what extent are employees satisfied with their work?
- At what levels do their work performance fluctuate?
- Is there a positive correlation between job satisfaction and the work performance of the organization's employees?
- What are the key variables associated with job satisfaction and employee performance of survey respondents?

1.3 Expected outcomes of the research (Importance of HRM)

For every business or organization, human resources are the cornerstone and the determining factor that implements the mission, and the goals set by the senior management and determine the quality of services and products provided. This diploma thesis is expected to highlight the job satisfaction that employees in the private sector receive from their work, and the working conditions as well as how job satisfaction is related to their performance, especially when factors such as burnout are involved.

1.4 Structure of the dissertation

In this context, the work is structured as follows. The first chapter is the introduction of the study, while the second chapter constitutes the theoretical part of the thesis, including the basic theoretical approaches concerning the issue of job satisfaction and its connection with the performance of employees. The third chapter includes the methodological framework within which the implementation of the research takes place, the results of which are presented in detail in the fourth chapter of the thesis. The fifth chapter follows with the discussion content. Finally, the thesis closes with the extraction of the most important conclusions plus the related recommendations in the sixth chapter.

2. Literature Review

This chapter reviews existing research and theories on human resource management practices as they relate to employee outcomes. We will discuss several important strategies in HR management, including performance management, and training employees while motivating them and providing work-life balance, all to improve job satisfaction and performance. Descriptions are provided on how organizational culture and leadership styles impact workplace dynamics including employee engagement, in addition to the best practices that lift the said dynamics and the current research issues. It will, therefore, describe the function of HR in the development of a healthy work environment which leads to productivity and well-being of workers in the private sector.

2.1 Conceptual Considerations

Employees play a key role in achieving the company's mission and vision, particularly in the production sector. To guarantee both the quality and quantity of their production, they must comply with the performance standards established by the organization. A conducive work environment is essential for employees to function effectively and overcome any obstacles that may hinder their capabilities. In addition, having a proper supervisor in the organizational hierarchy is important, as this person can create such an environment and, more importantly, inspire employees to perform well and feel fulfilled in their roles (Raziq & Maulabakhsh, 2015).

Individuals have different standards for assessing their job satisfaction. While management style is a major influence, other elements such as compensation, working hours, schedules, benefits, stress levels, and flexibility also play a role. "Job satisfaction is linked to productivity, motivation, work performance, and overall life satisfaction", indicating that these factors extend to employees' personal lives as well (Abuhashesh et al., 2019).

It is important to note that an employee's sense of security within a company is influenced by job satisfaction. When employees are satisfied, they tend to feel more positive about their work, perform their tasks more efficiently, and most importantly, experience a greater sense of security about their future with the company. Therefore, job satisfaction plays a critical role in overall job security (Wolniak & Olkiewicz, 2019).

Job satisfaction refers to the degree to which individuals experience positive or negative feelings about their employment. This concept involves a variety of workplace responses and boosts both employee energy and performance. It can be thought of as an overall feeling related to work or as a collection of attitudes towards different aspects of employment. Many factors affect job satisfaction, meaning that a person can find satisfaction in certain aspects of their work while feeling dissatisfaction with other elements.

Herzberg's motivation-health theory suggests that job satisfaction and dissatisfaction are not simply opposite ends of a single spectrum, rather they are distinct concepts (Herzberg, 1974). For employees to feel satisfied with their jobs, "motivation" factors such as pay, benefits and potential rewards must be met. Conversely, "health" factors, including working conditions, nature of work, communication and support from colleagues, are associated with job dissatisfaction. As long as hygiene and motivational factors work independently, it is possible for employees to experience a state of neither satisfaction nor dissatisfaction. The theory shows that if hygiene factors or working conditions are inadequate, workers will feel dissatisfied. However, when these factors are sufficient, it does not mean that employees are satisfied. Instead, they may simply not be dissatisfied or be neutral (Bakotic, 2016).

Employee behavior can be influenced by job satisfaction, which then affects the functioning of the organization. The ERG (Existence Relatedness Growth) theory outlines three fundamental needs that individuals have: existence, kinship and growth. When efforts to meet higher-priority needs are unsuccessful, individuals may shift their focus to previous lower-priority needs, potentially resulting in frustration and resentment. Consequently, job satisfaction serves as a key indicator of emotional well-being or physical health. In addition, it has an inverse relationship with absenteeism, error rates within an organization, stress levels, and eventual burnout, all of which can reduce productivity. (Aazami et al., 2015).

Service effectiveness is linked to the skills, drive, and satisfaction of healthcare workers. The World Health Organization (WHO) has highlighted a global issue regarding the shortage of human resources in the health sector. It has been consistently pointed out that job dissatisfaction is an important predictor of the desire to resign and the choice to leave the health sector. Those in management who recognize the importance of elements that affect employee satisfaction are more inclined to improve their organization's overall performance (World Health Organization, 2014).

2.2 Key concepts

2.2.1 The role of HRM

Today, the landscape of business and organizational functions has evolved significantly over time. Human resource management serves as a function that, through the application of basic techniques, promotes the development of a company's human resources, thereby creating strategic competitive advantages. A definitive explanation for the term Human Resource Management seems unclear. Some scholars equate human resource management with personnel management, while others consider it as a subset of management that includes organizational structure, management practices, and employee relations. In addition, some researchers define it as a collection of principles that support the efficient operation of a company and the consolidation of its various elements.

According to Baum (1995), "the challenge for human resource management seems to be to develop, motivate and reward staff, thus turning them into a source of competitive advantage."

In addition, human resource management should prioritize employee benefits while ultimately aiming to serve the interests of the business. Regardless of how the term is specifically defined, human resource management is of significant importance to organizations, as its principles and practices affect both operational efficiency and economic growth (Ferris, et al, 1999).

In summary, Human Resource Management, often referred to as HRM, can be seen as an advance of traditional management practices. It focuses on sustaining an organization's workforce, with the goal of promoting both individual employee development and teamwork, implementing performance-based compensation, providing rewards when necessary, creating motivation, and ultimately motivating and empowering staff. The fundamental goal of Human Resource Management is to cultivate a harmonious working atmosphere that encourages employees to achieve their highest potential.

Modern Human Resource Management has the mission of balancing current needs and future goals, focusing on both processes and individuals (Domínguez-Falcón, et al, 2016). The modern HRD executive must act as an employee advocate, agent of change, management expert and strategic partner. The role of employee champion is realized by attracting qualified and dedicated staff, while the role of change agent involves driving

transformations in staff and corporate culture. The management expert aspect is addressed through the creation and execution of effective practices and processes, and the role of strategic partner is fulfilled driving business results.

As noted by Anderson & Adams (1997), Human Resource Development (HRD) can be categorized into three distinct roles: strategic, consultative-developmental, and administrative-executive. Although the administrative-executive role has dominated and continues to dominate historically, advances in technology suggest that this aspect of HRD may become more limited, allowing for improvements in the other two roles.

The connection between business strategy and human resource management becomes more pronounced (Gallo et al., 2019). This trend arises from the reality that human resource knowledge and skills provide a competitive advantage for the organization that cannot be easily replicated (Jackson & Schuler, 2005; Mullins, 2004; Wright, Dunford, & Snell, 2001).

In an era where conventional methods to achieve competitive advantage can be easily replicated, comparative advantage increasingly relies on the skills of IPR employees and their participation in business decision-making. Therefore, having an HRM department or a designated person responsible for OSH is considered crucial in companies with a workforce of at least 100 employees (Lee et al., 2017).

Strategy involves implementing specific actions and tactics designed to gain favorable positions and pool resources (Lee et al., 2017). “Strategic management refers to a collection of management choices and actions that shape the long-term success of a business. Business strategy includes the methods used to achieve the organization's goals”, focusing on enhancing competitive capabilities while reducing weaknesses. In today's environment, employee input is key to achieving competitive advantage (Lee et al., 2017).

Companies are now focusing on strategic human resource management (Domínguez-Falcón, et al., 2016). This shows that businesses aim to link HR management to their strategic goals and objectives to improve performance and raise a culture that fosters innovation and adaptability. Essentially, it includes the planning of human resources development and activities that will support the achievement of the company's goals (Terzidis & Tzortzakis, 2004).

The basis of the human resource management strategy is related to three fundamental principles:

- An examination of the basic characteristics of the enterprise and the environment in which it operates.
- Strategic alignment, which includes ensuring that its practices are in harmony with business strategy.
- Choosing the right policies to ensure strategic alignment on the ground can be challenging.

Designing and executing the strategy that an HR department adopts to achieve these goals is not always simple, and there is no single "ideal type" of strategy that guarantees success in all organizations. According to Gratton and Truss (2003), after a decade of research in large companies, they identified the challenges associated with implementing a human resource management strategy, which includes vertical alignment, horizontal alignment, and effective execution.

Vertical alignment involves aligning HR practices and policies with business strategy to achieve competitive advantage. Instead, horizontal alignment is about ensuring that OSH policies maintain internal coherence and convey effective messages to workers. The implementation process essentially means transforming PES policies into concrete actions, which is crucial but not always implemented in the business environment (Iordanoglou, 2008).

Developing strategies is vital for a business, as it is these strategies that enable it to achieve its goals and face its opponents. Consequently, training and developing a company's workforce is of significant importance, as employees are the ones who will create and execute these strategies.

2.2.2 Human Resource Management Practices (HRMP)

Human Resource Management Practices (HRMP) help in no uncertain terms to shape the behavior, performance, and wellness of employees which, in aggregate, influence the success of an organization. It embraces the entirety of activities involved in the attraction, development, and retention of quality staff while getting employees to pursue the organizational goals. Such include recruitment, development and training, performance management, compensation, and engagement of employees. Well-implemented HRMP

causes the employee experience to be interesting and helps much by way of making innovation in organizational performance.

2.2.2.1 The Role of HRMP in Organizational Success

Companies which take in strategic HRMP can reach their aims more smoothly and with greater success. A main perk of HRMP is the chance to make certain that workers have the right tools to help with the goals of the company through training and rewards. By building a culture that backs the growth and drive of workers, HRMP helps link individual and company goals, moving ahead over time.

HRMP helps in improving the skills of the employees of the organization and implementation could have a direct impact on employee satisfaction, commitment, and performance. Research indicates that well-aligned HRMP with organizational culture and strategies can increase satisfaction with one's job, decrease turnover, and enhance commitment of employees (Khan, 2010; Quresh et al., 2010). The significance of HRMP is in their potential for building a motivational climate, developing skills, and attaining high performance, all of which are critical to the success of the organization.

2.2.2.2 Key Components of HRMP

1. *Recruitment and Selection is one of the most-considered aspects of HRMP:* Better recruitment strategies ensure whether an organization can bring the right kind of people who can assimilate with the culture and strategic goals of the organization. It, therefore, will be essential to have recruitment strengthened by the use of advanced technology plus psychometric assessments to ensure that the organization gets nothing but the best candidates. Better selection procedures enhance the appropriateness of the job, increase productivity, and reduce turnover.
2. *Training and Development:* Another important consideration as far as HRMP is concerned is employee training and development. Fostering these programs allows for filling knowledge and skill gaps among employees to enhance job performance. When an individual undergoes training, that person is furnished with tools to tackle problems, move along with new technologies, and augment work output. Moreover,

trying to help an individual realize advancement opportunities improves employee participation and engagement, as most workers prefer staying with organizations that take them into consideration (Abdullah et al., 2009).

3. *Performance Management and Appraisal:* Regular appraisals provide an opportunity for organizational assessment of progress by individual employees, identifying developmental needs, and recognizing the high-fliers. Performance management comprises well-defined goal setting, frequent feedback to employees on their performance, and help in developing improvement plans. Such a system also recognizes and rewards excellent performance in any field of work through compensation and promotions. Firms motivate and direct the efforts of their human resource base towards shared goals using performance management systems that are consistent with organizational objectives (Nguyen et al., 2020).
4. *Compensation and Benefits:* Compensation is one factor that relatively motivates employees and improves job satisfaction. Further, HRMP, which offers competitive compensation and attractive benefits, can be viewed as giving value to the employees and must be present to attract and retain employees in an organization. Not only base salary but also bonuses, benefits, and all other fringe benefits that increase the value of the employee's total work experience. When employees feel that their contributions are fairly compensated, there will be high job satisfaction, engagement, and performance as well (Jiménez & Valle, 2005).
5. *Employee Engagement and Welfare:* Engagement is a driving force for enhancing employee productivity and satisfaction. HRMP that make attempts to put up systems that improve engagement reinforce an environment where an employee feels valued, supported, and motivated. Which in practice can relate to including employees in decision making, incentives and making sure the welfare of the staff is well taken care of. Engaged employees prove to be committed to their duties and responsibilities, typically showing that extra mile when it comes to ensuring success for the organization (Quresh et al., 2010).

2.2.2.3 HRMP and Organizational Innovation

HRMP are key drivers in enhancing employee performance and catalyzing organizational innovation. Such dynamic practices of HRMP innovation in advanced recruitment methodologies, learning opportunities, and a flexible environment for work, all together bring creativity in thinking of new ideas. For example, companies that share knowledge and have different departments working together can create fresh products, services, and resolutions that best align with the changing needs of the customer.

In addition, firms which spend resources on worker growth via education and appraisals build a staff that is well-prepared to face fresh issues and lead change. By matching HRMP with innovation aims, firms make a space where workers feel able to share new concepts and answers, helping to grow a culture of creativity that can give a lead in the market. (Jiménez & Valle, 2005).

2.2.2.4 The Impact of HRMP on Employee Behavior

HRMP also greatly influences employee behavior. When HRMP are successfully applied, they serve to shape employee attitudes and actions to be favorable to the organization. For example, an effective training program would make employees more technically skillful and better at making decisions; a fair and transparent performance management process would encourage employees to show very good performance.

Moreover, HRMP may directly affect employee job satisfaction and commitment. In other words, employees might develop satisfaction and commitment feelings to the extent that they feel supported and treated fairly by their organization. As a contraindication, ineffective HRMP can result in dissatisfaction, an uncommitted workforce, and even a turnover. All these results are negative regarding the organizational performance (Nguyen et al., 2020).

HRM Practices are paramount to organizations in the attainment of their strategic objectives, improving worker performance, and fostering innovation. They not only direct and influence employee attitudes and behavior but also play a key role in general business management. Incorporated with the goals of the business through the maintenance of a pleasant workplace and investing in the welfare and development of the employees, human resource professionals will ensure human resources that are motivated, committed, and

prepared to succeed. Such investments involve the inculcation of HRMP which propels employee growth and satisfaction hence yielding fruits in terms of enhanced performance and success for the organization.

2.2.3 Employee Performance

Employee performance is crucial for the attainment of success and growth in any organization. It is the measurement of the quality and quantity of work completed by an individual worker or group compared to how much effort an employee puts in line with what the company requires. This was mentioned by Rizwan et al. (2014) that work performance may be defined as the degree to which workers contribute toward achieving the goals of the organization and how much the group perceives the value in what they are doing to meet those goals.

Task performance is defined as the adequacy and timeliness with which an employee accomplishes the tasks and responsibilities specified in the job description. This concept has been refined by Kadiri and Odion (2020), who posit that accomplishing tasks appropriately is paramount. These tasks typically constitute the core of what an organization stands for and, therefore, demand measurable outcomes.

Apart from the accomplishment of tasks, contextual performance plays a great role in the enhancement of the overall work performance. Generally, contextual performance is defined as behaviors that go beyond the specific duties of a job and support or maintain the organization's general environment. Such could include socializing with colleagues, taking part in organizational events, or even participating in extra job tasks (Dåderman et al., 2019). Contextual performance is very vital since it helps support and maintain an excellent healthy organizational climate that facilitates the development of working relationships and eventually the overall company. It involves activities that build the social part of an organization and cannot always be directly measured in terms of output but is essential for the future of the organization.

Employee performance is not just a set of technical skills and competencies. Johari and Yahya (2016) state that it depends on motivation as well, which drives employees to perform their task or jobs very effectively. Factors comprising motivation include job satisfaction, recognition, and good work environment. In essence, job satisfaction seems to be the most valid precondition for high performance. According to Carvalho et al. (2020),

“job satisfaction has a direct high positive relationship with employee performance”; satisfied employees with their roles, rewards, and the work environment are highly interested in their work. They generally express higher levels of positive performances toward organizational goals.

Strategic Human Resource Management attains maximum effectiveness in improving employee performance. According to Nishii and Wright (2008), it pertains to an informed deployment of human resources regarding the strategic objectives being pursued by an organization. It encompasses the four activities related to the HRM of recruitment, training, performance management, and development of employees, all aimed at getting the employee to do his best and help achieve organizational goals. Such are the strategies of HRM to influence individual behavior in such a way as to ensure that the person is capable, properly motivated, and adequately remunerated to perform at the required level.

Studies also indicate a direct relationship between employee performance and what an organization achieves, which is profitability. Saleh et al. (2020) supported that good outcomes are often associated with high performance because the workers are doing their work to improve the input of the groups, reducing the costs, and creating good services or products; all of which ultimately lead to success. The way in which the workers do their tasks therefore becomes an essential indicator of running duties well and subsequently the attainment of the big goal of the group.

Organizations will have a greater probability of achieving output goals concerning quality products and services if they direct their focus on employee performance in terms of expectations, rewarding systems, and constant motivation. The collective and individual goals of an organization depend largely on the human resources of the organization, as put forth by Anitha (2014). In their words, if the employees act as an investment being motivated and considered as the investment towards the organization with a set of goals that are to be achieved working hand in hand with the organization, then their duties will be directed at the right goals and tasks that will be beneficial for both the employees themselves and the company.

Liao (2009) also notes that job performance is generally defined as completing a given set of duties, though more accurately, it is achieving assigned tasks in a way that meets the goals and expectations of the organization. Thus, HRM systems that facilitate the motivation of both task performance and contextual performance are of the essence. Clear definitions of what counts as good performance, feedback on performance, and a setting that

encourages all this learning are important for having employees perform up to, and if possible, beyond, their expected levels.

Considering the performance outcomes for workers in the public sector we find out that they are largely dependent on the following factors: the extent to which individual goals are aligned with public service objectives; the degree of motivation; the level of job satisfaction; and prevailing organizational culture. It has been established by scholars that workers in the public sector are faced with some unique kinds of red-tape hurdles, limited resource constraints, and political pressurization, which adversely affect their performance (Perry et al., 2009; Wright, 2001).

In other words, employee productivity is a general concept that extends beyond the mere fulfillment of job responsibilities. It relates to the quality of task completion as well as the contribution of employees to the development of a favorable work environment, both of which contribute to organizational success. The link between what employees can accomplish effectively, their motivation, job satisfaction, and effective HRM strategies implemented by the organization defines the process of work. Sound HRM strategies, which nurture motivation, enhance job satisfaction, and support advancement opportunities for employees, play a vital role in directing effective work and achieving the organization's objectives.

2.2.4 Job Satisfaction

Job satisfaction is a multifaceted concept that is deeply tied to how employees perceive their work environment, their role, and their interaction with organizational factors. It can be defined as the degree to which employees feel a sense of fulfillment, achievement, and contentment from their work. It's not just about liking the job, but also about feeling valued, recognized, and rewarded for the work they perform. Job satisfaction is not limited to pay, but also encompasses opportunities for growth, the nature of the work, relationships with colleagues and supervisors, and the work environment itself.

Job satisfaction is closely linked to both productivity and work performance. Satisfied employees are generally more motivated, productive, and committed to the success of the organization. Conversely, dissatisfied employees are often disengaged and less motivated, which can lead to absenteeism, lower quality of work, and even turnover. As

such, job satisfaction has far-reaching effects, influencing not just the individuals but the entire organization (Raziq & Maulabakhsh, 2015).

Job satisfaction is key to enhancing the performance of employees in the private sector. Extant research proves that employees become more committed to an organization if they feel satisfied with the terms of work as well as the leadership and stability at the workplace. Job contentment at jobs that normally enjoy job security usually due to long term employment has been associated with job stability in the private sector because it provides long-term employment, with the fulfillment of making meaningful contributions to people service, and with possibilities for enriched work (Rainey, 2009).

In the private sector, job enrichment would be another characteristic that would raise job satisfaction and hence productivity. In private sectors, jobs are not perceived as intrinsically secure; thus, the total variable measured by Precarious Employment can be represented by its opposite, job stability. The demand for job enrichment particularly in service roles can provide another dimension along which jobs might aid or retard individual job satisfaction. One other dimension in the private sector's job ability is the extent to which skills fit the job and hence the organization where an employee is placed. This implies a significant interaction effect on satisfaction and performance (Giauque, 2013).

2.2.4.1 Factors Influencing Job Satisfaction

Work type, pay, and environment are some of the reasons with relationships between workmates and the management and chances for recognition and career development.

Nature of Work: According to Herzberg's Two-Factor Theory (1959), work itself is considered a major element that leads to satisfaction. Employees feel that the duties are meaningful and challenging and that their personal skills and values fit well with those duties usually express high satisfaction with their jobs.

Work Environment: Both the physical and psychological work environment greatly affect how satisfied employees are. If safe, open, and respectful, work motivates, presumes productivity and sustains motivation on the part of employees. For example, in poorly designed or, rather, poor work environments, stress, burnout, and disengagement are more likely to happen.

Supervision and Leadership: The role of leadership is very important in job satisfaction. Studies always show that workers who feel they are supported by good and

caring leaders are more likely to express high job satisfaction (Belias et al., 2015). It is the type of leadership that can directly or indirectly relate to the level of satisfaction of workers. This means that leadership styles such as transformational leadership could be particularly associated with high satisfaction levels because such leaders inspire, motivate, and value their employees.

Compensation and Benefits: Pay and perks are key to job satisfaction. But compensation must be seen as just right and good for workers to feel happy. Workers who feel they are paid fairly for their work are more likely to be pleased and driven (Brenninger, 2015).

Work-Life Balance: As important as increasing job satisfaction, a good body of research proves the importance of work-life balance towards that end. Employees who can manage balance concerning their work duties and personal and family life tend to be much more satisfied, which then increases their commitment as well as performance (Kossek & Ozeki, 1998).

2.2.4.2 The Impact of Job Satisfaction on Employee Performance

“Job satisfaction is likely to predict job performance. Job satisfaction and employee engagement are strongly related”, as expressed by Yalabik et al. (2013) For employees satisfied with their job environment, it motivates them to be very active and efficient in their duties. This generally means an enhancement in that the employees put more effort and dedication to the organizational goals than what their basic job description requires.

The engagement-performance relationship is very sound where evidence shows that work satisfaction builds on the level of engagement, which finally influences outcomes on performance. Happier workers do not show absenteeism or turnover and explicitly show voluntary efforts related to their duties. Such voluntary efforts, often not even covered explicitly within the job requirements, can enhance productivity, creativity, and general organizational performance.

Kelidbari et al. (2016) states that a high level of job satisfaction will lead individuals to embrace the mission and the value of the organization, hence nurturing a high-performance culture. When employees are satisfied, which fosters positive attitudes toward their work, making them proud to be associated with the organization and interested in its

success, job quality improves, customers are served better, and the general effectiveness of the organization is enhanced.

2.2.4.3 Job Satisfaction and Organizational Commitment

Job satisfaction will further increase organizational commitment as employees who are satisfied with their jobs will be more loyal and attached to the organization. This, in turn, raises retention and lowers turnover which can hold good for the cause of the organization in the long run. The relationship between job satisfaction and organizational commitment has found ample empirical support and high employee satisfaction correlates with high retention and reduced turnover costs in most organizations.

Employee commitment arises when the emotional relationship between them and the organization is fully established. This is reciprocated by the organization offering implicit rewards which in turn boost employees' self-worth and esteem, thereby raising their level of commitment. High performance and positive organizational behavior are other likely results of high commitment. Employee retention and negative organizational behavior are correlated with low commitment (Allen & Meyer, 1990).

2.2.4.4 Leadership Styles and Job Satisfaction

Leading is a big part in how happy someone is with their job. Leaders who are easy to talk to, speak clearly, and care about what workers do help create a good place to work which raises how happy people are with their jobs. Changing leadership, which looks at lifting and encouraging employees, works very well to boost job happiness and make employees do their best (Bass, 1985). Changing leaders ask for new ideas, give chances to learn, and make good bonds with their teams, all of which help raise satisfaction.

On the other hand, transactional leadership focuses on the maintenance of order and the reward or punishment based on the performance; has been associated with lower job satisfaction levels (Judge & Piccolo, 2004). While transactional leaders will ensure the completion of tasks as well as meeting short-term performance goals, such leaders will not create the type of intrinsic motivation and satisfaction that long-term organizational success depends on.

In summary, job fulfillment is an important factor in employee output and in having a successful organization. Happy workers are more efficient and active which helps improve results in organizations by enhancing reduced turnover, better worker retention and quality of work. The main lesson for managers is that they need to realize that job contentment does not only involve providing good pay but also creating an environment at work that is supportive, engaging and motivating. Good leadership, clear communication and acknowledgment of employee input are all key players in improving job satisfaction. When focusing on maintaining job contentment, firms can develop a high-performance culture that inserts both personal and organizational achievement.

2.3 Research Review

Over the past few years, human resource management strategies have drastically changed due to the fluctuating workspace scenarios, such as remote work, diversity plus inclusion efforts, and the use of technology in HR operations. Research has, repeatedly, reinforced the fact that human resource management strategies are very important in influencing employee satisfaction, engagement, and performance output. However, a gap persists in this area of research regarding the specific channels through which variant human resource management practices impact these outcomes.

An important area of study has been remote work and its effects on the performance and satisfaction of employees. There is an increasing body of literature that argues that remote work may provide flexibility and autonomy, but can be more challenging on communication, collaboration, and isolation of an employee (Muller et al., 2022). Among them, the HRM strategy, technology used to track performance or build virtual teams, is fast emerging as an essential tool in mitigating those challenges. Research is still needed in finding the best practice of human resource management strategies in hybrid and remote works.

In the area of diversity and inclusion, numerous studies have indicated that work environments are more satisfying, engaging, and higher performing when they are inclusive. For example, Shore et al. found that D&I practices can lead to positive organizational outcomes when employees think diversity is genuinely valued and not just used symbolically. However, the effectiveness of specific D&I initiatives, like mentorship

programs, anti-bias training, and leadership diversity, continues to be an area of inquiry (Roberson, 2019, Cascio & Boudreau, 2016, Muller et al., 2022). Moreover, a more detailed analysis of the interaction of such initiatives with organization type on diversity-related performance effects is warranted.

Employee wellness programs become a more significant addition for HRM professionals interested in improving employee satisfaction and performance. According to Grawitch et al. (2006), such general well-being programs, focusing on physical and mental health, can drastically reduce stress and, subsequently, burnout conditions, which then yield the enhancement of workers' productivity and thus the entire organization's performance. However, such programs have been widely applied by very few organizations explicitly and longitudinally towards studying the effects of these types of initiatives on employee outcomes.

Another important area of study is the leadership's impact on the performance and satisfaction of the employees. It has been proven that the leadership styles, mainly transformational and servant leadership, have positive effects on the motivation of employees as well as overall performance at work. Though more research work is needed to understand the functioning of different styles of leadership within distinct organizational setups and how the Human Resource Management policies can assist in nurturing effective leaders whose vision is in line with that of the organization.

Last but not the least, HR technology comprising tools like artificial intelligence (AI), predictive analytics, and employee experience platforms proves to be a relatively new line of study; the evidence of optimistic results is surfacing. In detail, such tools can revolutionize HR practices by allowing increasingly personalized, data-based approaches to managing employees (Cascio & Boudreau, 2016). Early indications show that technology can improve performance management systems, employee feedback systems, and even career development planning. What is yet to be known is how these technologies influence long-term job satisfaction and performance results.

The survival of the different types of organizations, Governmental and non-Governmental, like banks, depends largely on their manpower (Uma et al., 2017) which underlines the capacity of employees (Ong and Koh, 2018; Ong et al., 2019). "Human resource management practices can be considered as a set of internally consistent and reinforcing practices directed at the improvement as well as the maintenance of employee

competence, motivation, and commitment” (Elrehail et al., 2019). They also help to harmonize human talent and effort toward the goals of the organization (Ana et al., 2019).

“HRM practices could create work conditions and environment where workers become highly committed to the company (have positive attitude) and strive to achieve the organization's goals. Organizational commitment refers to the inclination of employees to participate in supporting the company to reach its goals”. Organizational commitment regards the identification, participation, and allegiance of workers (Devananda and Onahrng, 2019). HRM practices have a positive significant influence on job performance. Therefore, further discussion is recommended.

HRM practices are seen as one method of encouraging employee job satisfaction (Mohammed et al., 2019). “Job satisfaction can be defined as the individual's affective orientation toward the work roles that he/she is presently taking up and which becomes related to that individual's behavior at the workplace” (Devananda & Onahrng, 2019).

Employee attitudes should be enhanced by HRM practices. “Satisfaction and commitment have a great influence on the organization”. Ana et al. (2019) has confirmed good linkages between HRM practices and employee satisfaction. Good HRM practices can improve employee satisfaction as well as their commitment, and organizational performance too.

Employee commitment has been described as a bond or association with the organization (Mizan et al., 2013). In a case where employees lack commitment to responsibilities at work or do not like their job, there will be high levels of absenteeism and turnover in the organization (Murat et al., 2014). Therefore, incentives and motivating factors should be embraced that would enable them to increase their level of commitment by practicing and encouraging the same (Mehwish et al., 2019).

In a study that was carried out by Alima Aktar and Faizuniah Pangil in 2018, they wanted to see the mediating effect of Organizational Commitment (OC) on the relationship between HRM practices and employee engagement for the banking sector in Malaysia. The results established that HRM practices came out as a strong predictor of employee engagement. Further results indicated that OC is a partial mediator in the relationship between HRM practices and employee engagement.

Someone would expect these critical interaction effects between and among HRM practices, job satisfaction, and organizational commitment such that higher levels of job satisfaction in employees are likely to be brought about by HR policies and practices, then,

in turn, such employees tend to be more committed to their organization (Prakash, 2017). They have positive relationships with affective and normative commitments (Ambreen, 2011). “Employee commitment to the organization can be assessed through proper attitudes and behaviors, such as job satisfaction, affective commitment, and intention to retain” (Mohammad et al., 2018). Abdirahman (2015) found a “positive relationship between HRM practices and organizational commitment because HRM practices affect the goals of an organization since they will influence the workers' behaviors and attitudes” (Norhasnina et al., 2018).

Some scholars have alleged HRM practices to lead to employee satisfaction and engagement (Abubakar et al., 2017a, b; Albrecht et al., 2015; Ukil, 2016). “Positive relationships in support of the current study were established by Murat et al. (2014) between HRM practices (recruitment and selection, training and development, compensation and benefits, performance appraisals), job satisfaction, and organizational commitment. In the same stream, findings of Mizan et al. (2013) revealed positive relationships among specific human resource practices, job satisfaction, and organizational commitment in the banking sector of Bangladesh”.

Consequently, high employee performance can be achieved through effective HRMP in the private sector. Recruitment, training, performance appraisals, and compensation strategies are some of the HRMP that ensure the development of an adequately motivated and competent workforce. In the private sector, these advanced HRMP are required to meet the elaborate demands of workers employed in highly formalized settings. Extensive research reveals that it leads to better employee performance since job satisfaction is enhanced (Kuvaas, 2008).

Job satisfaction is what stands between the relationship of HRMP and public sector employee performance. Those public sector organizations that concentrate on effective HRMP can nurture job satisfaction, which in turn leads to enhancing employee performance. The mediation effect has been studied in both the public and private sectors; such satisfied workers tend to be more committed and productive (Perry et al., 2009).

In summary, though much has been achieved in understanding how HRM strategies can improve employee performance and satisfaction at work within the private sector, many research loopholes still exist. The issues of the fine details of remote work, D&I practice, wellness program, and leadership development and technology in HRM are contemporary themes that scholars will explore further. An answer to these gaps will serve as a possible

means through which future research may provide answers that will be useful to help redefine the HRM strategies that would have to be designed with the consideration of the changing needs of employees and employers.

2.4 Research gaps

Improving employee performance and satisfaction with their jobs through the Human Resource Management strategies in the private sector is a very important area of attention that has not received the amount of research it deserves.

A major gap is related to the effect of remote work on employee performance and job satisfaction since the trend has been substantially researched but not yet specific outcomes that relate to private sector remote work policies. The study could be useful to determine how HRM practices like performance appraisals and team-building activities can be redesigned for remote or hybrid work settings to upgrade job satisfaction and performance as well (Muller et al., 2022). With hybrid work models being on the rise, knowledge regarding the most suitable HRM practices in such situations can be quite helpful for business firms that are aiming at optimizing the level of employee contentment alongside productivity.

An additional area that merits further study is Private-sector organizations' diversity and inclusion programs. Rationalizing while evidence does support the relationship between the degree to which D&I efforts go and employee satisfaction, the exact influence of various D&I initiatives on employee performance remains vague and inconclusive (Shore et al., 2011). More research is necessary to see whether such programs as those related to mentorship opportunities or unconscious bias training can be applied to a multidisciplinary context of work performance effects and whether some specific D&I initiatives help improve job satisfaction and productivity more than others.

The relationship between employee wellness programs and performance is another under-researched area. Through the mental wellness and stress management programs, especially in many private-sector enterprises, there is little or no research study about the impact of these programs on the performance of the employees over an extended period. Checking the direct relationship between complete wellness programs and the organization's results, like productivity and retention, would assist companies in making their Human

Resource Management (HRM) policies more conducive to creating a more active and healthier workforce (Grawitch et al., 2006).

Furthermore, the effect of leadership styles on job satisfaction and employee performance has been discussed in general, there is a need for more studies to determine how different types of leadership, such as transformational, transactional, or servant leadership, impact the outcome of employees in the private sector. It would be particularly beneficial for human resource (HR) practitioners to assess how different leadership styles influence engagement and, in this case, satisfaction in high-performance organizations to be able to design precise leadership training programs (Bass & Avolio, 1994). This is very important for companies that want to encourage even higher levels of motivation and performance from their staff.

Another area that can be considered in the research is the influence of HR technology on job satisfaction and employee performance. Though AI and analytics applications are increasingly featured in HRM, little research has been done on their influence on employee outcomes. An area that would also be of importance is how new HR technologies, such as those mentioned earlier, can improve employee job satisfaction and, in turn, organizational performance. For instance, although the AI-based HRIS introduced in PCC is efficient, the employee does not seem to be satisfied with it. This can be highlighted as an area of future research.

Last but not least is the debate on the effectiveness of different performance appraisal systems. Little research has been conducted on how these systems influence long-term employee motivation and satisfaction. For example, a comparison that draws between 360-degree feedback, self-assessments, or peer evaluations among private-sector organizations could also tell how the performance management systems affect employee motivation as well as the career development and retention of an employee (Aguinis, 2009).

2.5 Summary

Studies in private sector employee performance emphasize that job satisfaction and human resource management practices (HRMP) affect productivity and overall efficiency in any organization. Employee performance is measured on a basis of task efficiency, quality of work as well as his/her ability to meet organizational goals among others. Studies have

proven that EP in private sectors is based on conditions of service within and outside the organization and may be intrinsic or extrinsic.

Job Satisfaction is an important determinant of the performance of employees working in the private sector. Workers who have high levels of satisfaction tend to show an increased commitment to their jobs and better performance as well as having positive feelings about what they do. The three major dimensions of job satisfaction: Stability, Enrichment and Ability, have come into focus as the most integral. This is because stability exposes the worker to job security which has its part in uplifting the morale and, hence, the performance of workers. Enrichment, providing an increase in the diversity of tasks and responsibilities, increases the sense of achievement and motivation. Job ability relates to whether an employee has the skills for the job, a direct relationship that has also shown direct impacts on job satisfaction and performance.

Private sector Human Resource Management Practices (HRMP) is the other extremely important factor in influencing the performance of the employees. HRMP incorporates the strategies relating to recruitment, training, performance appraisals, and compensation. Effective HRMP will result in enhanced satisfaction, which will increase the performance of workers. It creates an environment for work that motivates and encourages, making it important for private sector employees to be responsive to the diverse demands of their role. In private sector organizations, job satisfaction can be perceived often as mediating between HRMP and employee performance.

Thus, high levels of job satisfaction emanating from a well-structured and supporting HRMP should improve employee performance positively. In this scenario, job satisfaction can be seen as a stimulant that upgrades the impact of HRMP upon the employees' engagement and commitment to the organization's goals. Some work underscores how important leadership is in molding job satisfaction and performance. Good leaders in the private sector, who show supportive, transparent, and communicative behaviors can help create an environment where job satisfaction and performance will grow. Inversely, bad leadership crushes staff motivation and satisfaction, hence the reduced performance.

The applicability of these theories in the private sector is something that has gained immense credibility through the availability of a vast body of research, much of which conclusively establishes that employee performance in the private sector is found on job satisfaction and HRMP. Among the three components of job satisfaction, job stability, job enrichment, and job ability, an employee seems quite applicable to the private sector because

it shapes job-inherent human resource policies due to the singular conditions under long-term job security, meaningfulness of work to service, and ensuring that the employee possesses the capability required by the responsibilities. This further emphasizes the role of organizational practices in the enhancement of the effectiveness of the private sector.

In conclusion, the review suggests that job satisfaction and HR practices are interrelated, the two mainly playing a major role in how well an employee can get involved in his work (Smith, 2021). The three key aspects of job satisfaction- Job Security, Job Enrichment, and Job Skills- seem to be the major determinants of such interrelations (Gibbons, 2023). Until and unless there is critical knowledge about how these factors facilitate the relationship between HR strategies and employee performance, no effective strategy can be designed to enhance organizational effectiveness (Kusnilawati & Santoso, 2022).

3. Research Methodology

The section of Research Methodology includes in detail the approach and methods meant for investigating the research question. It gives detail of the research design and explains whether it is qualitative, quantitative, or mixed methods, and why this approach is appropriate to achieve the objectives. The module also describes the data collection techniques that are questionnaires and the target population which could be employees and HR professionals in the private sector. It also describes how the data is analyzed, including all statistical tools or thematic analysis techniques that can be used to bring out patterns and insights. It also brings ethical issues into consideration, like those concerning confidentiality and informed consent, to ensure the integrity and validity of the research process.

3.1 Research hypotheses

This study aims to investigate the relationship between employee performance (EP) and job satisfaction (JS) within the private sector, based on the following research hypotheses:

- *Hypothesis 1 (H1): There is a positive correlation between employee job satisfaction and employee performance levels.*
- *Hypothesis 2 (H2): There is a significant difference in job satisfaction levels between high-performing and low-performing employees.*
- *Hypothesis 3 (H3): Employees with opportunities for professional development demonstrate higher levels of job satisfaction, leading to improved performance outcomes.*

These hypotheses posit that there is a strong connection between job satisfaction and employee performance. Through this survey we aim to prove that job satisfaction plays an important role in influencing employee performance within the private sector organizations.

3.2 Research design

- **Design:** This study used a quantitative approach. Surveys that were standardized distributed and then collected their data. This ensured that with uniform data

collection, variability would be eliminated and hence improvable reliability of the results. It facilitates statistical testing of the proposed hypotheses. Through this methodology, the identification of trends, relationships, and significant differences between groups of employees is attainable.

- **Sample:** Target population; employees, different roles and sectors, private sector. The sample comprised employees at different hierarchical levels and from different types of industries. The final sample size was determined based on statistical requirements for adequate power to test hypotheses. Generally, it was preferred to increase the sample size to enhance the generalizability of the findings.
- **Sampling Method:** The sample was drawn from the private sector workforce, its strata to ensure accurate representation of different subgroups within that set. Strata specific to industry, job function, and employee level was used to develop a balanced sample that truly mirrors that found in the private sector. Random selection within these strata began to provide each respondent in the sample with an equal probability of selection, therefore minimizing any potential bias resultant from the selection criteria.
- Below are also the sources based on which the questionnaire used in this research was created:

Concept	Author	Scale	Range	Description
Job Satisfaction	Rose M. (2005)	Ordinal Likert	Various factors influencing job satisfaction	Examine job satisfaction in Britain, considering complexities in workplace factors.
Job Satisfaction Comparison	Borooah V. (2009)	Ordinal Likert	Western vs. Eastern Europe	Compares job satisfaction levels across European countries.
Job Attribute Preferences	Sutherland J. (2012)	Ordinal Likert	Various attributes	Investigates which job attributes are preferred by different employee groups.
Employment Status & Job Satisfaction	Sutherland J. (2013)	Ordinal Likert	Employment categories	Studies the impact of employment status on job satisfaction.
Management-Employee Relations	Tansel A. & Gazioğlu S. (2014)	Ordinal Likert	Firm size and relations	Explores how firm size and management relations impact job satisfaction.

Concept	Author	Scale	Range	Description
High-Level Managers' Job Satisfaction	Sánchez N. & Namkee A. (2018)	Ordinal Likert	Business cycles	Investigates if managers' and self-employed individuals' job satisfaction fluctuates with economic cycles.
Employee Well-being & Performance	Cam S. & Palaz S. (2022)	Ordinal Likert	Subjective well-being & work performance	Studies the relationship between well-being and job performance in Turkish shipyards.
Work Satisfaction in the Food Industry	Bodescu et al. (2022)	Ordinal Likert	Economic performance factors	Examine job satisfaction in the food industry as a driver of economic success.
Employee Ambidexterity & Performance	Ijigu et al. (2022)	Ordinal Likert	High-Performance Work System (HPWS)	Explores how employee ambidexterity mediates the relationship between HPWS and job performance.
Organizational Commitment & Performance	Agirre-Aramburu et al. (2023)	Ordinal Likert	HPWS & ownership structures	Studies managers' assessment of organizational performance based on commitment and HPWS.
Psychological Capital & Job Performance	Emur et al. (2023)	Ordinal Likert	Proactive personality & HPWS	Investigates the role of psychological capital in influencing job performance through HPWS and proactive behavior.

Table 3.1 Questionnaire Sources

3.3 Participants & sampling technique

1. *Demographic Information:* Participants were asked for a varied set of demographic factors such as age, sex, level of education, and years of experience. This kind of information could give a better understanding of the sample and therefore needed to be analyzed to see how certain demographic factors cause variations in the relationship between job satisfaction and performance.

2. *Employment Levels and Roles:* The participants were drawn up from different professional levels, i.e., entry-level employees, middle management, and the senior leadership of the company. The sample has individuals from several different types of job roles, which include administrative positions, customer-facing roles, technical positions, and managerial roles. Diversity in the study ensures that findings are not biased towards any segment of the workforce. It allows the study to net a broad cross-section of the private sector.
3. *Industry Representation:* A diverse sample was drawn from various industry sectors within the private economy, notably finance, technology, healthcare, retail, and manufacturing. This diversity of industries advanced the generalizability of the study's results across a wide array of organizational backgrounds and not just one sector.
4. *Geographic Distribution:* Participants were recruited from diverse regions to reflect the variety of regional labor markets, corporate culture, and economic conditions. The geographic variety of the data enhances the findings' generalizability.
5. *Eligibility of Respondents:* Only full-time employees of private-sector organizations who have been in their current roles for at least six months were included in the study to ensure that only those with relatively enough experience in their positions can adequately respond to questions about their level of job satisfaction and performance.
6. *Voluntary Participation and Informed Consent:* Only volunteers participated as respondents, and they were assured of confidentiality plus clearly being informed of the purpose of the study. The participants were duly informed of their rights to withdraw at any stage of the study without any negative consequences or declining to participate in the research.

3.4 Data collection methods

Data Analysis Plan:

- **Electronic Survey Distribution:** Surveys were distributed to employees through a questionnaire electronically, by email invitation, and through various online survey platforms. The questionnaire is presented in Appendix A.

- Participant Information and Informed Consent: Participants were provided with an information sheet explaining details of the study, the confidentiality of their responses, and their right to withdraw at any time without any further questions asked. Informed consent was obtained prior to study participation.
- Timeline: Survey distribution was enabled for two weeks, along with automatic reminders and responses, to allow for data collection. The application sent automatic reminders to non-respondents every third day to try and get the highest response rate possible.

3.5 Variables & measures

Job Satisfaction Scale: Job satisfaction was measured by using a validated scale that reflects multiple dimensions of satisfaction:

- Compensation and Benefits
- The Work Environment and Conditions
- Organizational Culture and Support by Leadership; and
- Growth Opportunity and Professional Development

Pretesting the scale on reliability and validity measurement was done. It adopted a Likert-type kind of format (e.g., from 1 = strongly disagree to 5 = strongly agree) to respond adequately and appropriately to statements regarding job satisfaction. This made ease of completion and direct data analysis.

Employee performance was measured using self-reported performance evaluations and objective performance indicators, where available. Self-reported measures were items that ask the employee to rate their own productivity, quality of work, and target achievement. To be able to look at performance from both subjective and objective points of view, the study thus gained a fuller picture.

3.6 Data Analysis procedure

Data analysis procedures in the study have been structured to test the stated hypotheses and get clear, actionable insights into how job satisfaction has a relationship with employee

performance. The procedure thus was systematically built, with descriptions using descriptive statistics, hypothesis testing, and advanced statistical modeling:

1. *Data Cleaning and Preparation*: No analysis can be made until the data has been checked for accuracy and completeness.
 - *Handling Missing Data*: Identify and work with missing responses using appropriate technique-imputation or listwise deletion depending upon the proportion of missing data and missing data mechanism.
 - *Outlier Detection*: Study the outliers to see if they are due to data entry errors or real, biological variability. Inferences about whether to keep outliers are based on statistical as well as theoretical considerations.
2. *Descriptive Statistics*: The descriptive statistics for all key variables have been carried out here.
 - *Job Satisfaction and Employee Performance*: Means and standard deviations, for these two concepts were given to help us understand the general level and variability within the sample.
 - *Demographic Variables*: To generate a clearer profile of the pool of participants, the researcher generated frequency distributions and cross-tabulations based on demographic characteristics (e.g., age, sex, industry, job level).
 - *Visualization*: In this section, histograms, bar charts and pie charts were presented to provide a visual inspection of the relationships between the variables and patterns that might require further investigation.
3. *Hypotheses Testing*: Consequently, the researcher used all the data acquired above to test the three hypotheses.
 - *(Correlation Analysis)*: Pearson's correlation coefficient was computed to analyze the association between job satisfaction and performance. The level of significance (typically $p < 0.05$) decided the outcome of the research based on whether the relationship is statistically significant or not.
 - *Interaction Effects*: The regression model included interaction terms to ascertain whether the influence of job satisfaction on performance differs across demographic factors and levels of job.

4. *Reporting Results*: How the results are stated; Tables and Charts: Key results were summarized in tables with accompanying visualizations (e.g., bar charts, pie charts) for easy understanding.
5. *Narrative Summary*: The statistical results are interpreted for you written. They explain what the numbers mean in the context of the hypotheses and the overall objectives of the study.

3.7 Ethical considerations

Ethical integrity and ensuring the well-being of the respondents are guiding postulates in any research work. More specifically, in the study of the link between employee performance and job satisfaction, the main ethically important issues are:

1. *Anonymity and Confidentiality*: The identity of individuals is masked. Data were recorded in such a way that personal identification (e.g., name, address, position) cannot be inferred from responses. Further, the findings were reported only at an aggregate level such that through them no individual can be identifiable.

2. *Informed Consent*: Before carrying out any data collection processes and using the results, research participants were fully informed about the research purpose as well as the purpose of collecting the data.

3. *Voluntary Participation*: The participation was also voluntary, and no employee was coerced towards completing the questionnaire. He/she was free to leave at any moment during the study without assigning any reasons thereof, and without any negative implications for them.

4. *Possible Harm*: This study poses no risks beyond mild discomfort and stress associated with questions on job satisfaction and performance. The setting assumed here involved high-pressure workplaces; therefore, all employees most definitely felt uncomfortable. Because there could be emotional distress, the questionnaire was designed in a sensitive way and prying questions are avoided. Furthermore, contestants had discretion over all questions that would seem disturbing to them.

5. *Participant Recruitment*: Participants were selected based on specific criteria with a view to including people from different professional levels and sectors and to avoid excluding any group whatsoever.

6. *Data collected was used for research purposes only.* Under no circumstances was any information passed on to any third party without the explicit consent of participants. The researcher complied with all appropriate data protection legislation and took all necessary measures to ensure that information is kept securely and deleted after it is no longer needed for analysis.

7. *Cultural Sensitivity:* This questionnaire and the overall roadmap of research were constructed in a culturally sensitive manner. The way the questions were put and the way the questionnaire was administered was such that it did not in any way show or lead to biases and ambiguities that can affect respondents, especially those from very diverse cultural backgrounds, negatively.

4. Results & Analysis

The Results & Analysis of the findings on improving employee performance and job satisfaction through HRM strategies in the private sector are articulated in the Results & Analysis section. This shall be done by first and foremost clearly presenting the data, whereby tables, graphs, and charts showing trends, patterns, and relationships are provided. It is also shown how important different HRM practices are to training, appraisals, and employee engagement in enhancing employee performance and satisfaction. The analysis then assesses these results in comparison with existing literature for which the similarities and disparities in the effectiveness of specific strategies are reasoned. This helps in understanding how important the implemented HRM practices are in employee performance and eventually in the success of the organization. The paper gives, lastly, in detail the discussion that unexpected findings may have for HRM strategies in the private sector.

4.1 Results

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	93	47,9	47,9	47,9
	Female	101	52,1	52,1	100,0
	Total	194	100,0	100,0	

Table 4.1 Gender Frequency Table

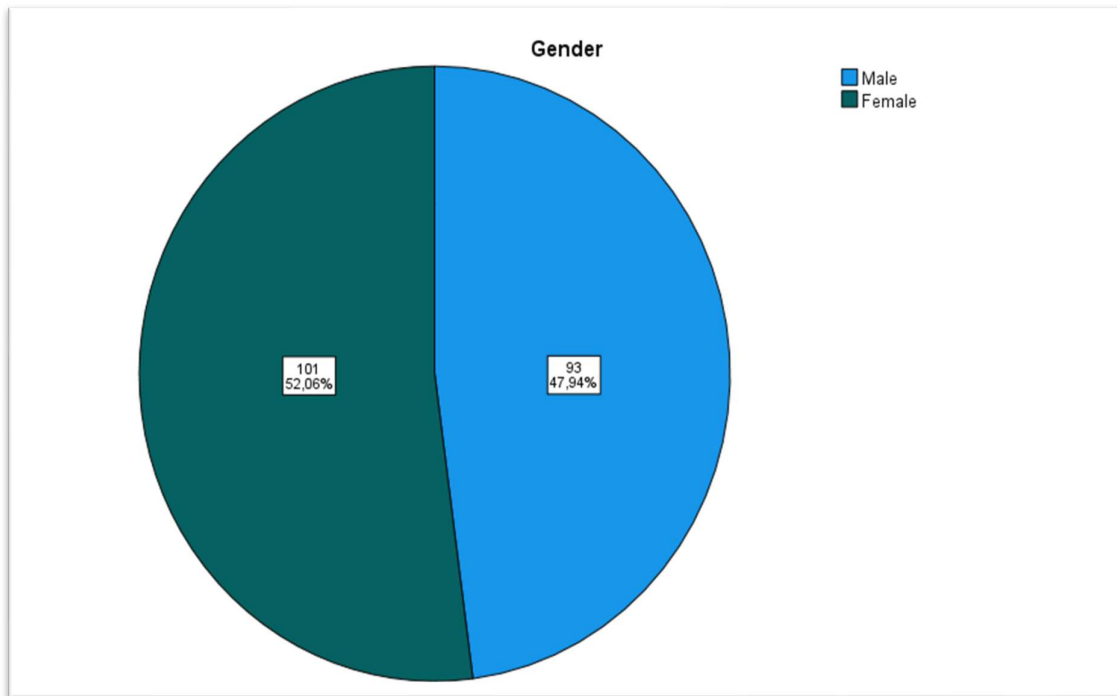


Figure 4.1 Gender Pie Chart

The table shows respondents' frequencies and percentages, grouped by gender, into two distinct columns which are males and females.

- Frequency: There are 93 males and 101 females, making 194 persons in all.
- Percent and Valid Percent: This is 47.9% for males and 52.1% for females. The percentages are referred to as "valid" because nobody is missing information concerning the gender variable.
- Cumulative Percent: 47.9% for males, whereas for females, its cumulative percent is 100%, meaning after adding the percentage in males to that in females, the total becomes 100%.

Age_groups

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	15	7,7	7,7	7,7
26-35	35	18,0	18,0	25,8
36-45	89	45,9	45,9	71,6
46-55	39	20,1	20,1	91,8
56 years & above	16	8,2	8,2	100,0
Total	194	100,0	100,0	

Table 4.2 Age Groups Frequency Table

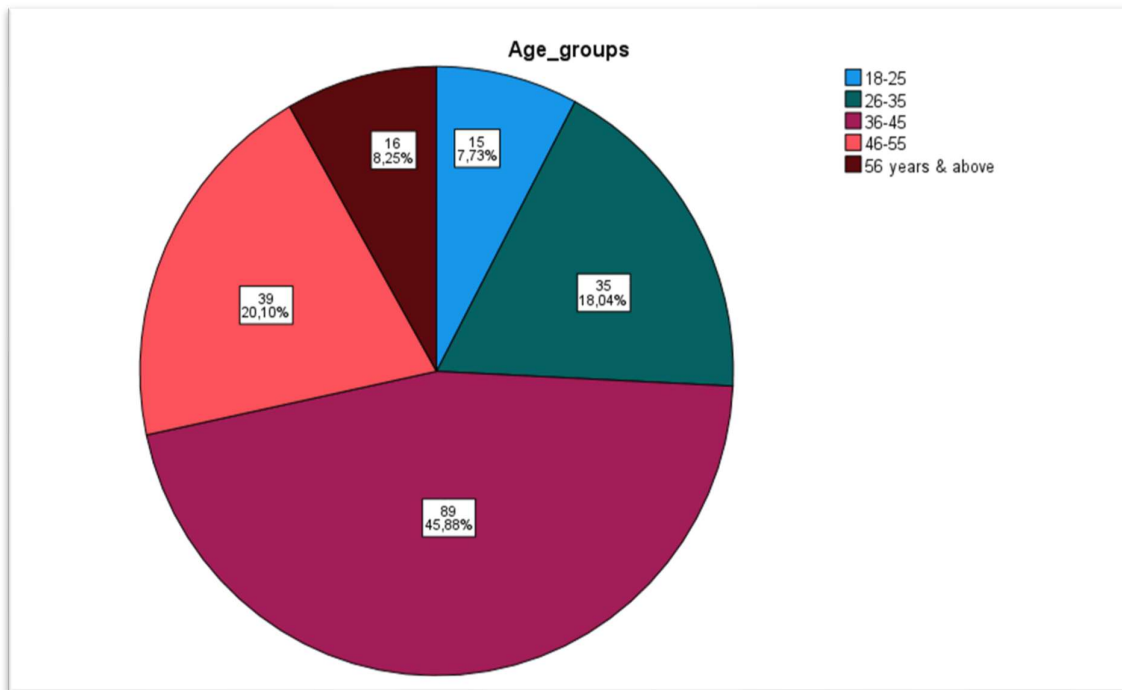


Figure 4.2 Age Groups Pie Chart

In the pie chart above it demonstrates the number of respondents in the different age groups, presenting frequency counts, percentages, and cumulative percentages for each category group.

Percent and Valid Percent: Each group's percentage is calculated relative to the total sample. The biggest single category is 36-45 years (45.9%), followed by 46-55 years (20.1%) and 26-35 years (18.0%), maximum age 56 or more (8.2%), and 18-25 years (7.7%). Since there

is no missing data, the valid percentage matches the overall percentage for each group. The cumulative percentages progress systematically from the smaller to larger age groups. For instance, the cumulative percentage for 26–35 years is 25.8%. This means the sum of the first two groups (18–25 and 26–35) is 25.8% of the sample. The cumulative percentage for the group that belongs to 36–45 is 71.6%; therefore, approximately 71.6% of the respondents are aged 45 years and under. The ultimate cumulative percentage is 100% because it is the addition of all age groups. This is the total sample. In sum, the majority of the respondents are aged 36–45 years (at 45.9%), followed by those aged 46–55 years (at 20.1%). The younger and older age brackets constitute a minor share of the overall sample.

Academic_background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School Diploma or Equivalent	18	9,3	9,3	9,3
	Associate degree (2-year college degree)	19	9,8	9,8	19,1
	Bachelor's Degree	56	28,9	28,9	47,9
	Master's Degree	86	44,3	44,3	92,3
	Doctoral Degree	10	5,2	5,2	97,4
	Other	5	2,6	2,6	100,0
	Total	194	100,0	100,0	

Table 4.3 Academic Background Frequency Table

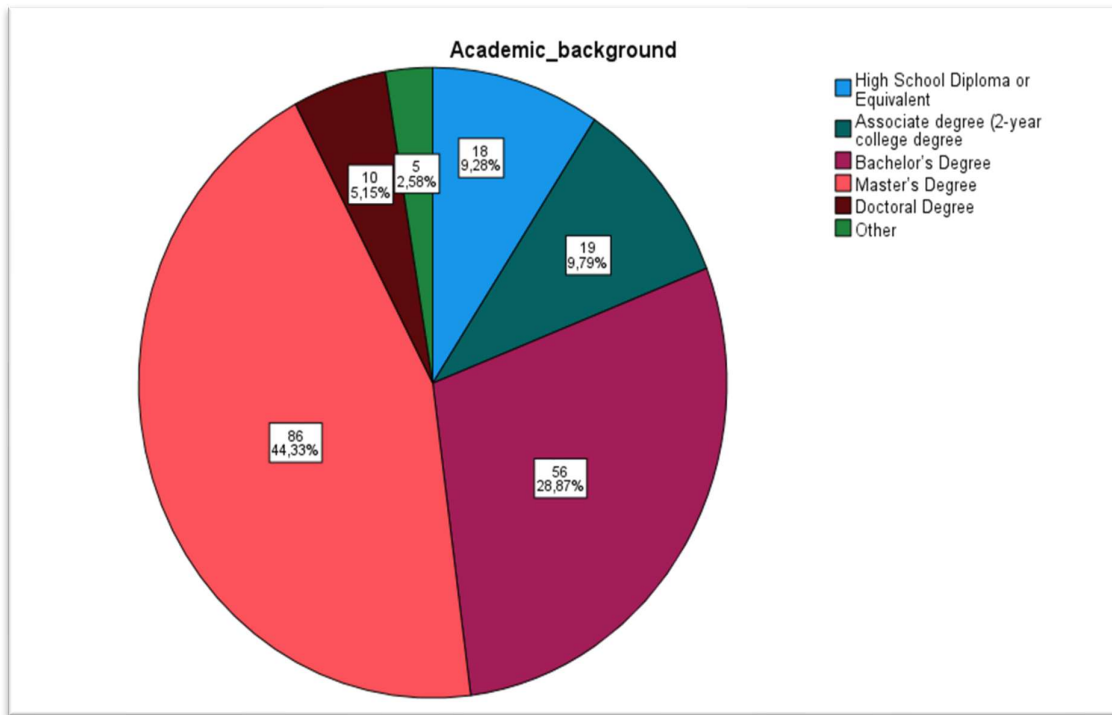


Figure 4.3 Academic Background Pie Chart

In the pie chart above, it summarizes the academic background of the respondents. Frequencies, percentages, valid percentages, and cumulative percentages per educational category are shown. Percent and Valid Percent: The percentage in each category is calculated based on the total number of respondents. A larger percentage comes with a master's level of education (44.3%), followed by a bachelor's degree (28.9%). Other levels are associate degree (9.8%), High School Diploma or Equivalent (9.3%), and Doctoral Degree (5.2%). A small proportion of the sample falls under the category "Other" with 2.6%. With no missing data, the valid percentage is the same as the overall percentage for each group. It shows how the groups add up incrementally. For instance, aggregating those with a bachelor's degree or lower sums to 47.9%; adding participants with a master's degree increases the cumulative total to 92.3%; after which including the Doctoral degree group accounts for 97.4%; and, hence, the final cumulative percentage is 100%. In summary, the respondents are grouped into attaining a master's degree (44.3%). This follows the next group of bachelor's degree with 28.9%. Very few participants can fall under the remaining categories—lower academic background categories, Doctoral, and "Other" groups of other academic background categories.

Job_title		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry	30	15,5	15,5	15,5
	Mid-level	69	35,6	35,6	51,0
	Senior-level	68	35,1	35,1	86,1
	Executive/Managerial	27	13,9	13,9	100,0
	Total	194	100,0	100,0	

Table 4.4 Job Title Frequency Table

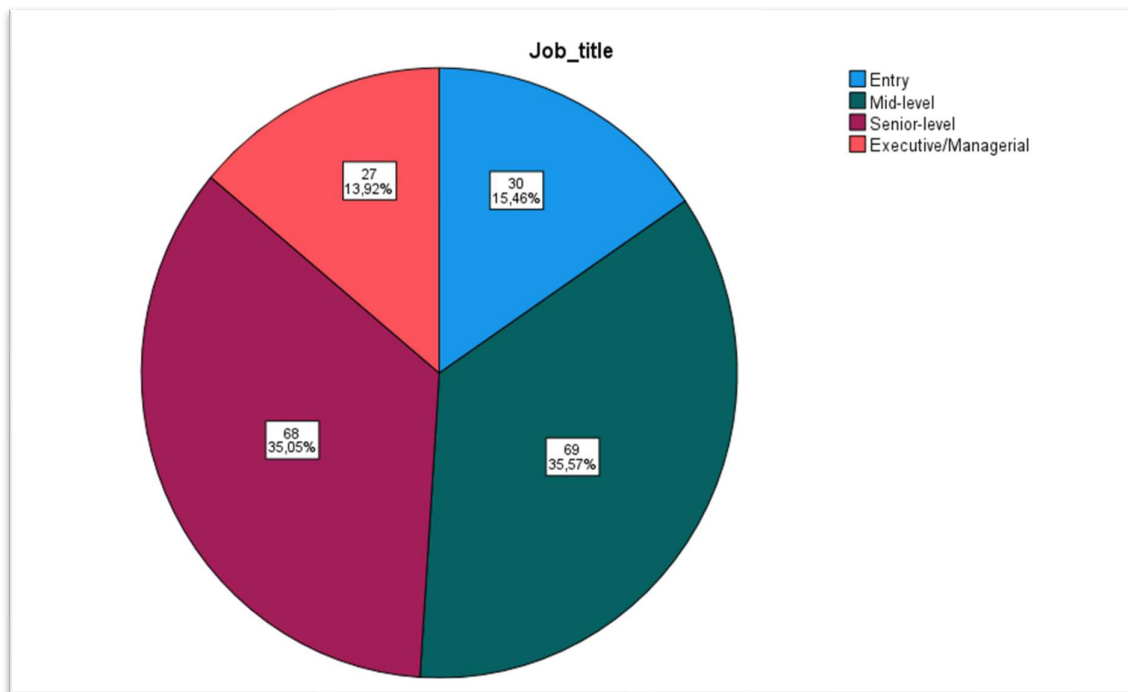


Figure 4.4 Job Title Pie Chart

Presented above the data in the pie chart gives the percentage distribution of respondents across different job titles, together with an analysis based on frequencies, valid percentages, and cumulative percentages for each category. The percentage and valid percent show that mid-level roles (35.6%) are leading, followed closely by senior-level positions (35.1%). They account for 15.5% of the sample size for the entry-level role and 13.9% for the executive or managerial role since there is no missing data valid percent matching the overall percentage for each group. The cumulative percentages explain how

categories are gradually added up. For example, the entry-level role and the mid-level role already account for 51.0% of the sample. When the senior-level role is also included, the cumulative percentage is already 86.1%. Then the executive or managerial role will push the cumulative percentage to 100%. In effect, the sample is dominated by mid-level positions (35.6%) and senior positions (35.1%), followed by entry levels (15.5%) and managerial roles (13.9%).

Priv_sector		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	13	6,7	6,7	6,7
	1-5 years	28	14,4	14,4	21,1
	6-10 years	35	18,0	18,0	39,2
	More than 10 years	118	60,8	60,8	100,0
	Total	194	100,0	100,0	

Table 4.5 Private Sector Experience Frequency Table

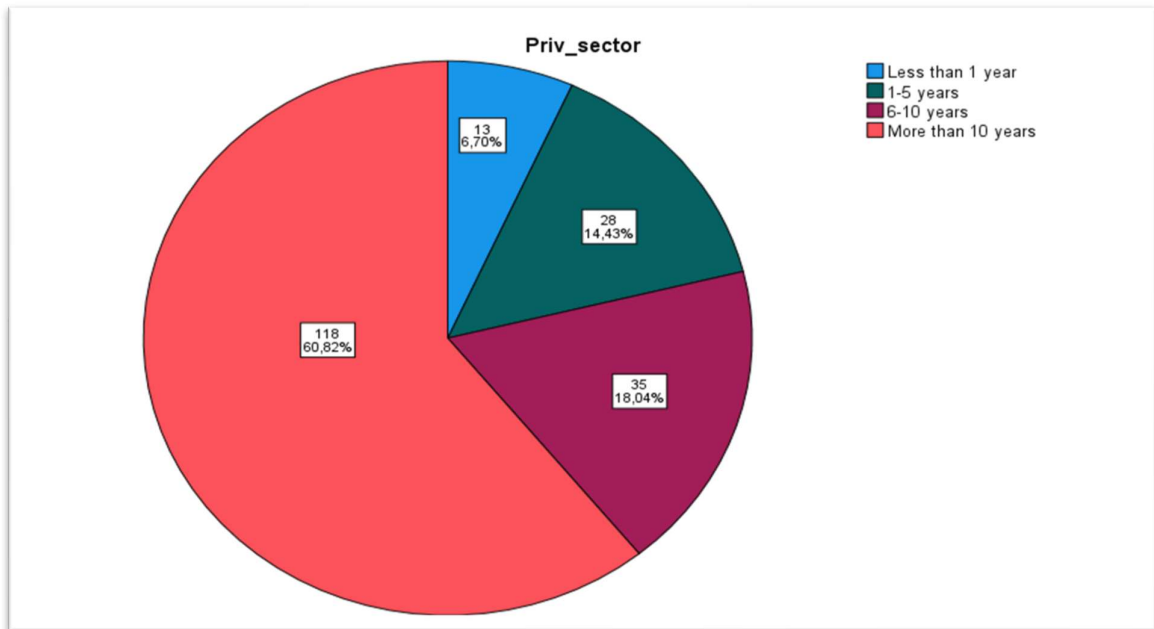


Figure 4.5 Private Sector Experience Pie Chart

A summary of respondents' years of experience in the private sector is presented in this table. Almost two thirds of the entire 194-population, which is 118 people or 60.8%,

have more than a decade of experience, proving that this is a very seasoned sample. That also indicates a significant proportion of long-tenured employees in the private sector. Very low percentages are found in the shorter experience categories. Thirty-five individuals (18.0%) have between 6 and 10 years of experience, 28 respondents (14.4%) report having 1–5 years of experience. The lowest group: such questions have less than one year (6.7%) of experience in the private sector. The sum of the parts reveals something quite remarkable; these individuals represent all respondents, 100.0% of the total survey. Overwhelmingly experienced, a few people make up the rest of what would be termed early careerists in the private sector.

		Size_org			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small	49	25,3	25,3	25,3
	Medium	45	23,2	23,2	48,5
	Large	100	51,5	51,5	100,0
	Total	194	100,0	100,0	

Table 4.6 Organization Size Frequency Table

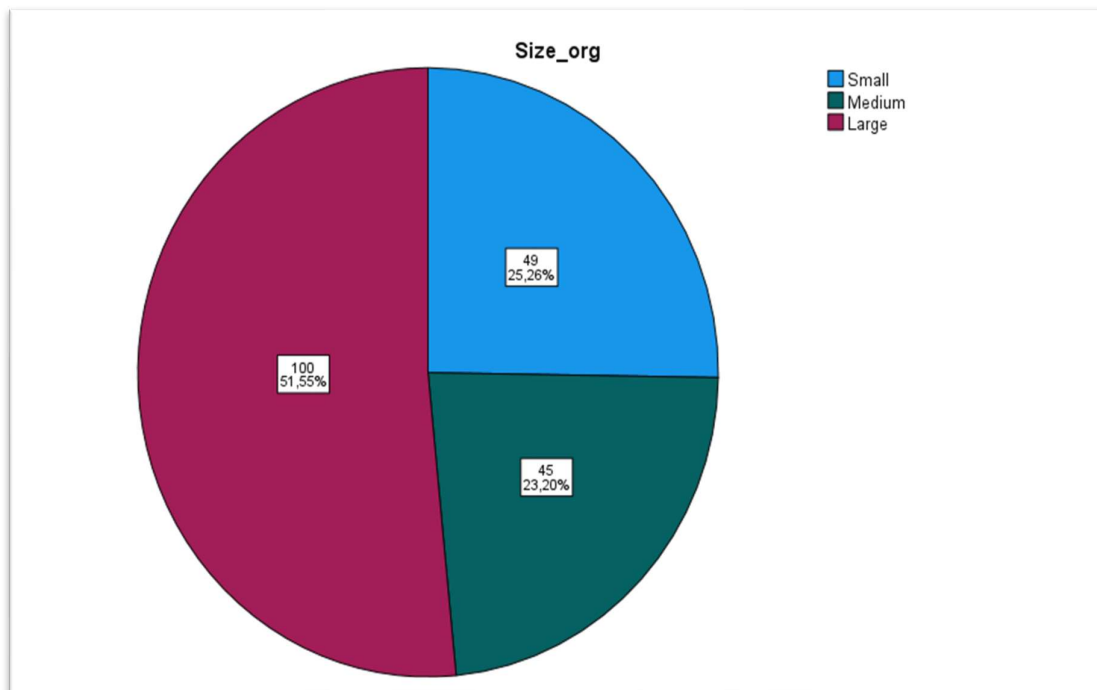


Figure 4.6 Organization Size Pie Chart

This table summarizes the data on the organizational size of the employer as small, medium, or large. The largest group, 100 people or 51.5% of the total 194 respondents, belongs to the bracket of employees of large organizations. This shows that most of the respondents are employees of firms employing a large number of people and presumably having elaborate structural setups. Supplementing the sample of firms are those that come from 45 medium-sized firms participating, representing 23.2%. Small firms contributed 49 respondents at 25.3%. This gives a cumulative percent addition for small and medium categories at 48.5%, with approximately 51.5% left undistributed that belongs to a big organization. This finding implies that more than half of the sample belongs to the larger firms, while the remaining half is composed almost equitably of small and medium-sized enterprises. This could be the actual composition of the sector within which the respondents operate, or a sampling method used in the study.

Regarding the main questions of the survey below are presented, indicatively, the diagrams with the answers to 4 survey questions, two for each variable. The results for the remaining 28 answers are found in Appendix B.

1.Promotion prospects (Job Satisfaction)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	13	6,7	6,7	6,7
	Dissatisfied	45	23,2	23,2	29,9
	Neutral	65	33,5	33,5	63,4
	Satisfied	49	25,3	25,3	88,7
	Very Satisfied	22	11,3	11,3	100,0
	Total	194	100,0	100,0	

Table 4.7 Promotion Prospects Frequency Table

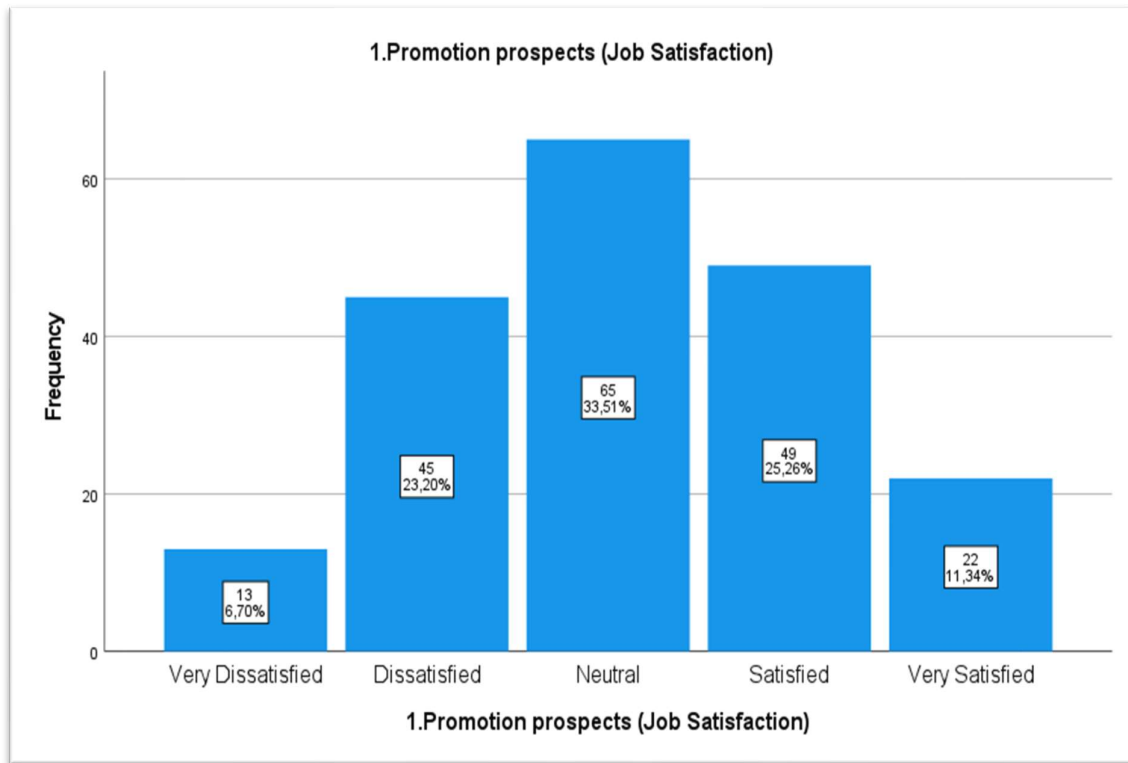


Figure 4.7 Promotion Prospects Frequency Bar Chart

It shows the distribution of respondents' ratings of satisfaction with promotion prospects. Precisely 65 would be 33.5% of 194 expressed the neutrality feeling about their prospects. This significant proportion, not very convincing of the current prospects, is not clearly satisfied, nor is it dissatisfied with promotion prospects. Fewer individuals, at 49 (25.3%), mentioned were satisfied, and 22 (11.3%) said they were very satisfied. In aggregate, these two classes comprise about 36.6%, more than one-third of the perceptions of their promotional opportunities by the respondent. At the other extreme, 45 (23.2%) viewed it as unsatisfactory, while 13 (6.7%) were very unsatisfied. This indicates that nearly 30% of the people harbored negative feelings toward promotion prospects. In summary, distribution is dispersed but still most of the respondents could feel "somehow positive" between about as many of them sharing either a positive or negative sentiment about the opportunities for them to advance.

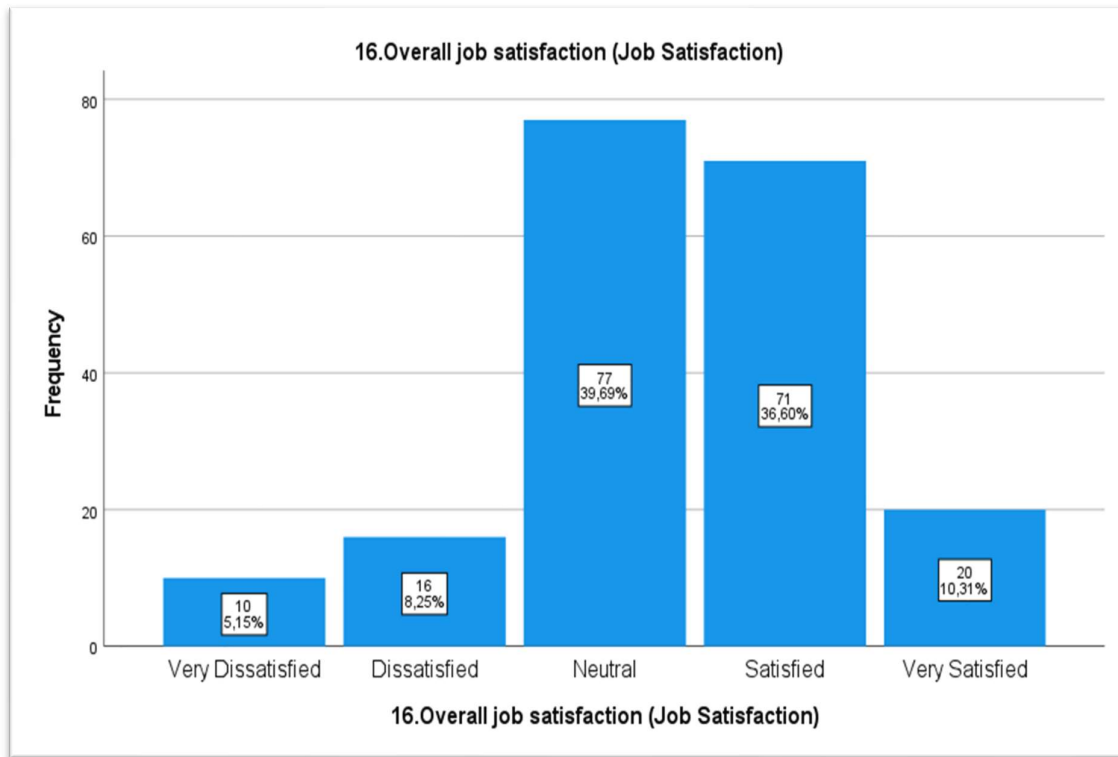


Figure 4.8 Overall job satisfaction Frequency Bar Chart

The table above displays frequencies and percentages of respondents' overall job satisfaction levels. Valid percentages and cumulative percentages are also furnished. Percent and Valid Percent: Neutral (39.7%), followed in rating scale order by Satisfied (36.6%), Very Satisfied (10.3%), Dissatisfied (8.2%), and Very Dissatisfied (5.2%). Since there is no missing data, valid percentages are the same as overall percentages. Cumulative Percent: Cumulative percentages provide a sequential tabulation of responses. For example, 53.1% have opted for neutral or a rating lower than neutral. The satisfied group further increases this percentage to 89.7%. "Very Satisfied" wraps this up at 100%. In simple terms, most of the respondents are neither here nor there (39.7%) regarding their general job satisfaction. The numbers grow with Satisfied (36.6%) or Very Satisfied (10.3%) ratings, Dissatisfied (8.2%), or Very Dissatisfied (5.2%).

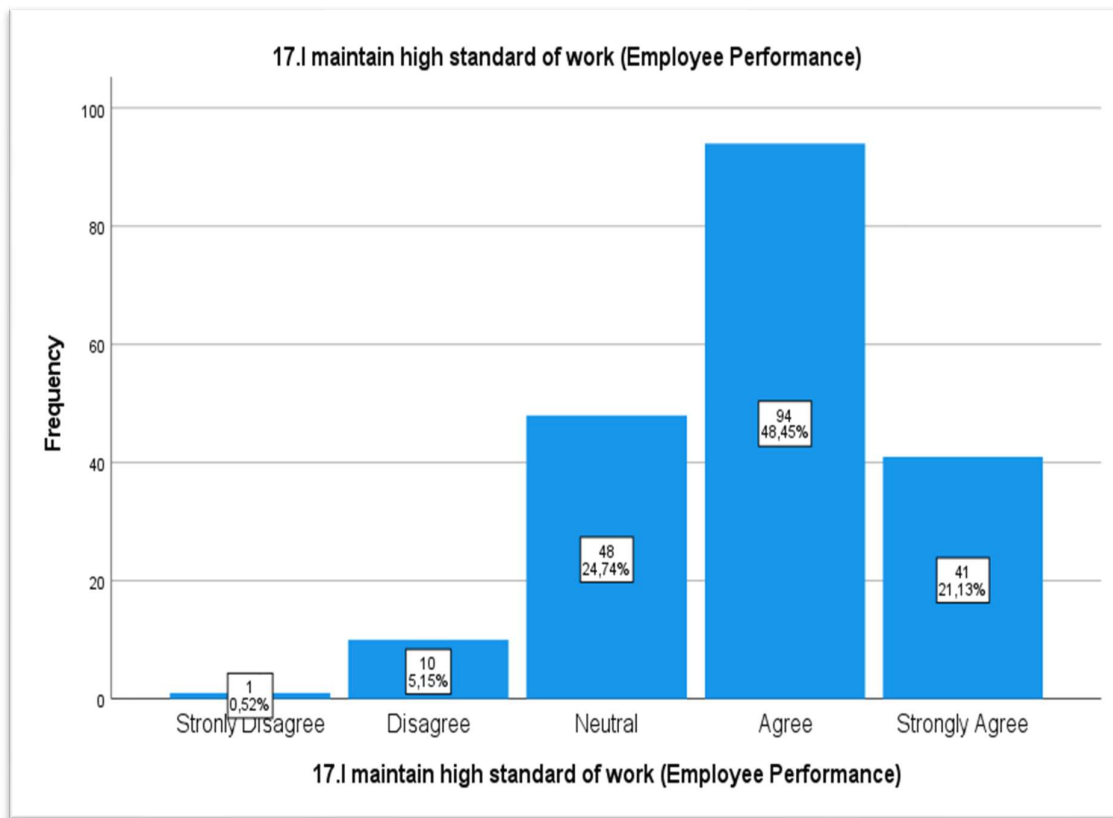


Figure 4.9 High standard of work Frequency Bar Chart

The table shows the response frequencies for the statement “I maintain high standards of work” in terms of frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: More respondents report that they “Agree” (48.5%), followed by selected “Strongly Agree” (21.1%). A few are “Neutral” (24.7%), while less populous are respondents who “Disagree” (5.2%) or “Strongly Disagree” (0.5%). There being no missing responses, valid percentages are the same as overall percentages. Cumulative Percent: Cumulative percentages describe progressive totals. For example, it is 30.4% of the sample selected “Neutral” or less. Then add the “Agree” group, and it is 78.9%. Finally, add the “Strongly Agree” group and it is 100%. In sum, most of the respondents express their positive feelings toward maintaining high standards of work, with nearly half reporting their agreement (48.5%) plus another 21.1% who selected strongly agree. Smaller proportions say they are neutral (24.7%), they disagree (5.2%), or they strongly disagree (0.5%).

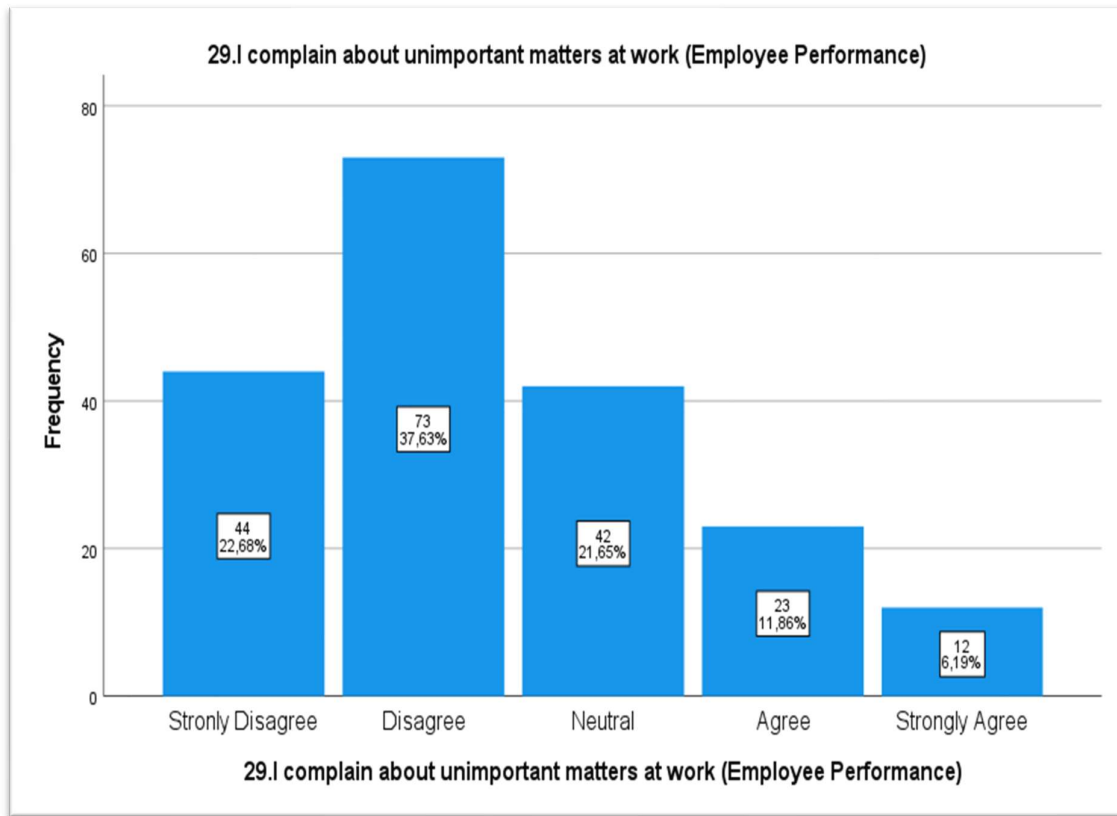


Figure B.35 Complaining Frequency Bar Chart

This table presents respondents' agreements to the statement "I complain about unimportant matters at work" with frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: The largest proportion of the respondents falls under "Disagree" at 37.6%, next to "Strongly Disagree" which is recorded at 22.7%. "Neutral" is the next biggest group at 21.6%, followed by "Agree" at 11.9% and "Strongly Agree" at 6.2%. These valid percentages are equal to the overall percentages since there are no missing data. Cumulative Percent: Cumulative percentages give an idea of the progression of responses. For example, the entire sample has attained approximately 82% with the combination of respondents who only go up to "Neutral" and less agreement. It rises to 93.8% when the "Agree" group is considered and comes to 100% with the inclusion of the "Strongly Agree" group. From the above results, it can be inferred that most of the employees do not think they complain about trivial issues. This, in fact, may be as optimistic about improving workplace culture or as far the validity on their count of the meaningfulness of the problems they raise at work.

The table below summarizes all the information for the questions regarding job satisfaction. Here we can see the number of responses and the percentage per scale, as well as the mean and standard deviation values per question (where 1=> Very Dissatisfied, 2=> Dissatisfied, 3=> Neutral, 4=> Satisfied, 5=> Very Satisfied).

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Mean	Standard deviation
Promotion prospects	13 (6.7%)	45 (23.2%)	65 (33.5%)	49 (25.3%)	22 (11.3%)	3.113	1.092
Total pay	21 (10.8%)	41 (21.1%)	61 (31.4%)	52 (26.8%)	19 (9.8%)	3.036	1.141
Relations with supervisor	6 (3.1%)	14 (7.2%)	48 (24.7%)	78 (40.2%)	48 (24.7%)	3.763	1.003
Security of job	5 (2.6%)	21 (10.8%)	50 (25.8%)	78 (40.2%)	40 (20.6%)	3.655	1.005
Use of abilities	6 (3.1%)	27 (13.9%)	69 (35.6%)	65 (33.5%)	27 (13.9%)	3.412	0.992
Opportunity to show initiative	4 (2.1%)	27 (13.9%)	61 (31.4%)	75 (38.7%)	27 (13.9%)	3.485	0.964
Ability/Efficiency of management	11 (5.7%)	34 (17.5%)	72 (37.1%)	59 (30.4%)	18 (9.3%)	3.201	1.018
Hours worked	17 (8.8%)	33 (17%)	50 (25.8%)	65 (33.5%)	29 (14.9%)	3.289	1.171
Fringe benefits	16 (8.2%)	33 (17%)	67 (34.5%)	57 (29.4%)	21 (10.8%)	3.175	1.094
Work itself	4 (2.1%)	28 (14.4%)	76 (39.2%)	59 (30.4%)	27 (13.9%)	3.397	0.964
Amount of work	14 (7.2%)	34 (17.5%)	59 (30.4%)	71 (36.6%)	16 (8.2%)	3.211	1.056
Variety of work	9 (4.6%)	34 (17.5%)	60 (30.9%)	68 (35.1%)	23 (11.9%)	3.320	1.041
Training provided	18 (9.3%)	55 (28.4%)	65 (33.5%)	43 (22.2%)	13 (6.7%)	2.887	1.064
Friendliness of co-workers	4 (2.1%)	17 (8.8%)	45 (23.2%)	72 (37.1%)	56 (28.9%)	3.820	1.012
Mean job-facet proportion	6 (3.1%)	21 (10.8%)	107 (55.2)	50 (25.8%)	10 (5.2%)	3.191	0.812
Overall job satisfaction	10 (5.2%)	16 (8.2%)	77 (39.7%)	71 (36.6%)	20 (10.3%)	3.387	0.958

Table 4.8 Job Satisfaction Frequency Table

The mean and standard deviation are two fundamental statistical measures that can help us understand the characteristics of a dataset. More specifically,

- The **mean** is the average value. We can calculate it by summing all the values of a dataset and then dividing by the total number of values. The mean value provides a central value around which our data is distributed. In other words, the mean gives us a general idea of the “typical” value within the dataset.
- The **standard deviation** measures the amount of variation or dispersion in a dataset. It tells us how the values are spread out from the mean- value. A low standard deviation means that the values tend to be close to the mean value, indicating low variability, whereas a high standard deviation tells us that the values are spread out over a wider range, suggesting higher variability or inconsistency in the data.

When considering both the mean and standard deviation together, we can have a fuller picture of the dataset. This combination may provide valuable information about the central tendency and variability of the dataset, which can be critical in interpreting results, making comparisons, and deriving insights or recommendations.

Let’s take for example the first question of the table to analyze these values. The question is how satisfied you feel about the Promotion prospects. Knowing that the mean score of this question is 3.113 with a standard deviation of 1.092 suggests that the average of the answers fall around the value of 3 (“Neutral”) with moderate dispersion. So, many scores potentially fall to ± 1.092 , which means that some participants tend to feel temperate dissatisfaction or satisfaction. In other words, while most values are close to the mean value, there is enough variability to signify that some data points fall notably above and below this average.

Similarly, all the information for the questions regarding employee performance is presented on the table below. Here we can also see the number of responses and the percentage per scale, as well as the mean values and standard deviation per question (where 1=> Strongly disagree, 2=> Disagree, 3=> Neutral, 4=> Agree, 5=> Strongly Agree).

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
I maintain high standard of work	1 (0.5%)	10 (5.2%)	48 (24.7%)	94 (48.5%)	41 (21.1%)	3.845	0.829
I can handle my assignments without much supervision	1 (0.5%)	3 (1.5%)	33 (17%)	91 (46.9%)	66 (34%)	4.124	0.777
I am very passionate about my work	7 (3.6%)	25 (12.9%)	60 (30.9%)	62 (32%)	40 (20.6%)	3.531	1.066
I can handle multiple assignments for achieving organizational goals	2 (1%)	4 (2.1%)	42 (21.6%)	92 (47.4%)	54 (27.8%)	3.990	0.819
I complete my assignments on time	1 (0.5%)	5 (2.6%)	32 (16.5%)	96 (49.5%)	60 (30.9%)	4.077	0.786
My colleagues believe I am a high performer in my organization	0 (0%)	7 (3.6%)	49 (25.3%)	94 (48.5%)	44 (22.7%)	3.902	0.784
I could manage change in my job very well whenever the situation demands	0 (0%)	6 (3.1%)	52 (26.8%)	93 (47.9%)	43 (22.2%)	3.892	0.776
I always believe that mutual understanding can lead to a viable solution in the organization	1 (0.5%)	4 (2.1%)	25 (12.9%)	87 (44.8%)	77 (39.7%)	4.211	0.781
I actively participate in group discussions and work meetings	3 (1.5%)	12 (6.2%)	50 (25.8%)	77 (39.7%)	52 (26.8%)	3.840	0.942
I praise my co-workers for their good work	1 (0.5%)	4 (2.1%)	24 (12.4%)	82 (42.3%)	83 (42.8%)	4.247	0.787
I share knowledge and ideas among my team members	0 (0%)	4 (2.1%)	18 (9.3%)	84 (43.3%)	88 (45.4%)	4.320	0.726
I communicate effectively with my colleagues for problem-solving and decision making	1 (0.5%)	1 (0.5%)	25 (12.9%)	98 (50.5%)	69 (35.6%)	4.201	0.715
I complain about unimportant matters at work	44 (22.7%)	73 (37.6%)	42 (21.6%)	23 (11.9%)	12 (6.2%)	2.412	1.142
I focus on the negative aspects of a work situation, instead of on the positive aspects	48 (24.7%)	65 (33.5%)	54 (27.8%)	21 (10.8%)	6 (3.1%)	2.340	1.059
I speak with people from outside the organization about the negative aspects of my work	43 (22.2%)	60 (30.9%)	43 (22.2%)	36 (18.6%)	12 (6.2%)	2.557	1.197
I sometimes do nothing, while I should have been working	75 (38.7%)	57 (29.4%)	37 (19.1%)	19 (9.8%)	6 (3.1%)	2.093	1.113

Table 4.9 Employee Performance Frequency Table

Let's also take an example from the Employee Performance table to analyze these values. For instance, the statement "I communicate effectively with my colleagues for problem-solving and decision making". Knowing that the mean score of this question is 4.201 with a standard deviation of 0.715 indicates that the average of the answers falls around the value of 4 ("Agree") with relatively low dispersion. To be more specific, most participants agree with the statement, with some scores potentially fall to ± 0.715 , which means that some of them tend to be neutral or strongly agree.

Reliability Statistics	
Cronbach's Alpha	N of Items
.890	38

Table 4.10 Cronbach's Alpha Statistics

Cronbach's Alpha is a statistic used to measure the internal consistency of a questionnaire item, i.e. whether all the items correlate with one another in measuring the same underlying concept. The value of Cronbach's Alpha in this case is 0.89 for 38 items, which is very high and above the usually acceptable level of 0.7, meaning strong inter-item correlations and hence a reliable scale. The value of Cronbach's Alpha, equal to 0.89, says that in this case most of the variance of responses probably comes from some actual variable not randomness or other extraneous factors. Technically, high reliability means that the scale is appropriate to measure the intended concept across varying respondents and results are consistent and dependable. Perhaps just as important is that findings drawn from data can now be considered valid or truthful, since the instrument of measurement is statistically credible.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Age_groups	0,230	194	0,000	0,901	194	0,000
Academic_background	0,244	194	0,000	0,878	194	0,000
Job_title	0,208	194	0,000	0,880	194	0,000
Priv_sector	0,366	194	0,000	0,707	194	0,000
Size_org	0,326	194	0,000	0,738	194	0,000
1.Promotion prospects (Job Satisfaction)	0,175	194	0,000	0,915	194	0,000
2.Total pay (Job Satisfaction)	0,168	194	0,000	0,916	194	0,000
3.Relations with supervisor (Job Satisfaction)	0,243	194	0,000	0,871	194	0,000
4.Security of job (Job Satisfaction)	0,242	194	0,000	0,885	194	0,000
5.Use of abilities (Job Satisfaction)	0,197	194	0,000	0,903	194	0,000
6.Opportunity to show initiative (Job Satisfaction)	0,229	194	0,000	0,895	194	0,000
7.Ability/Efficiency of management (Job Satisfact)	0,190	194	0,000	0,908	194	0,000
8.Hours worked (Job Satisfaction)	0,212	194	0,000	0,904	194	0,000
9.Fringe benefits (Job Satisfaction)	0,184	194	0,000	0,912	194	0,000
10.Work itself (Job Satisfaction)	0,216	194	0,000	0,899	194	0,000
11.Amount of work (Job Satisfaction)	0,220	194	0,000	0,899	194	0,000
12.Variety of work (Job Satisfaction)	0,212	194	0,000	0,905	194	0,000
13.Training provided (Job Satisfaction)	0,173	194	0,000	0,914	194	0,000
14.Friendliness of co-workers (Job Satisfaction)	0,230	194	0,000	0,869	194	0,000
15.Mean job-facet proportion (Job Satisfaction)	0,283	194	0,000	0,852	194	0,000
16.Overall job satisfaction (Job Satisfaction)	0,210	194	0,000	0,880	194	0,000
17.I maintain high standard of work (Emp Per)	0,270	194	0,000	0,858	194	0,000
18.I can handle my assignments without much supervision (Employee Performance)	0,246	194	0,000	0,820	194	0,000
19.I am very passionate about my work (Emp Per)	0,195	194	0,000	0,899	194	0,000
20.I can handle multiple assignments for achieving organizational goals (Employee Performance)	0,258	194	0,000	0,838	194	0,000
21.I complete my assignments on time (Emp Per)	0,265	194	0,000	0,825	194	0,000
22.My colleagues believe I am a high performer in my organization (Employee Performance)	0,261	194	0,000	0,849	194	0,000
23.I could manage change in my job very well whenever the situation demands (Emp Per)	0,256	194	0,000	0,848	194	0,000
24.I always believe that mutual understanding can lead to a viable solution in the organization (Em Per)	0,240	194	0,000	0,800	194	0,000

25.I actively participate in group discussions and work meetings (Employee Performance)	0,232	194	0,000	0,869	194	0,000
26.I praise my co-workers for their good work (Employee Performance)	0,258	194	0,000	0,792	194	0,000
27.I share knowledge and ideas among my team members (Employee Performance)	0,279	194	0,000	0,773	194	0,000
28.I communicate effectively with my colleagues for problem-solving and decision making (Emp Per)	0,255	194	0,000	0,794	194	0,000
29.I complain about unimportant matters at work (Employee Performance)	0,244	194	0,000	0,880	194	0,000
30.I focus on the negative aspects of a work situation, instead of on the positive aspects (Employee Performance)	0,208	194	0,000	0,888	194	0,000
31.I speak with people from outside the organization about the negative aspects of my work (Employee Performance)	0,210	194	0,000	0,896	194	0,000
32.I sometimes do nothing while I should have been working (Employee Performance)	0,223	194	0,000	0,840	194	0,000
a. Lilliefors Significance Correction						

Table 4.11 Kolmogorov-Smirnov^a & Shapiro-Wilk Tests

The "Tests of Normality" table presents results from two statistical tests — the Kolmogorov-Smirnov and the Shapiro-Wilk tests — which were applied to study normal distribution adherence concerning data related to each variable. Both tests make available a test statistic (column "Statistic"), degrees of freedom (df), and a p-value (Sig.).

Interpretation of Results:

Kolmogorov-Smirnov Test (Lilliefors Significance Correction): To what extent does the observed distribution of the data employed in the analysis deviate from normal? A p-value of less than 0.05 [0.000 in this study] is then considered as evidence against the null hypothesis. There is overwhelming evidence against normality for all variables listed since the p-value is 0.000 under the Kolmogorov-Smirnov test for each variable. Shapiro-Wilk Test. This test applies to small sample sizes and tests against normal distribution. It is a parametric form of the Kolmogorov-Smirnov test. In the present instance, test statistics are normally distributed. If the p-value is less than .05, normality can be rejected. The p-values for all variables are 0.000, so none of them is normally distributed by the Shapiro-Wilk Test. Conclusion: Both the Kolmogorov-Smirnov and Shapiro-Wilk tests strongly suggest the data for all listed variables does not conform to a normal distribution. As a result, when/if normality is required for certain analyses, transformations or non-parametric statistical methods may need to be considered. Since our sample is over 50 people, the Kolmogorov-Smirnov Test will be chosen, and our distribution is not normal, while we will follow the non-parametric tests.

4.2 Correlation Analysis

		1.Promotion prospects (Job Satisfaction)	2.Total pay (Job Satisfaction)	3.Relations with supervisor (Job Satisfaction)	4.Security of job (Job Satisfaction)	5.Use of abilities (Job Satisfaction)	6.Opportunity to show initiative (Job Satisfaction)	7.Ability/Efficiency of management (Job Satisfaction)	8.Hours worked (Job Satisfaction)
17.I maintain high standard of work	Correlation Coefficient	,361**	,435**	,204**	,264**	,330**	,465**	,323**	,171*
	Sig. (2-tailed)	0,000	0,000	0,004	0,000	0,000	0,000	0,000	0,017
	N	194	194	194	194	194	194	194	194
18.I can handle my assignments without much	Correlation Coefficient	0,043	,166*	,202**	-0,013	,171*	,239**	,180*	0,048
	Sig. (2-tailed)	0,547	0,021	0,005	0,861	0,017	0,001	0,012	0,507
	N	194	194	194	194	194	194	194	194
19.I am very passionate about my work	Correlation Coefficient	,329**	,374**	,208**	,200**	,315**	,392**	,374**	,177*
	Sig. (2-tailed)	0,000	0,000	0,004	0,005	0,000	0,000	0,000	0,013
	N	194	194	194	194	194	194	194	194
20.I can handle multiple assignments for	Correlation Coefficient	,147*	,240**	,149*	0,045	,224**	,246**	0,093	0,088
	Sig. (2-tailed)	0,041	0,001	0,038	0,534	0,002	0,001	0,198	0,225
	N	194	194	194	194	194	194	194	194
21.I complete my assignments on time	Correlation Coefficient	0,057	0,130	,145*	0,051	0,085	0,140	0,126	0,014
	Sig. (2-tailed)	0,430	0,071	0,044	0,479	0,237	0,052	0,081	0,847
	N	194	194	194	194	194	194	194	194
22.My colleagues believe I am a high performer	Correlation Coefficient	,159*	,198**	,225**	0,109	,230**	,274**	0,134	0,063
	Sig. (2-tailed)	0,027	0,006	0,002	0,131	0,001	0,000	0,062	0,384
	N	194	194	194	194	194	194	194	194
23.I could manage change in my job very well	Correlation Coefficient	,239**	,151*	0,077	0,095	,196**	,313**	,219**	,166*
	Sig. (2-tailed)	0,001	0,035	0,289	0,187	0,006	0,000	0,002	0,021
	N	194	194	194	194	194	194	194	194
24.I always believe that mutual understanding can	Correlation Coefficient	,175*	0,119	0,095	0,042	,146*	,266**	,215**	,194**
	Sig. (2-tailed)	0,015	0,099	0,188	0,558	0,042	0,000	0,003	0,007
	N	194	194	194	194	194	194	194	194
25.I actively participate in group discussions and work	Correlation Coefficient	,290**	,247**	0,132	0,049	,191**	,341**	,278**	,170*
	Sig. (2-tailed)	0,000	0,001	0,068	0,498	0,008	0,000	0,000	0,018
	N	194	194	194	194	194	194	194	194
26.I praise my co-workers for their good work	Correlation Coefficient	,186**	,162*	-0,006	0,093	0,087	,249**	,143*	0,105
	Sig. (2-tailed)	0,009	0,024	0,937	0,196	0,226	0,000	0,047	0,147
	N	194	194	194	194	194	194	194	194
27.I share knowledge and ideas among my team	Correlation Coefficient	0,050	0,078	0,030	0,051	0,003	,167*	0,128	0,129
	Sig. (2-tailed)	0,492	0,279	0,676	0,480	0,970	0,020	0,076	0,074
	N	194	194	194	194	194	194	194	194
28.I communicate effectively with my	Correlation Coefficient	,233**	0,079	0,022	0,128	0,075	,185**	,275**	0,082
	Sig. (2-tailed)	0,001	0,272	0,758	0,075	0,300	0,010	0,000	0,257
	N	194	194	194	194	194	194	194	194
29.I complain about unimportant matters at	Correlation Coefficient	0,100	-0,005	0,022	-0,001	0,091	0,111	0,053	-0,017
	Sig. (2-tailed)	0,165	0,941	0,763	0,986	0,207	0,124	0,460	0,809
	N	194	194	194	194	194	194	194	194
30.I focus on the negative aspects of a work	Correlation Coefficient	,208**	,162*	,178*	,217**	,158*	,243**	,267**	0,114
	Sig. (2-tailed)	0,004	0,024	0,013	0,002	0,027	0,001	0,000	0,114
	N	194	194	194	194	194	194	194	194
31.I speak with people from outside the organization	Correlation Coefficient	,269**	,210**	,164*	,267**	,217**	,189**	,263**	0,125
	Sig. (2-tailed)	0,000	0,003	0,023	0,000	0,002	0,008	0,000	0,083
	N	194	194	194	194	194	194	194	194
32.I sometimes do nothing, while I should	Correlation Coefficient	0,048	0,123	0,101	0,122	,212**	,161*	,187**	-0,125
	Sig. (2-tailed)	0,504	0,088	0,161	0,089	0,003	0,025	0,009	0,083
	N	194	194	194	194	194	194	194	194

		9.Fringe benefits (Job Satisfactio n)	10.Work itself (Job Satisfactio n)	11.Amount of work (Job Satisfactio n)	12.Variety of work (Job Satisfactio n)	13.Training provided (Job Satisfactio n)	14.Friendlin ess of co- workers (Job Satisfactio n)	15.Mean job-facet proportion (Job Satisfactio n)	16.Overall job satisfaction (Job Satisfactio n)
17.I maintain high standard of work	Correlation Coefficient Sig. (2- tailed) N	,319** 0,000 194	,438** 0,000 194	0,110 0,127 194	,346** 0,000 194	,181* 0,012 194	,329** 0,000 194	,354** 0,000 194	,505** 0,000 194
18.I can handle my assignmen ts without much	Correlation Coefficient Sig. (2- tailed) N	0,016 0,827 194	,193** 0,007 194	-0,060 0,409 194	0,130 0,072 194	0,113 0,115 194	,182* 0,011 194	0,099 0,172 194	,213** 0,003 194
19.I am very passionate about my work	Correlation Coefficient Sig. (2- tailed) N	,228** 0,001 194	,502** 0,000 194	,172* 0,017 194	,389** 0,000 194	,221** 0,002 194	,311** 0,000 194	,295** 0,000 194	,477** 0,000 194
20.I can handle multiple assignmen ts for	Correlation Coefficient Sig. (2- tailed) N	0,056 0,440 194	,227** 0,001 194	0,064 0,376 194	,235** 0,001 194	,185** 0,010 194	,154* 0,032 194	,157* 0,028 194	,232** 0,001 194
21.I complete my assignmen ts on time	Correlation Coefficient Sig. (2- tailed) N	0,041 0,571 194	0,070 0,335 194	-0,010 0,885 194	0,133 0,064 194	,195** 0,006 194	0,140 0,051 194	,161* 0,025 194	0,114 0,112 194
22.My colleagues believe I am a high performer	Correlation Coefficient Sig. (2- tailed) N	,173* 0,016 194	,180* 0,012 194	-0,032 0,659 194	,214** 0,003 194	,144* 0,046 194	0,135 0,061 194	,185** 0,010 194	,225** 0,002 194
23.I could manage change in my job very well	Correlation Coefficient Sig. (2- tailed) N	0,040 0,576 194	,252** 0,000 194	0,135 0,061 194	0,109 0,131 194	0,098 0,172 194	,199** 0,005 194	,188** 0,009 194	,302** 0,000 194
24.I always believe that mutual understand ing can	Correlation Coefficient Sig. (2- tailed) N	0,080 0,267 194	,234** 0,001 194	,179* 0,012 194	,172* 0,016 194	0,050 0,487 194	,237** 0,001 194	,194** 0,007 194	,291** 0,000 194
25.I actively participate in group discussion s and work	Correlation Coefficient Sig. (2- tailed) N	0,118 0,101 194	,372** 0,000 194	0,137 0,057 194	,252** 0,000 194	,247** 0,001 194	,189** 0,008 194	,189** 0,008 194	,401** 0,000 194
26.I praise my co- workers for their good work	Correlation Coefficient Sig. (2- tailed) N	,154* 0,032 194	,152* 0,034 194	0,038 0,597 194	,184* 0,010 194	0,075 0,301 194	,251** 0,000 194	,162* 0,024 194	,245** 0,001 194
27.I share knowledge and ideas among my team	Correlation Coefficient Sig. (2- tailed) N	0,000 0,995 194	0,099 0,168 194	0,006 0,934 194	0,045 0,532 194	-0,007 0,921 194	,212** 0,003 194	,148* 0,040 194	,165* 0,022 194
28.I communic ate effectively with my	Correlation Coefficient Sig. (2- tailed) N	0,033 0,648 194	,230** 0,001 194	-0,045 0,533 194	,214** 0,003 194	,166* 0,020 194	,318** 0,000 194	,149* 0,038 194	,301** 0,000 194
29.I complain about unimportan t matters at	Correlation Coefficient Sig. (2- tailed) N	-0,107 0,137 194	0,036 0,619 194	-0,053 0,463 194	-0,018 0,804 194	0,040 0,579 194	0,004 0,951 194	0,034 0,636 194	0,116 0,108 194
30.I focus on the negative aspects of a work	Correlation Coefficient Sig. (2- tailed) N	-0,015 0,835 194	,230** 0,001 194	0,065 0,370 194	0,117 0,104 194	0,096 0,185 194	-0,041 0,574 194	0,077 0,287 194	,233** 0,001 194
31.I speak with people from outside the organizatio	Correlation Coefficient Sig. (2- tailed) N	,168* 0,019 194	,256** 0,000 194	,254** 0,000 194	,166* 0,021 194	,225** 0,002 194	0,018 0,805 194	,193** 0,007 194	,228** 0,001 194
32.I sometimes do nothing, while I should	Correlation Coefficient Sig. (2- tailed) N	0,022 0,758 194	,165* 0,021 194	-,159* 0,027 194	0,117 0,106 194	,144* 0,046 194	0,139 0,053 194	0,048 0,502 194	0,107 0,138 194

Table 4.12 Correlation Data

The correlation data gives several significant positive relationships between employees' job satisfaction and their work performance. As employees feel more satisfied with their ability to promote themselves, their pay, their relationship with their supervisor, and the degree to which they can initiate work behavior better performance outcomes will be there. Key findings are summarily as follows:

1. Promotion Prospects (1): Employees who have a very strong perception of their potential for promotion are inclined to maintain high work standards ($p < 0.01$). This implies that the more they see themselves capable of being promoted in the future, the more they will work hard at present. Promotion prospects also have a positive link with work passion ($p < 0.01$), where upward mobility becomes a major driver of employee engagement and enthusiasm.

2. Total Pay (2): Compensation influences performance. Further, total pay has a statistically significant and positive relationship with keeping high work standards ($r = 0.435$, $p < 0.01$) which means that high perceived pay fairness and high pay satisfaction strongly correlate with the worker's propensity to put the best effort into their task. Workers that are satisfied with their pay perform better in multi-tasking ($r = 0.240$, $p < 0.01$) and have more passion for the work ($r = 0.374$, $p < 0.01$). In which competitive and fair pay would not only motivate them to perform at a high level but also take on more responsibilities with enthusiasm.

3. Relations with the Supervisor (3): If everything else fails, positive relationships with supervisors will ensure high standards of work ($r = 0.204$, $p < 0.01$). When employees view their supervisors as supporters and guides, they will be inclined to deliver top-notch work. In addition, such relationships will be positively correlated with visibility as high performers in the eyes of other workers ($r = 0.225$, $p < 0.01$). Which means that in addition to individual productivity, top leadership also enhances one's capacity to be esteemed by the team.

4. Security of Job. Job security has a positive relationship with quality work. Highly correlated to this is if work expectations are considered high. This aspect of quality

highlights the need for management to create an appropriate atmosphere that ensures longevity and maximizes the output of employees. Employees work incessantly and turn in the best results when they feel their positions are secured. Therefore, this relationship also calls for the need to enhance and maintain such an environment that will keep their performance growing.

5. Opportunity to Show Initiative (6): This is the very high positive correlation coefficient maintained with the high standard of work ($r=0.465$, $p<0.01$). Thus, it can be stated that individuals who perceive themselves to be involved in the process of giving ideas and leading the front have higher grades. Similarly, initiative is highly correlated with the degree of passion at work ($r=0.392$, $p<0.01$). It shows that an autonomous and creative working environment is sufficient in motivating employees for immeasurable performance.

Overall, Job Satisfaction (16): General satisfaction with their job is associated with robust positive correlations based on diverse performance indicators. Employees who are generally satisfied also demand more ($r=0.505$, $p<0.01$), greater passion for their jobs ($r=0.477$, $p<0.01$), and higher multi-assignment responses ($r=0.232$, $p<0.01$). The results empirically support the notion that inducing overall positive experiences at work will elicit improved and more consistent high-quality performance along several dimensions.

4.3 Summary

Therefore, these relationships provide one simplistic principle: increases in job satisfaction, in a variety of dimensions, should produce measurable improvement in employee performance. When organizations ensure that such factors, such as promotion chance, fair pay, support of leadership, job security, and autonomy at work are well inculcated, what results is a motivated, committed, and competent staff. In return, this increased output translates to better quality work, better time management, more willingness to take on challenges, and stronger overall performance outcomes.

- *Hypothesis 1 (H1): There is a positive correlation between employee job satisfaction and employee performance levels.*

H1: Based on the correlations as presented in the table above, it can be observed that there are a number of very strong positive relationships between different facets of job satisfaction and employee performance; let's take promotion prospects, total pay, relations with supervisors, and the availability of opportunities to show initiative among others, which all have very high statistically significant correlations with such key performance indicators as high standards of work, multiple assignments, or even interest in work. When employees report higher levels of satisfaction in the areas of this job their performance starts to get better as well. In other words, data indeed support the fact that greater satisfaction from work results in higher levels of performance as well.

- *Hypothesis 2 (H2): There is a significant difference in job satisfaction levels between high-performing and low-performing employees.*

H2: Based on the correlation values provided in the table, higher-performing employees tend to report higher levels of job satisfaction in multiple areas compared to lower-performing employees. Although not lagging factors, high correlations between job satisfaction factors (promotion prospects, pay, opportunities for initiative) and performance indicators (maintaining high standards of work, handling several assignments) do suggest that it is also positive feelings about those aspects of the job that better performance elicits. The table is not a matrix of mean differences between groups but of relationships. The table proves that there is a very consistent and positive relationship supporting this idea. High performers, therefore, are assumed to register high levels of satisfaction in the various dimensions of a job. This implies that there is a substantial difference in satisfaction levels between the high and low ends of the performance spectrum.

- *Hypothesis 3 (H3): Employees with opportunities for professional development demonstrate higher levels of job satisfaction, leading to improved performance outcomes.*

H3. From the data in the table, the results above appear to be positively related to a greater degree of job satisfaction when opportunities for professional development on their own are taken as factors; that is, opportunity for initiative or recognition for good work. For instance, the factor "opportunity to show initiative" is significantly and positively correlated

to good performance when measured by such key performance indicators as the maintenance of high standards of work and expressed passion.

Here, this clearly indicates the belief that employees who see that they have some potential to develop and grow within the entity eventually demonstrate increased job satisfaction further show increased satisfaction connecting to improved performance outcomes thus confirming the general thought that professional growth opportunities contribute to better morale as well as enhanced work results.

Regression summary

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,553	,263		13,499	<,001
Gender	,007	,094	,005	,071	,944
Age_groups	-,026	,050	-,041	-,523	,602
Academic_background	-,041	,044	-,070	-,943	,347
Job_title	,164	,058	,231	2,851	,005
Priv_sector	-,028	,061	-,041	-,456	,649
Size_org	-,144	,059	-,185	-2,454	,015

a. Dependent Variable: Sum_job_sat

Table 4.13 Regression Analysis (Job Satisfaction)

First, we created a new variable that is the sum of all the answers related to the area of job satisfaction, and then we found the average. The results demonstrate the relationship between job satisfaction and a few independent variables. The outcomes indicate that the most important factor explaining the variation in the dependent variable is job title. It has a positive coefficient value of 0.164 and is statistically significant at $p = 0.005$, meaning that higher job positions relate to higher employee satisfaction. Another factor with a statistically significant impact is the size of the organization (Size_org). The coefficient of this variable is negative ($B = -0.144$), which is also statistically significant ($p = 0.015$). This simply suggests that those employees who are working in larger organizations tend to show relatively lower job satisfaction as compared to those who are working in smaller organizations. The remaining variables do not have any statistically significant influence on

job satisfaction. Gender has an inconsequential p-value of 0.944, therefore, there is no significant difference in satisfaction between males and females. Equally noteworthy, age is not significantly related to job satisfaction either with a p-value of 0.602. Academic background is also a nonsignificant predictor of job satisfaction with a p-value of 0.347. Another important finding is that whether an employee works less than 1 year, or more than 10 years does not have any statistically significant effect since it has a p-value of 0.649. Summarily, results showed that higher-jobbed employees proved more satisfied while large-organization employees proved lower-satisfied. Meanwhile, gender, age, education, and the years of experience in the private employment sector work out as nothing much better in a person's job satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,185	,183		17,400	<,001
Gender	,152	,065	,160	2,326	,021
Age_groups	-,017	,035	-,037	-,502	,616
Academic_background	-,023	,030	-,054	-,762	,447
Job_title	,152	,040	,295	3,804	<,001
Priv_sector	,089	,042	,179	2,085	,038
Size_org	-,015	,041	-,026	-,361	,719

a. Dependent Variable: Sum_empl_per

Table 4.14 Regression Analysis (Employee Performance)

Here, we created a new variable which is the sum of all the questions related to work performance, then we found the average. It has been noted that considering the job title, gender, and organization sector as statistically sign predictors of the total number of employees. Others include the age, academic background, and size of the organization, which is deemed not so significant. The main determinant is job title because of the coefficient of $B = 0.152$ and a p-value less than 0.001; thus, it has a very strong positive relationship. This, therefore, means that those on relatively higher job titles are associated with considerable increases in the values of the dependent variable. Gender comes out significantly as well; $B = 0.152$, $p = 0.021$, though there is a positive coefficient with the dependent variable, precise magnitudes of the impacts come from the concrete concept of

the variable. Additionally, the years of work in the private sector also has a positive association, as observed from a coefficient of $B = 0.089$ and $p = 0.038$. On the flip side, many factors do not seem to influence statistically. The dependent variable does not provide evidence of any influence from the differences between various age groups, with an associated value of $p = 0.616$. In much the same way, academic background has $p = 0.447$ and hence is not an important predictor of the outcome. In addition, organization size proves not to have a significant effect, $p = 0.719$. In a nutshell, the results suggest that high job positions and working in the private sector are associated with higher values in the dependent variable while imparting gender role as well. However, age, education, and organization size do not seem to have any significant influence on the dependent variable.

5. Discussion

It's a very long story dating back decades in the literature of organizational behavior relating to these findings between the lines: satisfying the job translates into a major driver of the performance of the employee. Research output has built and continues building the evidence that under proper conditions for growth with esteem and relatedness such as fair pay, good and supportive management, and autonomy, the employee will build the zeal and be more involved and more productive in his responsibilities.

For example, Locke's (1976) classic monograph on job satisfaction sets the stage for considering it as a function of the difference between what people want from their work and how they evaluate what they get from their work. Narrowing this distance closes the gap whenever there is opportunity within the organization and employees feel supported by their immediate superiors. Therefore, the improved outcome is higher satisfaction. It was discovered by their study that employees possessing higher satisfaction may perform higher levels of organization citizenship behaviors, less turnover intentions, and better job performance (Judge, Thoresen, Bono, & Patton, 2001).

The data obtained, in this case, also eloquently restates typical findings. Those employees who are satisfied with the prospects of promotion, level of pay, and opportunities for initiative will maintain work standards, deliver on time, and be positive about their roles. The positive correlations show that employees can perform beyond expectations if they consider problems helpful, growth-producing, and support them toward achieving results. Furthermore, the results support Herzberg's two-factor theory. It explains that factors contributing to motivation, such as recognition, achievement, and possibility of promotion, determine job satisfaction and performance (Herzberg, Mausner, & Snyderman, 1959).

The findings highlight some key points. One is clear evidence of the close linkage that exists between job satisfaction and employee performance. Satisfied employees are not only more engaged but also deliver higher-quality outcomes. Other interventions through which job satisfaction can be improved include providing more opportunities for professional development, that is, promotions, skill-building programs, and challenging assignments. Such organizations, which invest in creating a very positive and stimulating work environment for growth, will have improvements in individual, as well as collective, productivity.

It underscores the need to standardize the management of those factors that have the highest associative strength with satisfaction. A proper implementation of fair compensation, supportive supervision, and opportunities for professional growth will ensure that the employees are in high spirits and, in turn, will bring the required prolonged organizational success.

From the earlier discussion, it is already evident that job satisfaction reaches far beyond being a desirable organizational output; it is the very soul of continuous employee output and hence organizational success. Indeed, the very correlations one has observed in the analysis typify what has since time immemorial been accepted as true: happy employees are not only more productive in their present positions, but they also show additional long-run organizational health through decreased absenteeism, high levels of participation, and further commitment toward company goals (Hackman & Oldham, 1980; Judge et al., 2001).

The most important finding of this research would be another variable of satisfaction and performance: professional development opportunities. As an implicit concept, more challenging assignments were positively correlated with high standards of work and passion for the job. This also reveals the thinking whereby workers invest more effort in work when they felt recognized, they felt valued regarding personal and career growth, and truly engaged. In the Self Determination Theory by Deci & Ryan (1985), intrinsic motivators that include autonomy, mastery, and purpose are imperative aspects of sustained motivation. To unlock the earlier described intrinsic motivators, organizations open avenues for recognition and growth, both of which are precursors of high levels of job satisfaction and thus improved performance.

Fair compensation was also a critical factor in satisfaction and performance. Employees who thought they were fairly compensated reported higher satisfaction levels, which then translated into improved performance outcomes. This, in turn, is consistent with the thinking of equity theory (Adams, 1965) in which employees compare what they contribute and get in return as a reward compared to their workmates. If they feel that it is fair enough, they will have higher satisfaction and motivation. Unfair perceptions of pay compression relate to dissatisfaction, low morale, and lower effort, however.

The review also brought out about how supportive supervisors and job security are held in esteem. Good relationships with supervisor's help keep high work standards and to be perceived as a high performer by other employees. These findings are therefore not surprising since the transformational leadership literature has proven that leaders who offer

a direction, a consideration, and a support can dramatically enhance motivation and performance among employees (Bass & Riggio, 2006). There was a similar positive finding in job security, that is, a stable work environment allows the individual to direct his energy to perform well at work rather than worrying about his future employment.

From the practical side, this shows the degree to which organizations should invest in comprehensive strategies for engaging employees. Programs that would provide the staff with opportunities to develop professionally, like training sessions, places for mentors, and clear paths of career advancement, can significantly increase job satisfaction and, therefore, employee performance. Therefore, fair pay structures, regular recognition and feedback, and supportive leadership practices should enter the games to make them stronger.

Companies who do not attend to these factors could be faced with escalating levels of turnover for staff, low productivity, and will fail to attract the best talent. On the flip side, the importance given to employee satisfaction has a positive spillover effect with increased individual performance plus a more motivated, cohesive, and innovative workforce.

To sum up, therefore, the findings of this study can be taken as explicit evidence that claim in favor of better performance of employees who are contented. In the long run, continued increases in productivity, innovation, and morale can be achieved by organizations through nurturance of a supportive, ever-growing work environment. It would be interesting for future studies to take up the issue of how this relationship changes over time or across different cultures and organizations. An investigation into the effect of remote and hybrid work arrangements on the link between job satisfaction and performance could also prove insightful, for obvious reasons.

Thus, a clear sequence of evidence is when job satisfaction is ranked as the top agenda in a corporation, using professional development, fair compensation, supportive leadership, and job security then, they initiate a kind of cycle whose benefits ricochet off the employee to be finally equated to long-term success within the organization.

6. Recommendation, Summary & Conclusion

6.1 Recommendation

This study has thus delved into the relationship aspect of employee performance and job satisfaction, which offers key findings on the way these two elements relate and interact within the workplace. From the findings of the survey, the subsequent recommendations will be proposed to organizations seeking to enhance both employee performance and satisfaction:

- *Work towards a healthy work environment:* steer efforts toward attaining a supportive as well as a positive work setting can substantially prove itself towards fostering employee satisfaction. Improve communications and the implementation of an atmosphere that fosters the two-way approach to collaboration and support.
- *Training and skills development:* Employee performance increases directly when the investment of a company goes into the training and development of its employees. Once an employee finds that they have been invested in, they find it easier to give more at the workplace through better performance, which comes along with satisfaction.
- *Recognition and rewards:* Employee productivity depends on how much their input has been recognized and appreciated. Recognition gives the employee a feeling of value and uplifts their spirits to remain more productive. This is through direct recognition of their contribution and appreciation.
- *Work balance:* It speaks volumes about keeping people satisfied. Not just flexibility in the matter of work time but giving that strength to help employees meet their personal needs helps reduce stress and leads to higher productivity.
- *Open feedback culture:* An organization can recognize the drawbacks and take proper corrective actions before the situation worsens. The feedback mechanism remains healthy between employees and the management.
- *Develop employee well-being programs:* Offering programs that help employees maintain a healthy work-life balance and take care of their mental health can greatly increase job satisfaction by making employees feel supported and improve their performance.

Focus on building relationships and culture: Developing a work culture that is based on sharing, collective decision-making will improve employee satisfaction and by extension, this will positively affect performance levels as the workers will garner support and not be isolated.

6.2 Summary

Work is one of the most important dimensions of human life. It is important that people feel pleasant emotions throughout the performance of their work, since they spend more time on it than any other daily activity. The benefits of work commitment are multiple, such as growth, corporate performance and profitability, as well as enhanced creativity & innovation, all essential for any organization in a competitive environment.

This dissertation aims to provide a comprehensive understanding of the factors that contribute to employee performance and job satisfaction. It also seeks to identify HRM strategies that can be implemented to improve both pillars. The research will involve both quantitative & qualitative data analysis to offer a thorough insight into the relationship between the two key concepts.

The relationship between employee performance and job satisfaction is a crucial goal for organizations seeking to improve productivity, employee retention, and overall business success. Satisfied employees are more likely to be motivated, engaged, and committed to their work, leading to higher levels of performance and productivity. This dissertation will provide valuable insights for organizations, employers & HR professionals on how to effectively manage human resources. Ultimately, the research findings can contribute to the development of more effective HRM strategies that benefit both employees and organizations.

6.3 Conclusion

This study will help highlight certain factors that bind employee performance and job satisfaction into a complex relationship. It will also try to look at some of the elements that affect professional well-being and overall productivity in organizations. Survey results have given a general indication that employee satisfaction is an important factor that helps increase employee performance because organizations develop where they foster a friendly

working environment and focus on continuing professional development, better efficiency to improve both satisfaction and performance levels in the organization.

The research found that when workers feel appreciated and recognized in the workplace by their superiors, they will up their productivity level and satisfaction. Factors embodied within recognition, flexibility at work, skill development, and employee well-being constitute a vital part of building an environment where work can be well conducted, raising general output and satisfaction.

The survey also underlines the relevance of candid communication between the management and employees to recognize likely lagging aspects and then take corrective measures. An organization that invests in the physical and mental well-being of the employees, allows for the formation of strong relationships within the members of the team and offers strong relationships among the teams tends to perform better and keep workers happier.

The study posited that, as a business imperative, organizations should invest in strategies that strengthen the relationship between their employees and the organization to build trust and support systems thereby guaranteeing improved outcomes for both the business and employee performance and/or satisfaction. The study suggested that results can best be improved by the business and employees through an integrated approach that embraces recognition, growth, and well-being initiatives.

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Appendix A: “Questionnaire”

Exploring the relationship between Employee Performance and Job Satisfaction

Questionnaire

Dear Participant,

I am a postgraduate student at the Hellenic Open University in the department of Business Administration.

As part of my diploma thesis, I am conducting a survey regarding the relationship between Employee Performance and Job Satisfaction. Your input to the questionnaire below is very valuable, and I would like to assure you that the data will be used only for research purposes. The questionnaire is anonymous, and your personal information will remain completely confidential.

The completion of the questionnaire will only take a few minutes.

Thank you in advance for your time!

Section 1: Demographics and Professional Background**1. What is your gender?**

- ☐ Male
- ☐ Female

2. Which of the following age groups do you belong to?

- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56 years & above

3. What is your academic background?

- ☐ High School Diploma or Equivalent
- ☐ Associate degree (2-year college degree)
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctoral Degree
- ☐ Other

4. What is your current job title?

- ☐ Entry
- ☐ Mid-level
- ☐ Senior-level
- ☐ Executive/Managerial

5. How many years have you been employed in the private sector?

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years

6. What is the size of your organization?

- ☐ Small (less than 50 employees)
- ☐ Medium (50-249 employees)
- ☐ Large (250+ employees)

Section 2: Job Satisfaction

For each of the below 16 Job Facets, please mark the level of your satisfaction by clicking one answer only. (1=> Very Dissatisfied, 2=> Dissatisfied, 3=> Neutral, 4=> Satisfied, 5=> Very Satisfied). There are no right or wrong answers.

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1. Promotion prospects	1	2	3	4	5
2. Total pay	1	2	3	4	5
3. Relations with supervisor	1	2	3	4	5
4. Security of job	1	2	3	4	5
5. Use of abilities	1	2	3	4	5
6. Opportunity to show initiative	1	2	3	4	5
7. Ability/Efficiency of management	1	2	3	4	5
8. Hours worked	1	2	3	4	5
9. Fringe benefits	1	2	3	4	5
10. Work itself	1	2	3	4	5
11. Amount of work	1	2	3	4	5
12. Variety of work	1	2	3	4	5
13. Training provided	1	2	3	4	5
14. Friendliness of co-workers	1	2	3	4	5
15. Mean job-facet proportion	1	2	3	4	5
16. Overall job satisfaction	1	2	3	4	5

Section 3: Employee Performance

For each of the 16 below statements, please mark the level of your agreement by clicking one answer only (1=> Strongly disagree, 2=> Disagree, 3=> Neutral, 4=> Agree, 5=> Strongly Agree). There are no right or wrong answers.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
17. I maintain high standard of work	1	2	3	4	5
18. I can handle my assignments without much supervision	1	2	3	4	5

19. I am very passionate about my work	1	2	3	4	5
20. I can handle multiple assignments for achieving organizational goals	1	2	3	4	5
21. I complete my assignments on time	1	2	3	4	5
22. My colleagues believe I am a high performer in my organization	1	2	3	4	5
23. I could manage change in my job very well whenever the situation demands	1	2	3	4	5
24. I always believe that mutual understanding can lead to a viable solution in the organization	1	2	3	4	5
25. I actively participate in group discussions and work meetings	1	2	3	4	5
26. I praise my co-workers for their good work	1	2	3	4	5
27. I share knowledge and ideas among my team members	1	2	3	4	5
28. I communicate effectively with my colleagues for problem-solving and decision making	1	2	3	4	5
29. I complain about unimportant matters at work	1	2	3	4	5
30. I focus on the negative aspects of a work situation, instead of on the positive aspects	1	2	3	4	5
31. I speak with people from outside the organization about the negative aspects of my work	1	2	3	4	5
32. I sometimes do nothing, while I should have been working	1	2	3	4	5

Thank you for your participation!

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Appendix B: “Frequency Bar Charts”

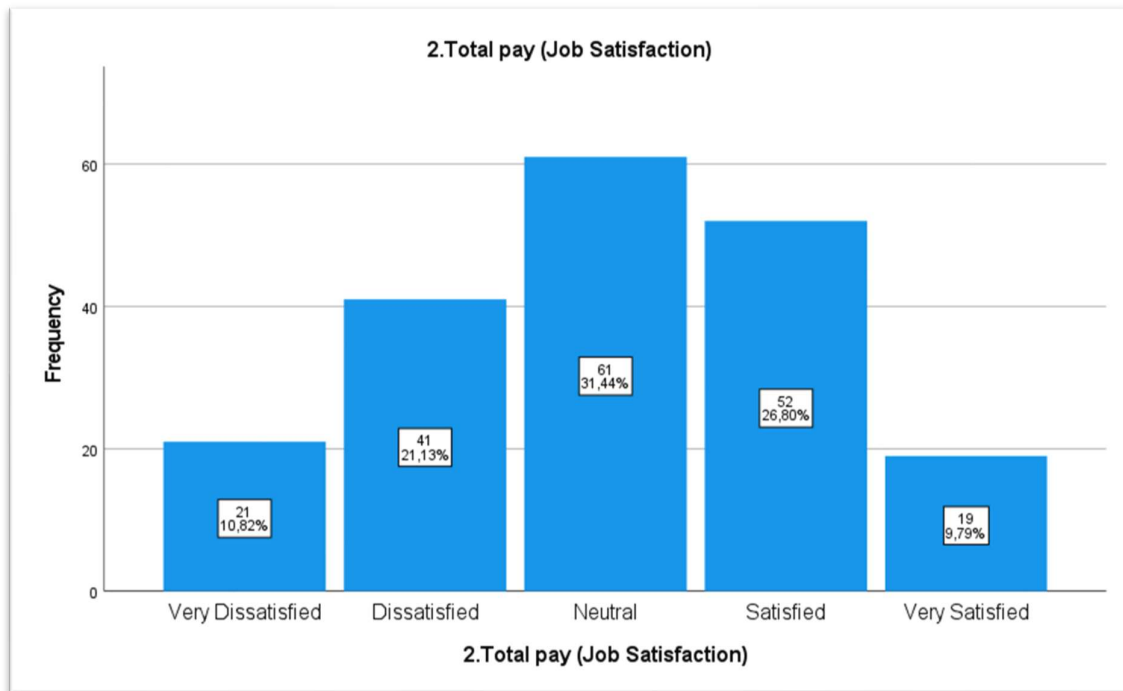


Figure B.11 Total Pay Frequency Bar Chart

The table above summarizes the participant's level of satisfaction with their job, focusing on total pay. One hundred and ninety-four employees, who form a major part of the workforce, that is, 31.4%, rated their satisfaction at the level of the pay they receive from the organization as "neutral", indicating a sizeable number of respondents who do not feel satisfied but at the same time do not also feel unsatisfied with the remuneration currently being extended to them. The positive side was that 52 people, or 26.8%, expressed satisfaction and 19 individuals, or 9.8%, termed their satisfaction as high. In total, these two categories comprised 36.6% of the sample, indicating more than one-third of the sample has looked at their level of pay favorably. Conversely, 41 individuals, or 21.1%, expressed dissatisfaction, and 21, or 10.8 % expressed themselves as very dissatisfied with their total pay. In sum, this represents about 31.9% of the respondents holding negative perceptions regarding their compensation. In summary, the responses present quite varied attitudes towards total pay. A considerable portion of them exists in a state of neutrality, and there is a relatively balanced distribution between positive feelings and negative feelings.



Figure B.12 Relations with Supervisor Frequency Bar Chart

It summarizes the frequencies, percentages, valid percentages, and cumulative percentages of responses to show the level of satisfaction of workers with their relationship with their supervisor. Percent and Valid Percent: The leading group is more than 40.2% of the respondents who said they were “Satisfied”. Other groups are “Neutral” and “Very Satisfied” with percentages of 24.7% each. The lowest two groups are “Dissatisfied” with 7.2% and “Very Dissatisfied” with 3.1% of the responses. Since there is no missing data, the valid percentages correspond directly with the overall percentages. Cumulative Percent: These percentages are calculated successively across categories. As an illustration, the first three groups (“Neutral” or less) sum up to 35.1% of the sample. Extending to the “Satisfied” group brings about a value of 75.3% in cumulative percentage. The “Very Satisfied” reactions, then, lift the cumulative total to 100%. In summary, a large proportion of respondents, that is, 40.2%, are satisfied with their relationship with the supervisor. But, another significant portion, 24.7%, is very satisfied. A smaller proportion, that is, 24.7%, is neutral or dissatisfied (7.2%), hence leaving very few who can be termed as very dissatisfied, that is only 3.1%

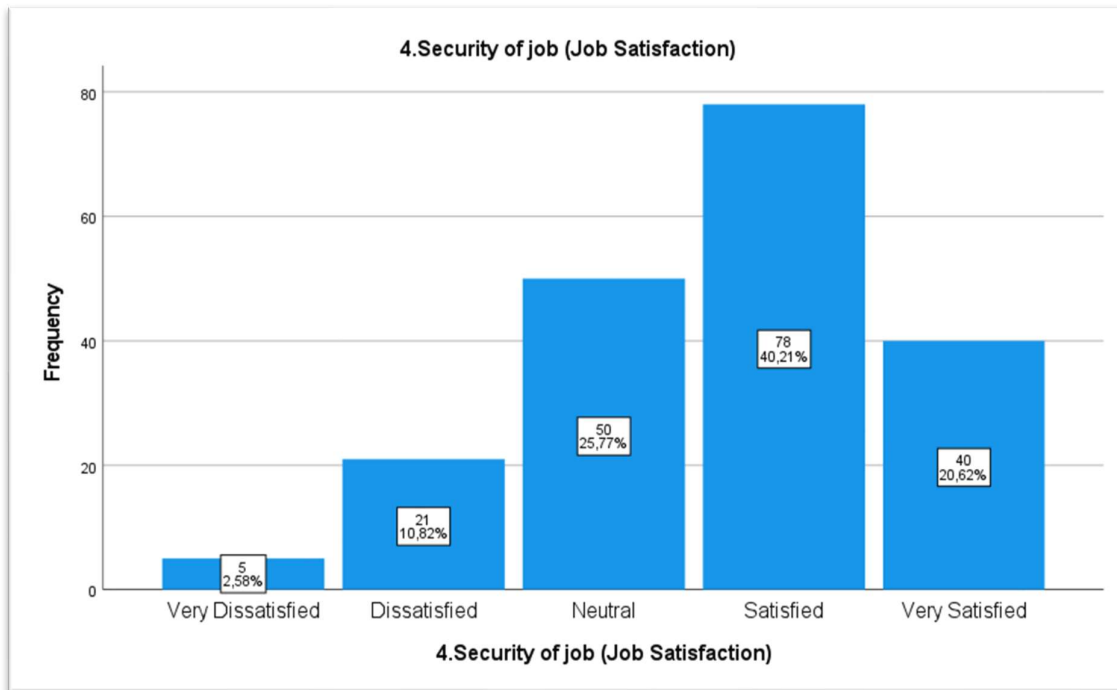


Figure B.13 Job Security Frequency Bar Chart

The table details frequencies, percentages, valid percentages, and cumulative percentages of respondents regarding their satisfaction or otherwise with their job security. Percent and Valid Percent: Presently, most of the respondents express “Satisfied” feelings about job security (40.2%), followed by “Neutral” (25.8%) and “Very Satisfied” (20.6%). Minor reservations fall under “Dissatisfied” (10.8%) and “Very Dissatisfied” (2.6%). Since there is no missing data, valid percentages are also equal to percentage. Cumulative Percent: Cumulative percentages indicate the extent to which responses gather across different sections. For example, “Neutral” or lesser satisfied responses constitute 39.2% of the total sample population. The addition of the “Satisfied” category would lift the cumulative aggregate to 79.4%. Furthermore, “Very Satisfied” responses would push the cumulative percentage up to 100%. Over half of the respondents have reported satisfaction (40.2%) or high satisfaction (20.6%) with their job security; fewer have expressed neutrality (25.8%) or dissatisfaction (10.8%) and high dissatisfaction (2.6%).

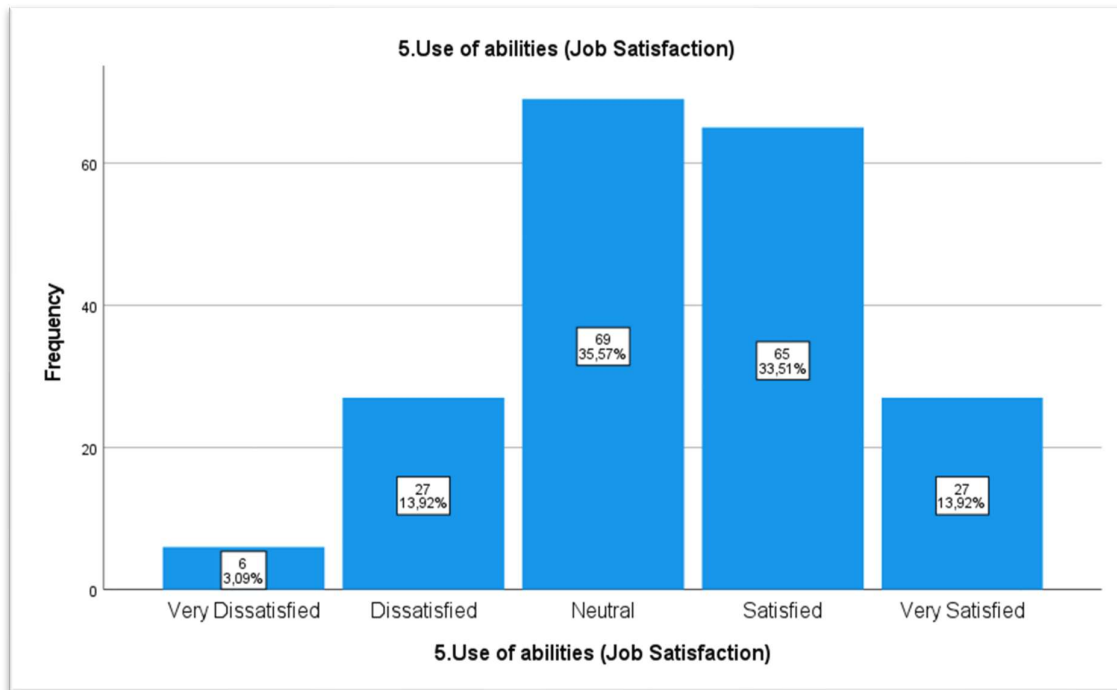


Figure B.14 Use of Abilities Frequency Bar Chart

The table summarizes the frequencies, percentages, valid percentages, and cumulative percentages of respondents' satisfaction or dissatisfaction with the use of their abilities. Percent and Valid Percent: The largest category is "Neutral" (35.6%), and following very closely is "Satisfied" (33.5%). Other categories "Dissatisfied" and "Very Satisfied" are tied at 13.9% each, and "Very Dissatisfied" is the least represented (3.1%). Since there is no missing data, valid percentages are equivalent to overall percentages. Cumulative Percent: Cumulative percentages reveal how responses accumulate across categories. For example, 52.6% is the cumulative percentage for the sample when the first three categories are taken together as "Neutral" or less. Consideration of "Satisfied" takes this up to 86.1%. At last, the addition of the group "Very Satisfied" brings the total percentage to 100%. In summary, satisfaction with the use of abilities is also fairly distributed with a notable portion that is already neutral (35.6%) and a significantly large number showing satisfaction (33.5%). Smaller groups report dissatisfaction (13.9%) or high satisfaction (13.9%). Very few are very dissatisfied (3.1%).

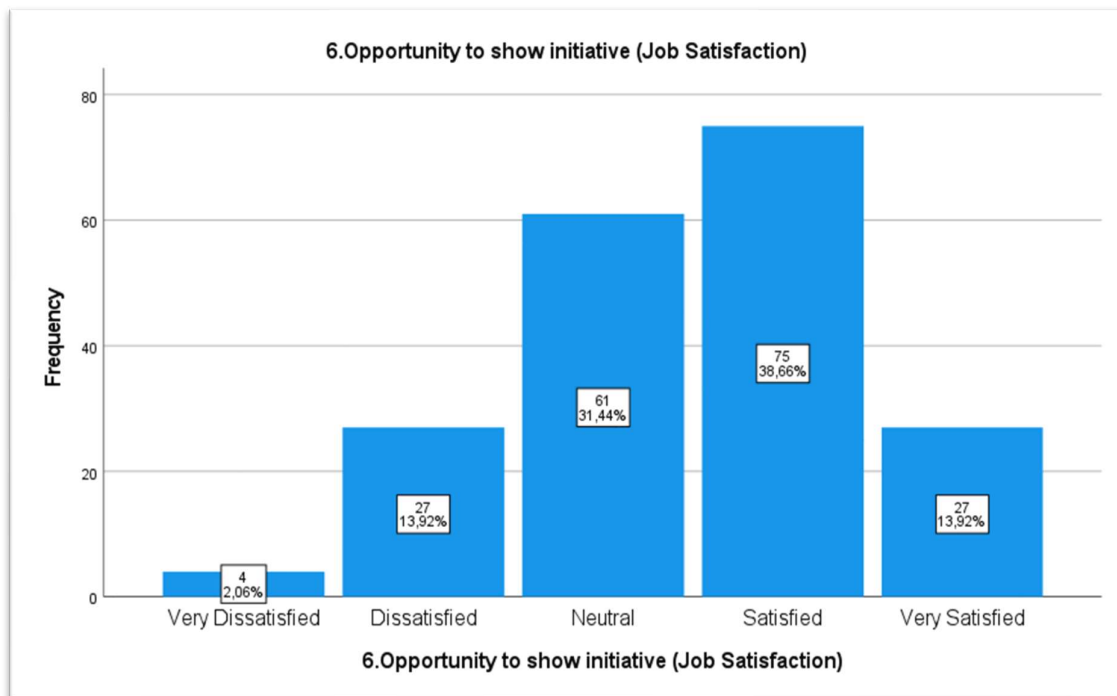


Figure B.15 Initiative Opportunity Frequency Bar Chart

The table summarizes responses on how an individual feels towards their opportunity to show initiative. It gives frequency counts and percentages as well as valid percentages and cumulative percentages. Percent and Valid Percent: The larger part of respondents maintains that they are “Satisfied” (38.7%) while others fall into the category of “Neutral” (31.4%). Some of the respondents chose “Very Satisfied” (13.9%) and “Dissatisfied” (13.9%), with “Very Dissatisfied” (2.1%) being the lowest frequency. Since there is no missing data, valid percentages correspond to overall percentages. Cumulative Percent: Cumulative percentages show the way the categories of satisfaction levels compound. To illustrate this, respondents who feel “Neutral” or lower constitute 47.4%. Incorporating the category “Satisfied” escalates the cumulative percentage to 86.1%. Incorporating the “Very Satisfied” responses would bring the cumulative percentage to 100%. To summarize, the majority of respondents, 38.7%, are satisfied with their opportunity to show initiative. In significant proportion, they are followed by those who maintain a neutral position in relation to the issue (31.4%). A relatively smaller number of people fall in the “very satisfied” category (13.9%). In the minority of cases, it comprises people who are dissatisfied (13.9%) or very dissatisfied (2.1%).

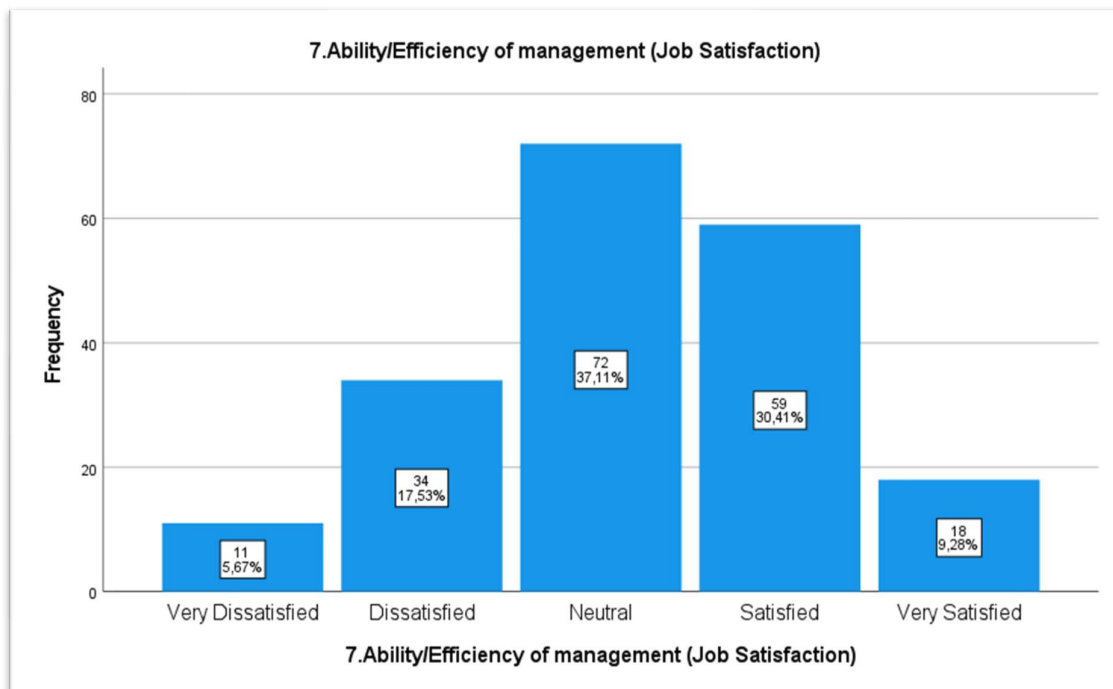


Figure B.16 Ability/Efficiency of management Frequency Bar Chart

The table presents frequencies and percentages of the respondents regarding satisfaction with ability and efficiency of management. Percent and Valid Percent: “Neutral” responses, at 37.1%, make the largest single group, with “Satisfied” aggregating 30.4%. Lower proportions are “Dissatisfied”, “Very Satisfied” or “Very Dissatisfied,” which is 17.5%, 9.3%, and 5.7%, respectively. Since there is no missing data, valid percentages equal overall percentages. Cumulative Percent: Cumulative percentages show the build-up of satisfaction across categories. For instance, “Neutral” and below responses cover 60.3% of sample size. Respective inclusion of the group “Satisfied” takes this percentage to 90.7%. Further inclusion of responses was “Very Satisfied” increases this total to 100%. Overall, most of the respondents are neutral (37.1%) to ability and efficiency of management. They are then followed by the group that is satisfied (30.4%). The smaller groups report dissatisfaction (17.5%), high satisfaction (9.3%), or significant dissatisfaction (5.7%).



Figure B.17 Hours worked Frequency Bar Chart

The table above provides summaries of respondents' satisfaction levels regarding hours of work, detailing frequencies and percentages. Percent and Valid Percent: Most of the respondents indicate that they are "Satisfied" (33.5%), followed by "Neutral" (25.8%). There is a small proportion of respondents who report being "Dissatisfied" (17.0%), "Very Satisfied" (14.9%), or "Very Dissatisfied" (8.8%). Since there is no missing data, valid percentages are identical to the overall percentages. Cumulative Percent: Cumulative percentages highlight the fact that satisfaction levels are accumulating incrementally. For example, "Neutral" or "Less" would be defined as 51.5% of the total. The addition considers the "Satisfied" group, resulting in a cumulative percentage of 85.1%. Finally, the supplemental "Very Satisfied" group rounds out the total at 100%. This means most of the respondents, 33.5%, feel that they are satisfied with the hours worked by them. They are followed by a significant number of people who feel neutral at 25.8%. Smaller groups express dissatisfaction at 17.0%, high satisfaction at 14.9%, or significant dissatisfaction at 8.8%.

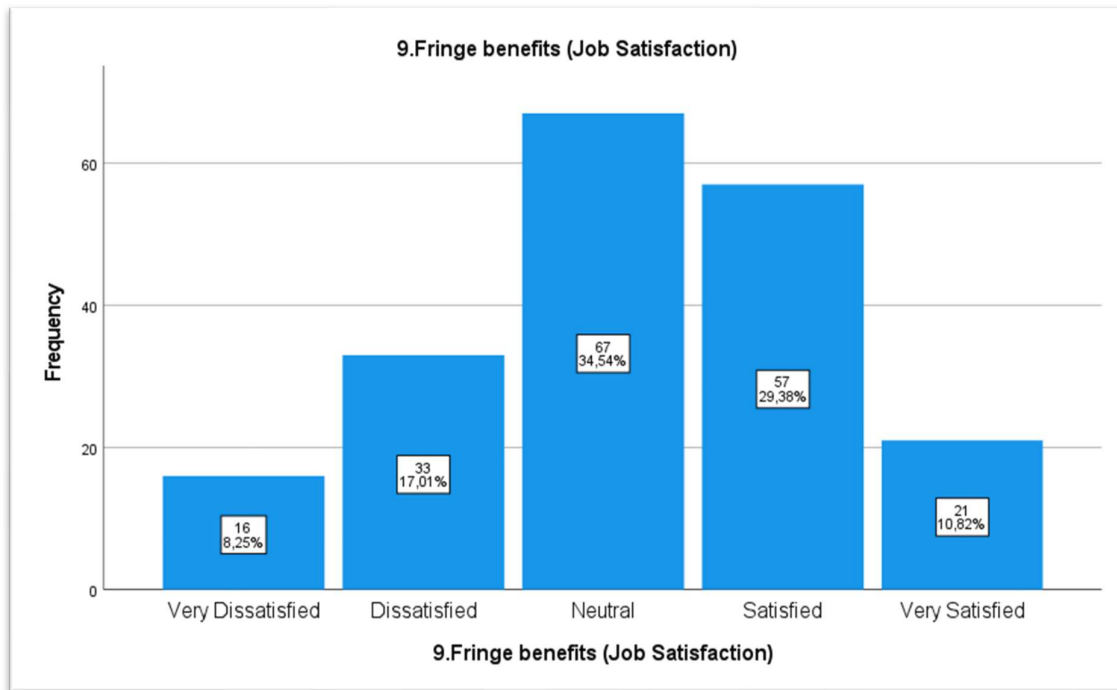


Figure B.18 Fringe benefits Frequency Bar Chart

The table above presents how respondents are satisfied with fringe benefits. It provides frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: Most of the respondents are observed to be in the “Neutral” category (34.5%) followed by “Satisfied” (29.4%) and to lesser extents in the “Dissatisfied” (17.0%), “Very Satisfied” (10.8%), and “Very Dissatisfied” (8.2%) categories since no data are missing, valid percentages also report overall percentages. Cumulative Percent: Cumulative percentages show how the responses accumulate. For instance, 59.8% of the sample comprises “Neutral” or the less satisfied respondents. The percentage comes to 89.2% upon adding respondents who are “Satisfied”. The figure rises to 100% upon adding those who replied, “Very Satisfied”. In essence, most of the respondents are “Neutral” (34.5%) or “Satisfied” (29.4%) with the fringe benefits of the company. Smaller portions of the sample are “Dissatisfied” (17.0%), “Very Satisfied” (10.8%), or “Very Dissatisfied” (8.2%).

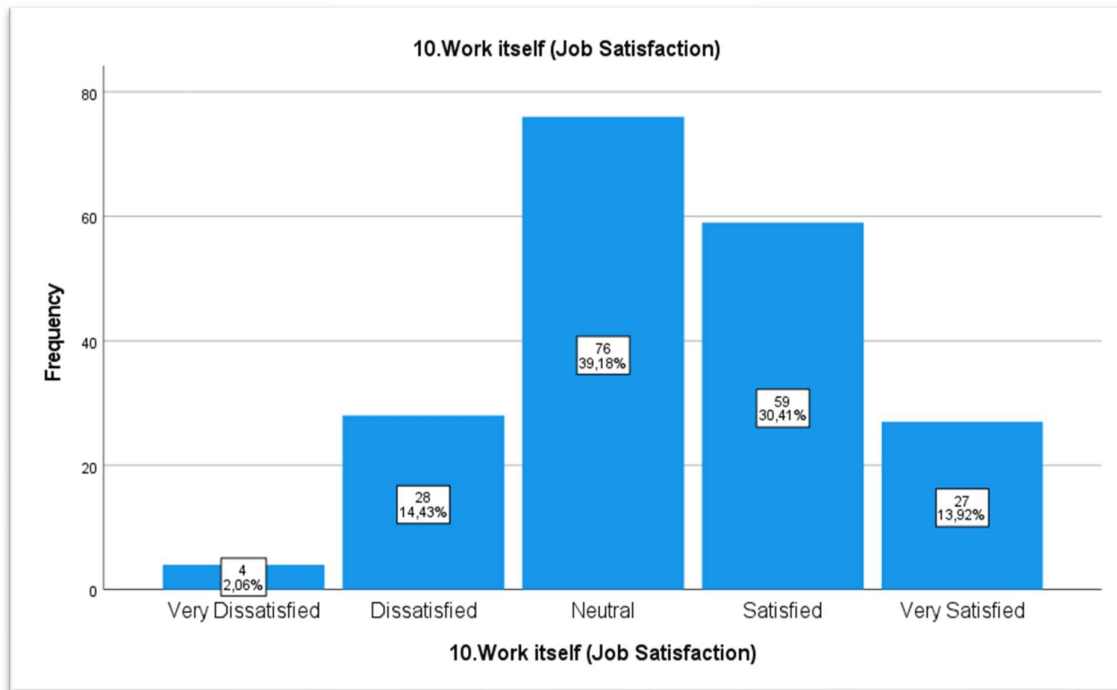


Figure B.19 Work itself Frequency Bar Chart

This table is just frequencies, percent, valid percent of respondents' satisfaction with the work itself. The percent and valid percent show that the most frequent answer of the respondents is “Neutral” at 39.2%, followed by “Satisfied” at 30.4%. The smaller percentages relate to “Dissatisfied”, “Very Satisfied”, and “Very Dissatisfied”, with percentages at 14.4%, 13.9%, and 2.1% respectively. Since there is no missing data, valid percentages are exactly equal to overall percentages. Cumulative percentages describe how responses accumulate incrementally. For instance, those who are “Neutral” or less represent 55.7% of the total sample, and adding “Satisfied” takes the cumulative percentage to 86.1%. In the end, the “Very Satisfied” responses bring the total cumulative percentage to 100%. Most of the respondents feel neutral (39.2%) or satisfied (30.4%) with the work itself, with smaller groups expressing dissatisfaction (14.4%) or high satisfaction (13.9%), and very few very dissatisfied (2.1%).

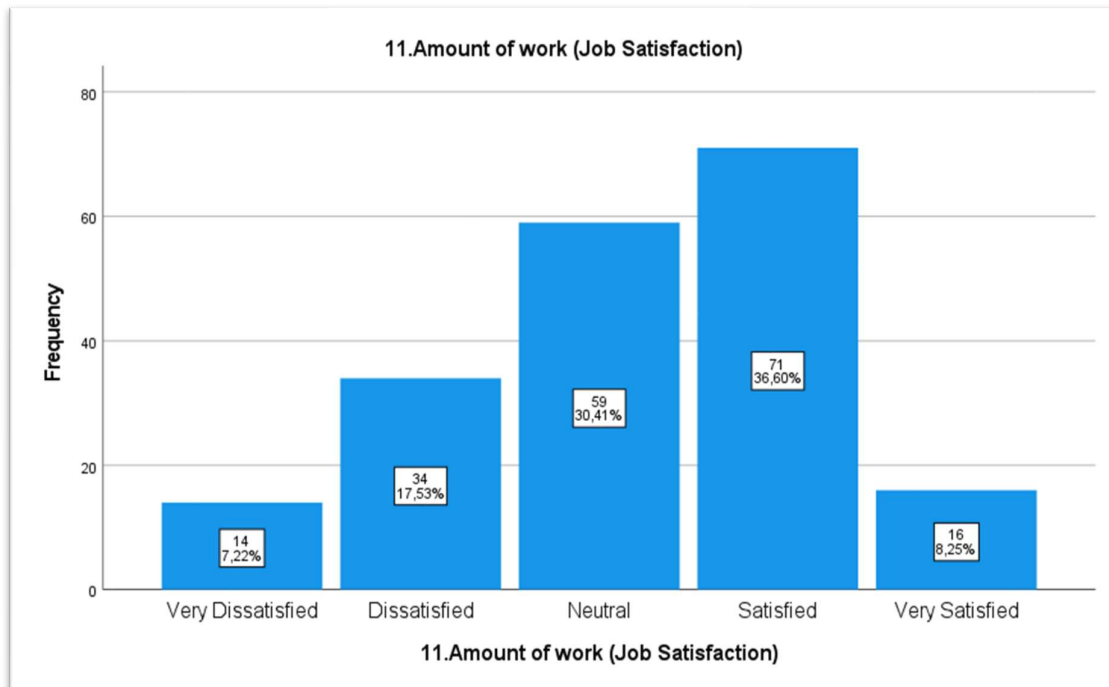


Figure B.20 Amount of work Frequency Bar Chart

The table presents a frequency distribution of respondents' satisfaction with their workload. It presents frequency counts, percentages, valid percentages, and cumulative percentages. Most of the respondents are "Satisfied" (36.6%) or "Neutral" (30.4%) about their workload. A lesser proportion of them will fall under "Dissatisfied" (17.5%) or "Very Dissatisfied" (7.2%), while 8.2% are "Very Satisfied". Since the data are all valid, these are identical to the valid percentages. The Cumulative percentages can be used to track the increase in satisfaction levels. For instance, the percentage of people who are at the "Neutral" level and below is 55.2%. But when added to the percentage at the level of "Satisfied", it becomes 91.8%; the addition of the percentage that falls under "Very Satisfied" completes the value to 100%. In essence, most respondents feel "Satisfied" and "Neutral" regarding the amount of work they are saddled with. Other smaller groups are "Dissatisfied", "Very Satisfied", or "Very Dissatisfied" at 17.5%, 8.2%, and 7.2%, respectively.



Figure B.21 Variety of work Frequency Bar Chart

This table summarizes respondents' satisfaction levels with the variety of work they perform. Frequencies, percentages, valid percentages, and cumulative percentages are presented. Percent and Valid Percent: Most of the respondents claimed to be "Satisfied" (35.1%) or "Neutral" (30.9%) regarding the variety of their work; smaller groups stated "Dissatisfied" (17.5%) or "Very Satisfied" (11.9%) and "Very Dissatisfied" (4.6%). As such, valid percentages equal the overall percentages due to no missing data. Cumulative Percent: These percentages show the aggregate level of satisfaction. For example, 53.1 percent of respondents fall into the "Neutral" or lower categories. Adding the category "Satisfied" raises this to 88.1%, and adding "Very Satisfied" raises it to 100%. Most of the survey respondents are "Satisfied" (35.1%) or "Neutral" (30.9%) about the variety of work they perform. Those relatively smaller proportions include "Dissatisfied" respondents (17.5%), "Very Satisfied" respondents (11.9%), and "Very Dissatisfied" respondents (4.6%).



Figure B.22 Training provided Frequency Bar Chart

This table has respondents' satisfaction with the training provided and includes frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: Most respondents fall under the category of “Neutral” with 33.5% and “Dissatisfied,” with 28.4%, next we get the categories “Satisfied”, “Very Dissatisfied”, or “Very Satisfied”, in proportionate percentages of 22.2%, 9.3%, and 6.7%, respectively. Since there is no missing data in the calculations, the valid percentages match directly to overall percentages. Cumulative Percent: How satisfaction based on levels can build incrementally is demonstrated by cumulative percentages. For instance, only those who are “Neutral” or worse off than that comprise 71.1% of the sample. The addition of the “Satisfied” category pushes the cumulative percentage up to 93.3%. The group that is “Very Satisfied” brings the total up to 100%. Summarily, the largely respondent group takes a stance of neutrality (33.5%) and dissatisfaction (28.4%) with the training provided, with smaller groups finding some level of satisfaction (22.2% and 9.3% for “Satisfied” and “Very Dissatisfied,” respectively) or very high levels of satisfaction (6.7% for “Very Satisfied”).

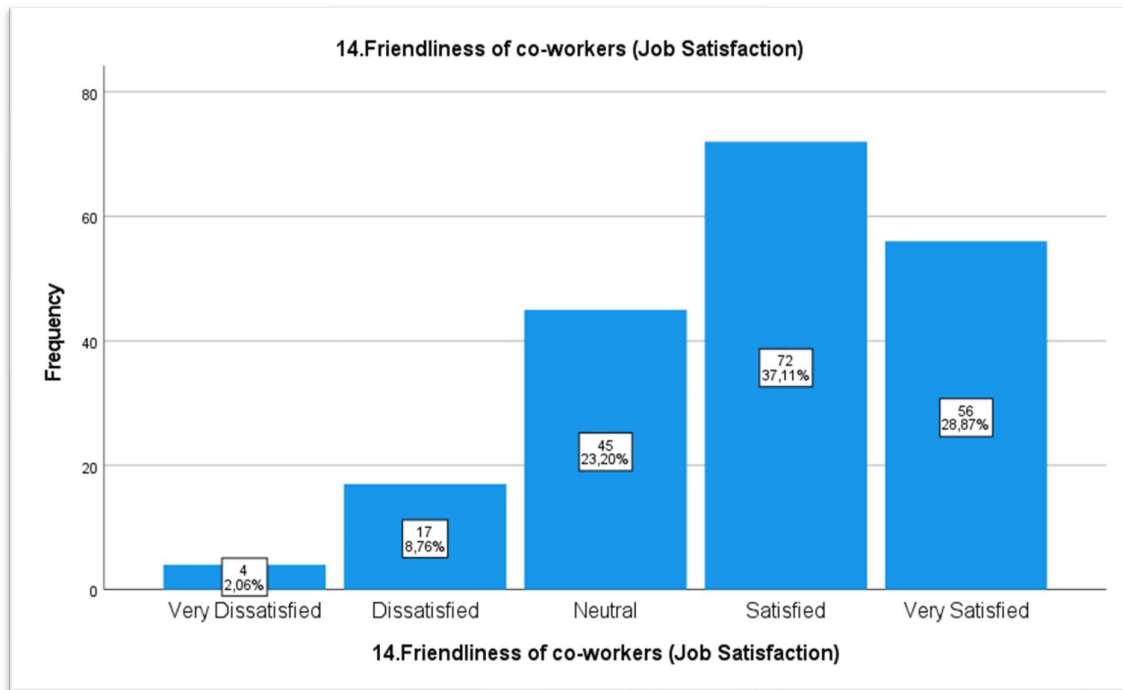


Figure B.23 Friendliness of co-workers Frequency Bar Chart

The table presented above shows how satisfied respondents were with the friendliness of co-workers. It includes frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: For most respondents, they are “Satisfied” (37.1%) and “Very Satisfied” (28.9%) with the friendliness of their co-workers. Smaller groups include “Neutral” (23.2%) and “Dissatisfied” (8.8%) or “Very Dissatisfied” (2.1%). Valid percentages match overall percentages since no data is missing. Cumulative Percent: Cumulative percentages are the accumulated responses. For example, remembering only the percentage of all respondents who are “Neutral” or lower is 34.0%, then including in addition to this the “Satisfied” group brings the cumulative percentage to 71.1%. Then further add the additional “Very Satisfied” group and that completes the total 100%. In summary, most feel satisfied (37.1%) or very satisfied (28.9%) with the friendliness of co-workers. Smaller groups feel neutral (23.2%), dissatisfied (8.8%), or very dissatisfied (2.1%).

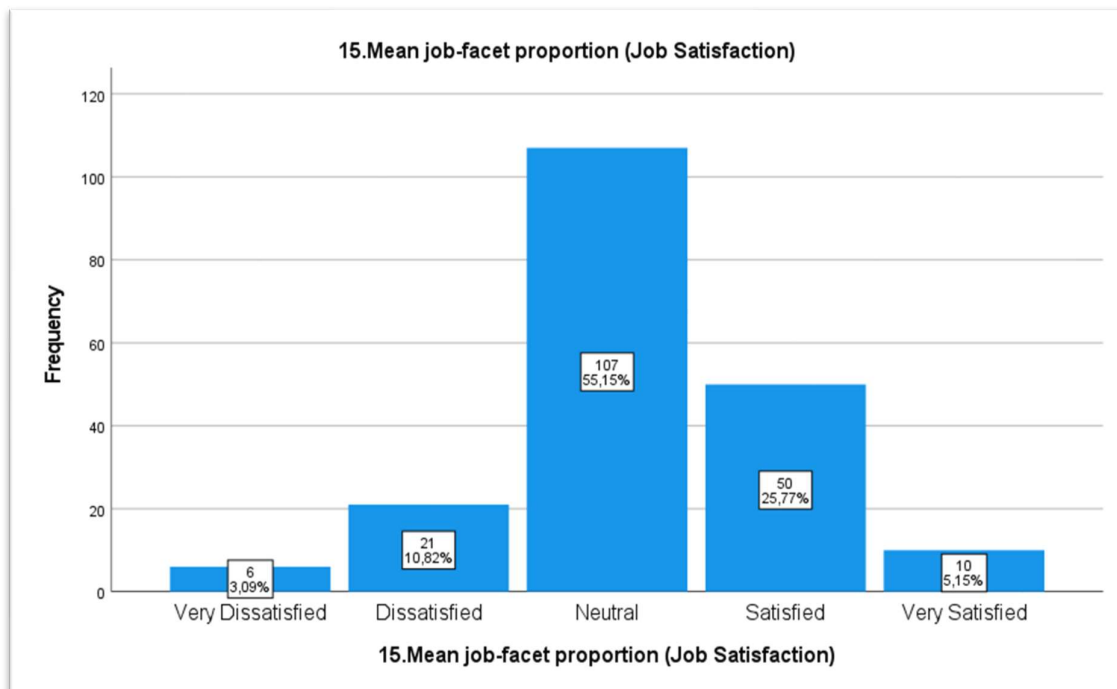


Figure B.24 Mean job-facet proportion Frequency Bar Chart

The table presents frequencies, percentages, valid percentages, and cumulative percentages of respondents' overall job satisfaction through mean job-facet proportion measurement. Percent and Valid Percent: Respondents mainly claim to be at the "Neutral" level of satisfaction, with 55.2%, while smaller groups say they are "Satisfied," with 25.8%, or "Dissatisfied," "Very Satisfied," or "Very Dissatisfied" in proportionate percentages of 10.8%, 5.2%, and 3.1%, respectively. Since there are no missing responses, the valid percentages are identical to the overall percentages. Cumulative Percent: There are several explanations for cumulative percentages. For example, a combination of those "neutral" or below makes up 69.1%. Adding the "Satisfied" group increases the cumulative percentage to 94.8%. The category "Very Satisfied" fills out the cumulative percentage to 100%. Summary, however, is given in the fact that more of the respondents fall under "Neutral" (55.2%) than those who fall under "Satisfied" (25.8%) degrees for the mean job-facet proportion measure. The least number falls under "Very Satisfied" (5.2%), with "Very Dissatisfied" grouped last at 3.1%.

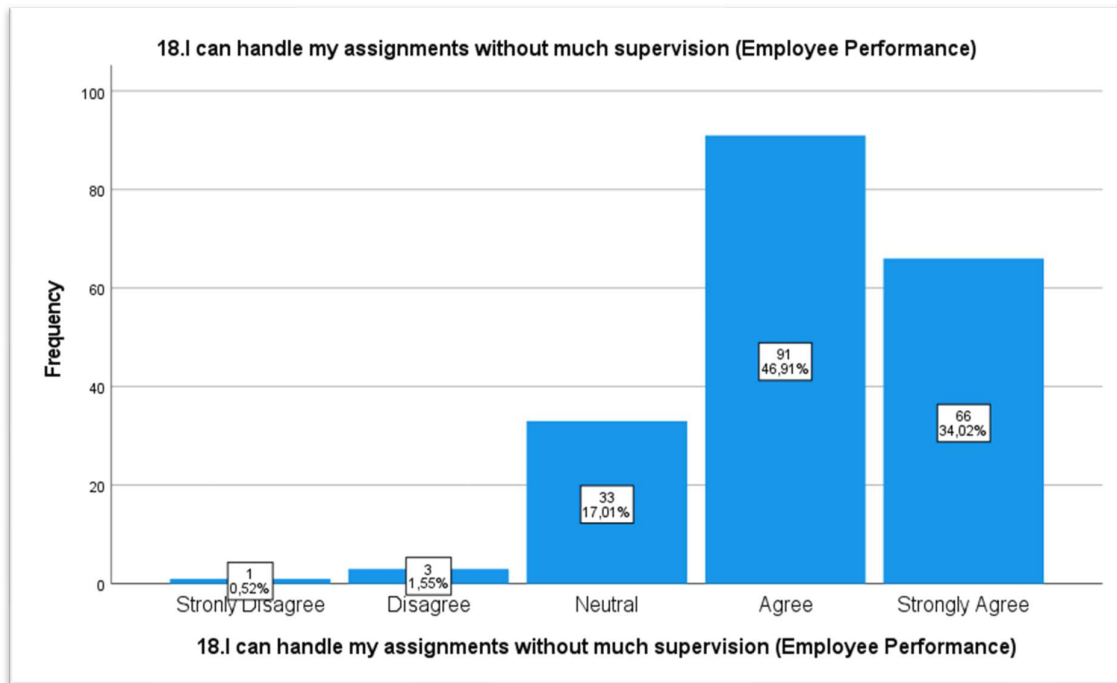


Figure B.25 Handling assignments Frequency Bar Chart

The table provides respondents' levels of agreement with the statement: "I can handle my assignments without much supervision," as follows: frequencies, percentages, valid percentages, and cumulative percentages. Most respondents said they "Agree" (46.9%) and "Strongly Agree" (34.0%) with their levels to handle assignments on their own. The less responsive categories include "Neutral" (17.0%), "Disagree" (1.5%), and "Strongly Disagree" (0.5%). Valid percentages are the same as overall percentages since no responses are missing. Cumulative percentages give results up to the level of those responses in the population. For example, the sample percentage of "Neutral" or below participants stands at 19.1%. Increasing that to "Agree" levels, it reaches 66.0%, and along with "Strongly Agree" it sums to 100%. In conclusion, most of the respondents feel quite capable of handling their assignments with much less supervision while there is a considerable proportion who have indicated agreement (46.9%) and strong agreement (34.0%). A smaller proportion feels neutral (17.0), and only a very small fraction says they disagree (1.5%) or strongly disagree (0.5%).



Figure B.26 Passionate about work Frequency Bar Chart

The table provides respondents' levels of agreement with the statement: "I am very passionate about my work," with Frequencies, Percentages, Valid Percentages, and Cumulative Percentages of Agreement Levels. Percent and Valid Percent: More than 50% of the respondents claimed to "Agree" (32%) and "Strongly Agree" (20.6%) in taking up tasks. The rest fractions are "Neutral" (30.9%), "Disagree" (12.9%), and "Strongly Disagree" (3.6%). There are no missing responses; hence the valid percentage is statistically equal to the overall percentage. Cumulative Percent: Cumulative percentages are used to measure responses. For instance, "Neutral or less" comprises 47.4%. If the team "Agree" is added, it will be 79.4%. The figure will read 100% when "Strongly Agree" is added. In conclusion, most respondents feel that they are passionate about their work; a very large percentage agree (32%) and strongly agree (20.6%). Another big group feels neutral (30.9%), while only a very small fraction reports disagree (12.9%) or strongly disagree (3.6%).

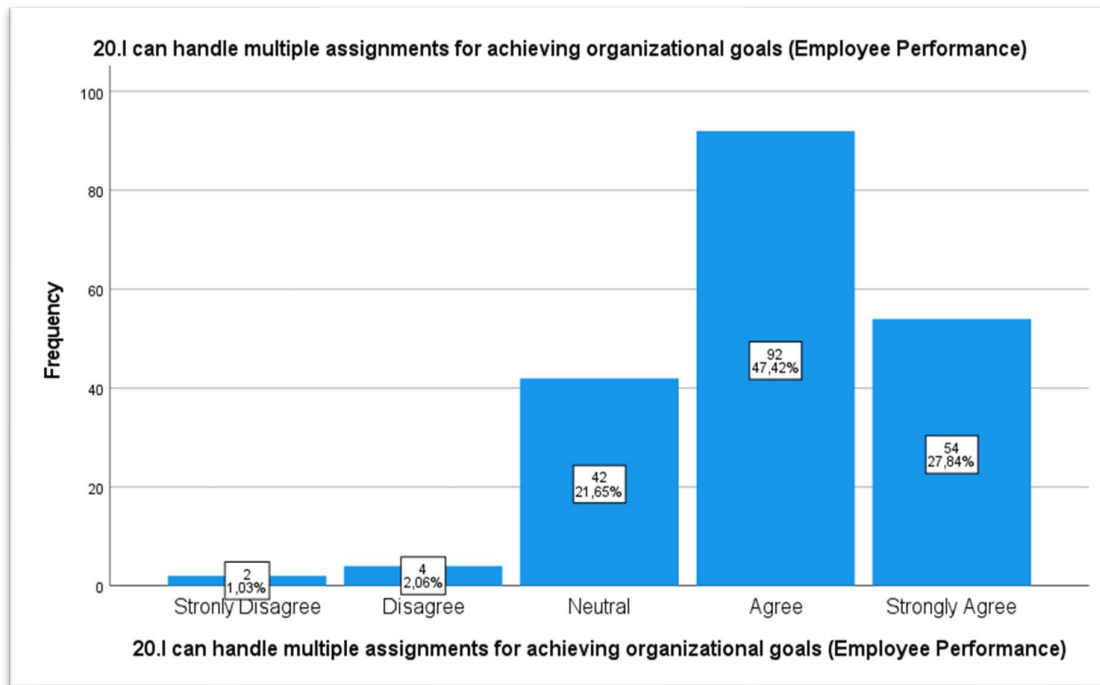


Figure B.27 Multiple assignments Frequency Bar Chart

The table indicates respondents' agreement with the statement "I can handle multiple assignments for achieving organizational goals". Percent and Valid Percent: Most of the respondents say they "Agree" with a share of 47.4% and "Strongly Agree" at 27.8%, so they can handle multiple assignments. There is a medium group that stands at "Neutral", making up a meager 21.6%, with others totaling to 2.1% for "Disagree" and 1.0% for "Strongly Disagree." The valid percentages are the same as the overall sensitivity since there is no case of missingness among respondents. Cumulative Percent: The cumulative percentage basically stands to explain how much more such responses increase. For instance, the percentages that are "Neutral" or hence less turn out to be 24.7% in total. The addition of percentages "Agree" in addition to them takes the cumulative percent to 72.2%, followed by the inclusion of "Strongly Agree" responses that make the total stand at 100%. In summary, most of the respondents feel very confident about handling multiple assignments since almost half of them express agreement (47.4%) with a little over a quarter voicing strongly agreement (27.8%). Only some of the other small proportions say they feel neutral (21.6%) or disagree (2.1%), with very few expressing strong disagreement (1.0%).

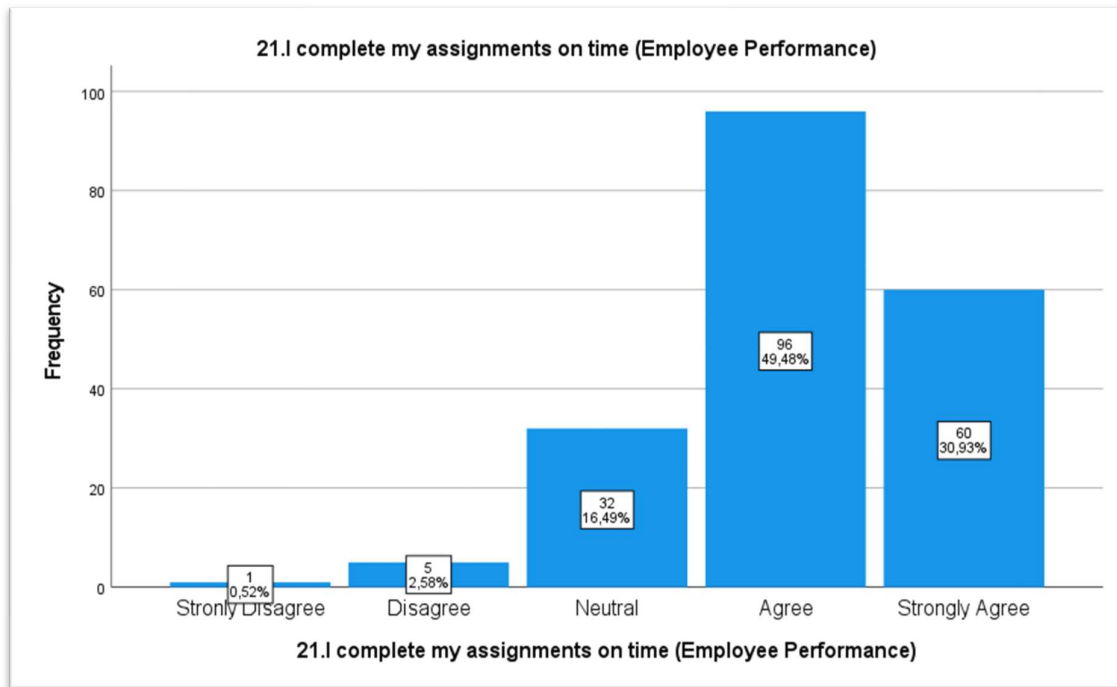


Figure B.28 Complete assignments on time Frequency Bar Chart

The table presents a summary of the frequencies, percentages, valid percentages, and cumulative percentages of those who agree with the statement “I complete my assignments on time.” Percent and Valid Percent: The results show that a majority of the respondents say either they “Agree” (49.5%) or “Strongly Agree” (30.9%) with their ability to complete assignments on time, with a smaller proportion falling under the headings “Neutral” (16.5%), “Disagree” (2.6%), and “Strongly Disagree” (0.5%). Cumulative Percent: The cumulative percentage is the running total percentage across categories described above. For instance, this commentary applies to respondents at the “Neutral” or lower levels of the sample, accounting for 19.6%; it goes on to 69.1% when totals include those who also rated “Agree,” and further to 100% with “Strongly Agree”. To sum up, the greater part of the respondents was confident that they would fairly be able to complete their assignments on time. Nearly half obviously are of the opinion that they agree, while almost one-third reported themselves to strongly agree. A smaller proportion feels neutral about this at 16.5%, few at 2.6% report themselves as disagreeing or strongly disagreeing at 0.5%.

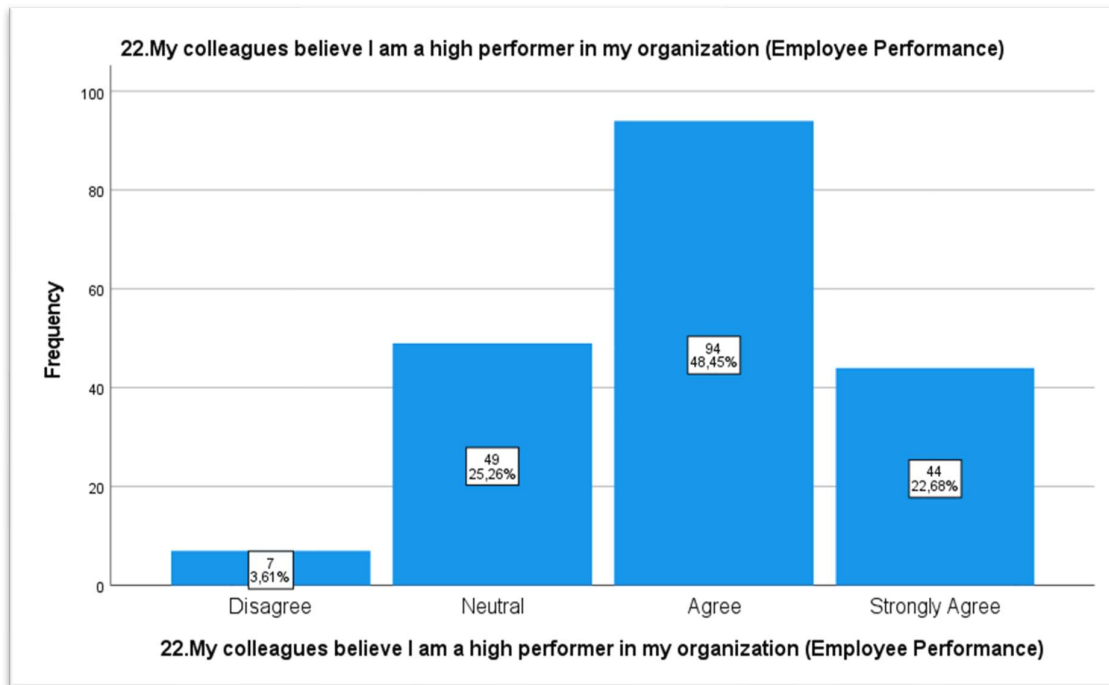


Figure B.29 High performer Frequency Bar Chart

The above table highlights respondents' views regarding the perception their colleagues hold on their performance within the organization and is presented in frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: Many of the respondents say colleagues view them as high performers and "Agree" (48.5%) or "Strongly Agree" (22.7%). A smaller proportion takes a stand on "Neutral" (25.3%) or "Disagree" (3.6%). No one voted "Strongly Disagree" in this question. Because there are no missing responses, the valid percentage is the same as the overall percentage. Cumulative Percent: Cumulative percentages give a sense of percentage addition. For example, 28.9% of the sample falls into the "Neutral" or less group. The introduction of the "Agree" group raises the cumulative percentage to 77.3%, and the addition of the "Strongly Agree" group brings the cumulative total to 100%. In sum, most of the respondents feel that their colleagues have a positive view of their performance, with nearly one-half feeling agreement (48.5%) and about one-quarter feel strongly agreement (22.7%). Smaller proportions are neutral (25.3%) or disagree (3.6%).

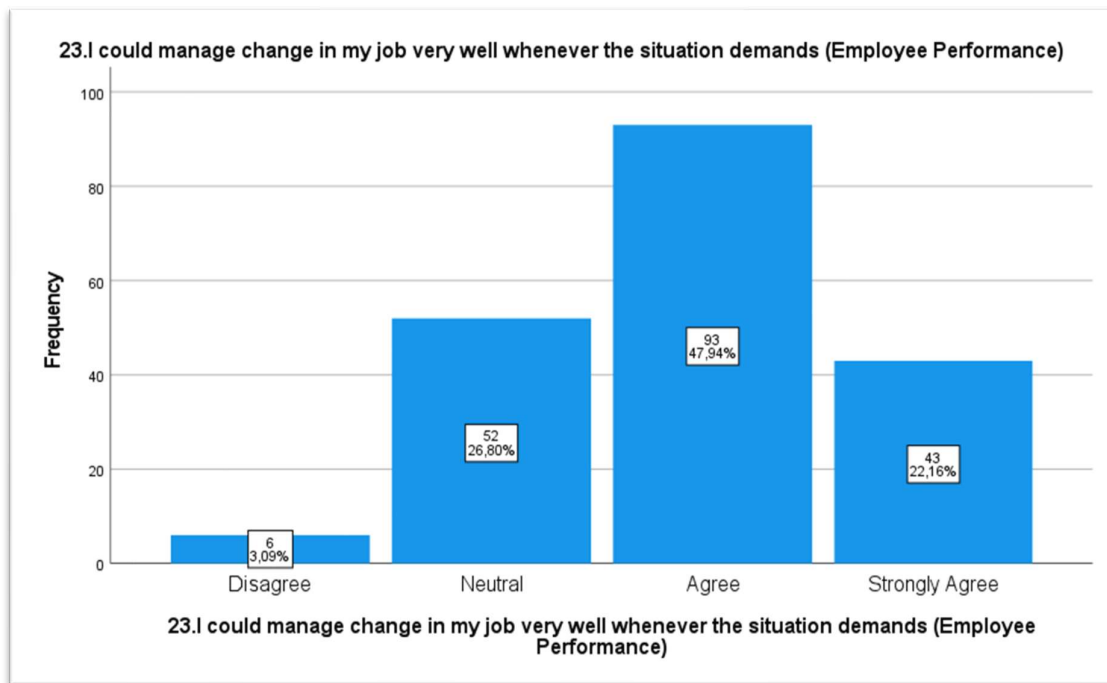


Figure B.30 Manage changes Frequency Bar Chart

The table gives a summary of the ability of the respondents to manage change in their work when required. This is presented via frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: Most of the respondents say they “Agree” with 47.9% and “Strongly Agree” with 22.2% of the sample. Fewer of the respondents belong to the group, which is “Neutral” with 26.8%. Very few say they “Disagree” in their responses (3.1%); valid percentages are the same as overall percentages because the response is complete. No one voted “Strongly Disagree” in this question. Cumulative percentages give an incremental total; for example, those who answer “Neutral” and below represent 29.9% of the sample. The addition of the “Agree” group brings the cumulative percentage up to 77.8%. Conclusively, this places the sum at 100% in the end with “Strongly Agree” group. At the end of the day, most respondents feel confident managing change, when necessary, with nearly half of them saying that they do that with agreement (47.9%) and over a fifth saying that they do that with high agreement (22.2%). A smaller proportion is nonchalant in the situation (26.8%), with very few of them disagreeing (3.1%).

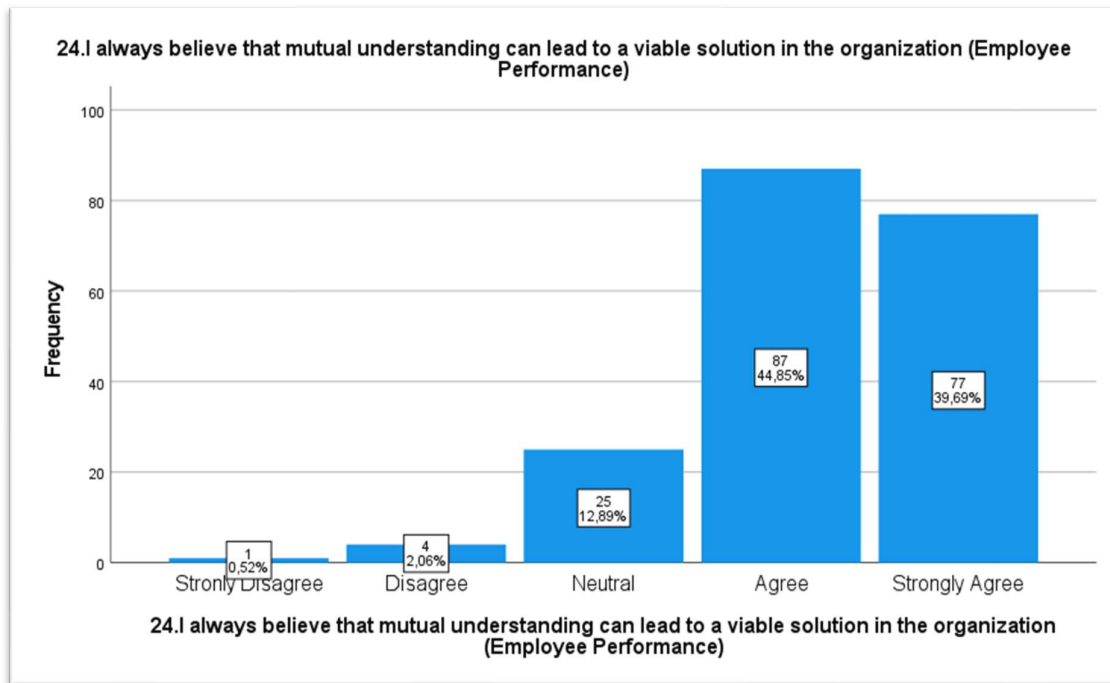


Figure B.31 Mutual understanding Frequency Bar Chart

The table above shows the response to “I always believe that mutual understanding can lead to a viable solution in the organization”. It's expressed as frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: Over 80% of respondents say they “Agree” (44.8%) or “Strongly Agree” (39.7%) with the statement. Close to 13% fall in the “Neutral” category, and a very small proportion falls in the categories of “Disagree” (2.1%) and “Strongly Disagree” (0.5%). The valid percentage is the same as the percentage above due to a lack of missing data. Cumulative Percent: Cumulative percentages provide a running total through ranks. For example, the percentage up to and including “Neutral” is 15.5%. Percentages through “Agree” are found at 60.3%. Furthermore, “Strongly Agree” forms the latter total of 100%. To sum up, more than half of the respondents are strongly of the opinion that mutual understanding should be the organizational solution with almost one-half saying that they agree (44.8%) and almost 40% indicating strongly agreement (39.7%); very few feel neutral (12.9%) or disagree (2.6%).

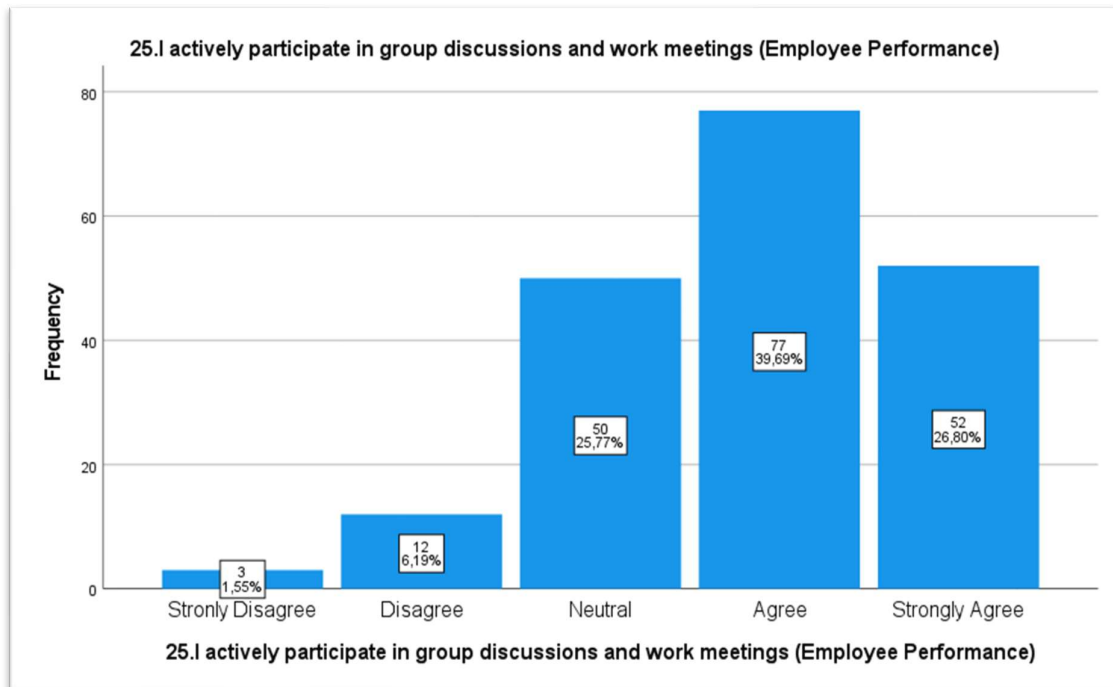


Figure B.32 Active participation Frequency Bar Chart

It is shown in the table that respondent participation in group discussions and work meetings has frequencies, percentages, valid percentages, and cumulative percentages. Percent and Valid Percent: Most of the respondents said that they “Agree” (39.7%) followed by “Strongly Agree” (26.8%) with their level of participation. A smaller proportion is “Neutral” (25.8%) and even fewer say they “Disagree” (6.2%) or “Strongly Disagree” (1.5%). The valid percentages and overall percentages are the same since there are no missing responses. Cumulative Percent: The cumulative percentages are the progressive values of responses. For instance, perceptions that “Neutral” and below make up 33.5% of the sample. Adding the “Agree” group to this brings the cumulative percentage up to 73.2%. It is only upon adding the “Strongly Agree” group that this would equate 100% of the total. In summary, most respondents participate actively in group discussions and meetings with a feeling of agreement (39.7%) or strong agreement (26.8%). A minority group feels neither here nor there (25.8%) or disagrees (6.2%) with very few saying that they strongly disagree (1.5%).

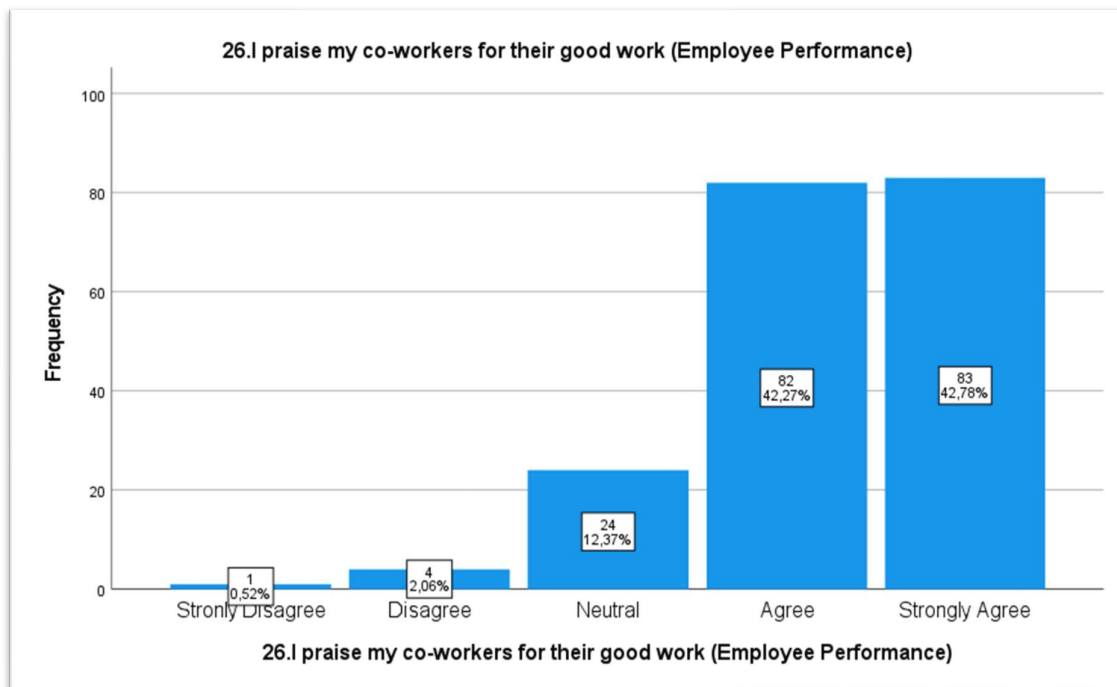


Figure B.33 Praise co-workers Frequency Bar Chart

Here's a table summarizing how respondents rated the statement "I praise my co-workers for their good work" in terms of frequency, percentage, valid percentage, and cumulative percentage. Percent and Valid Percent: The high proportions are the answers "Agree" (42.3%) and "Strongly Agree" (42.8%) with their ability to praise coworkers; "Neutral" is relatively small at 12.4%, while both "Disagree" and "Strongly Disagree" are minuscule at 2.1% and 0.5%, respectively. Since there is no missing response, the valid percentages are the same as the percentages for the sample. Cumulative Percent: The incremental totals are shown by the cumulative percentages. For example, those who are "Neutral" or less account for 14.9% of the sample, reaching 57.2% when the answer "Agree" is added, and ending at 100% when "Strongly Disagree" is included. In summary, most respondents seem positively inclined to thank their colleagues, right balanced between agreeing (42.3%) and strongly agreeing (42.8%). Just a very small percentage feels neutral (12.4%), disagree (2.1%) or strongly disagree (0.5%).

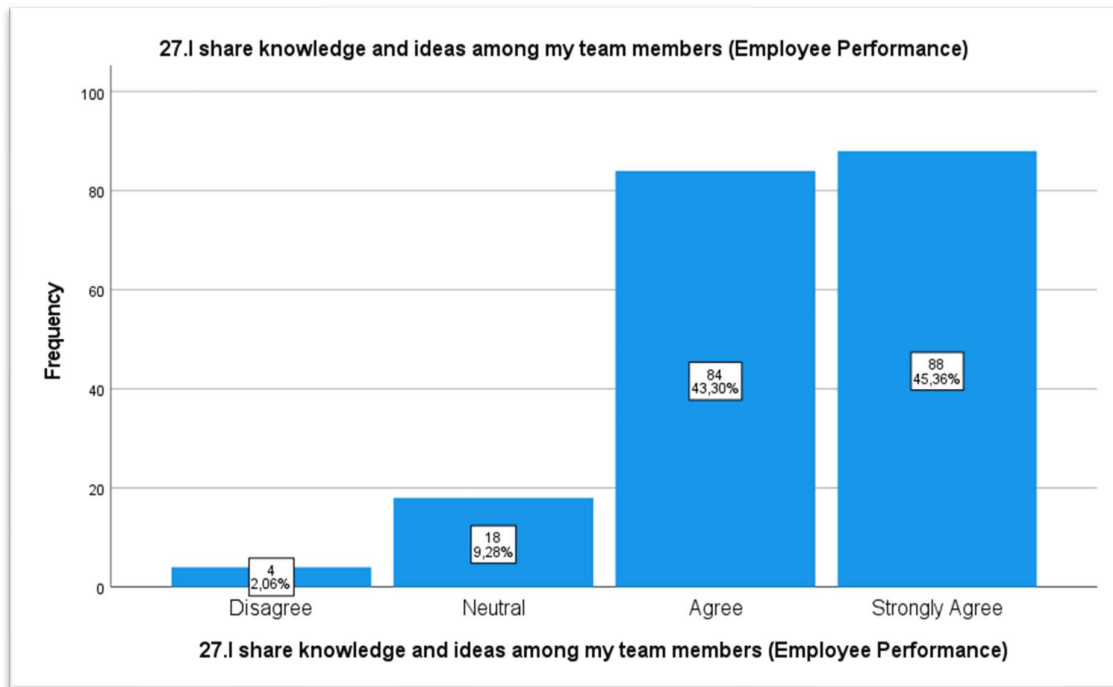


Figure B.34 Share knowledge Frequency Bar Chart

The above table gives a summary of respondents' agreement with the statement "I share knowledge and ideas among my team members", and the frequencies, percentages, valid percentages, and cumulative percentages. Percent, and Valid Percent: Most of the respondents say they "Agree" (43.3%) or "Strongly Agree" (45.4%) with their efforts in sharing knowledge. The smaller fraction falls under "Neutral" (9.3%), whereas the answer "Disagree" is very few (2.1%). No one voted "Strongly Disagree" in this question. The valid percentage is the same as the overall percentage since there is no missing data. Cumulative Percent: The gradual accumulation of responses is well captured by the cumulative percentages. For instance, those that feel "Neutral" or less sum up 11.3% of the sample. By adding those who "Agree," the cumulative percentage climbs to 54.6%. Finally, the group "Strongly Agree" sums up the total to 100%. Most respondents are positive about sharing knowledge and ideas. They say that they agree (43.3%) or strongly agree (45.4%). Smaller proportions say they feel neutral (9.3%), while a very small fraction disagree (2.1%).

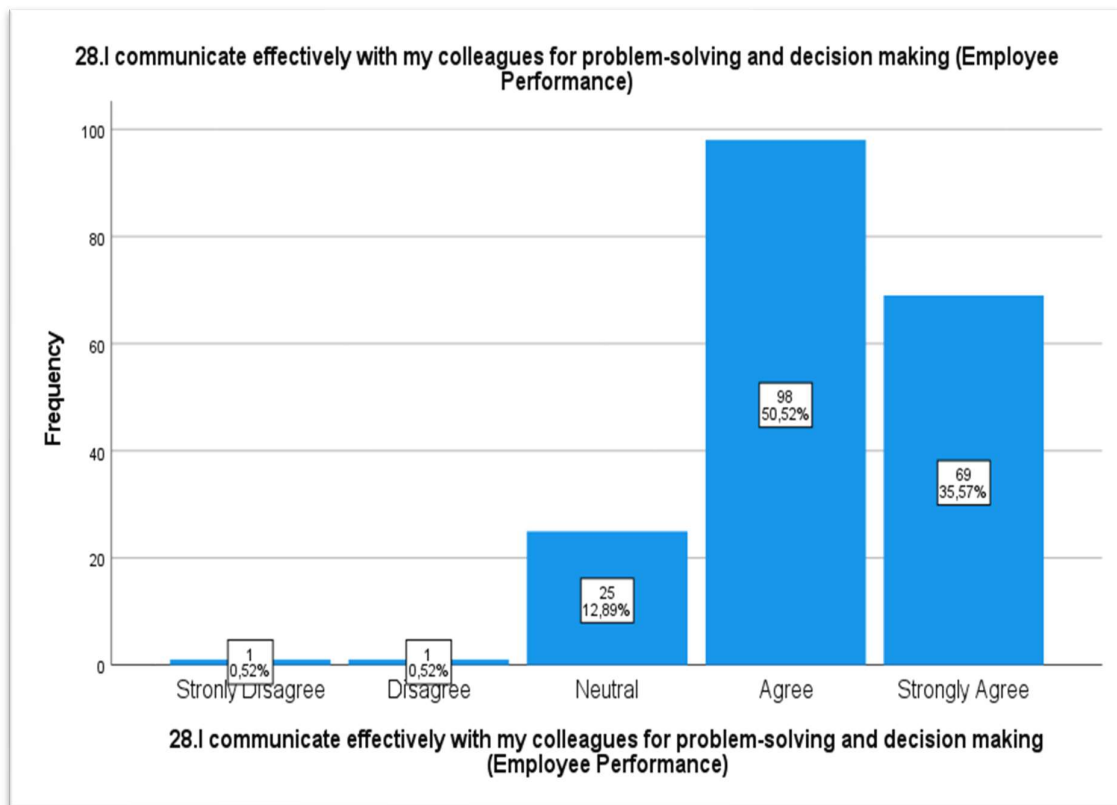


Figure 4.10 Effective communication Frequency Bar Chart

This table illustrates the percentage distribution of respondents according to whether they agree with the statement “I can communicate with my colleagues effectively in problem solving and decision making”. Percent and Valid Percent: In general, most respondents “Agree” (50.5%), followed by “Strongly Agree” (35.6%) with their effort to communicate. Only a few are “Neutral” (12.9%), “Disagree” (0.5%), or “Strongly Disagree” (0.5%). Because there are no missing values, the valid percentages coincide with the total percentages. Cumulative Percent: Cumulative percentages show how responses accumulate incrementally or per increment: e.g., “Neutral” or below, constitute 13.9% of respondents. Adding group “Agree” increases this to 64.4%. Finally, “Strongly Agree” takes it to 100%. In summary, the large proportion of the respondents have a positive opinion of their communication with colleagues. More than half say that they agree (50.5%) while more than one third report that they strongly agree (35.6%). A smaller percentage is neutral (12.9%), while a very small percentage say that they disagree (0.5%) or strongly disagree (0.5%).

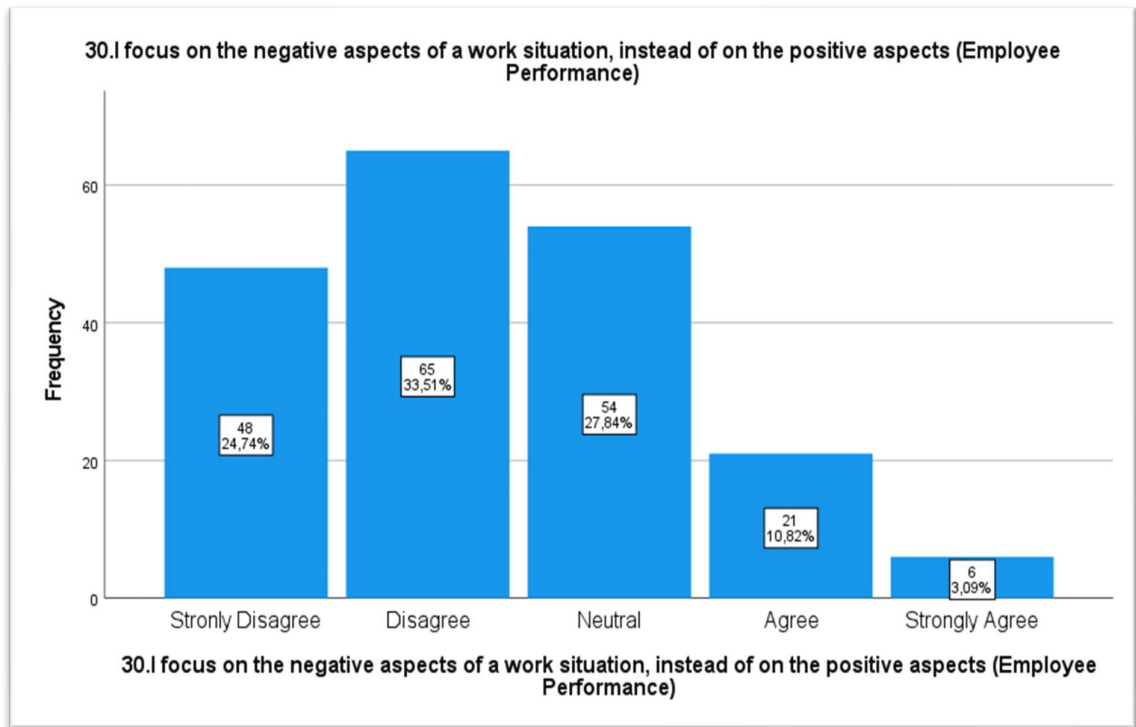


Figure B.36 Focus on the negative Frequency Bar Chart

The data in the table above represents employees' responses to whether they tend to think about the negative rather than the positive aspects of a work situation. It can be inferred from the data that most respondents do not resonate with the statement. Specifically, 24.7% strongly disagree, and 33.5% disagree summing to 58.2%. A significant portion, 27.8%, remains neutral to it. Only a minor percentage of respondents agree to have an outlook on the negative side, 10.8% and 3.1% strongly agreeing add up to 13.9% agreement. These results suggest that for the most part, employees focus on the positive or balanced with the surrounding aspects of their situations rather than accentuating the negative. The relatively high percentage of neutral responses, however, may indicate that at quite a good number of employees, from time to time, aspects are perceived in both lights without a strong preference for one.

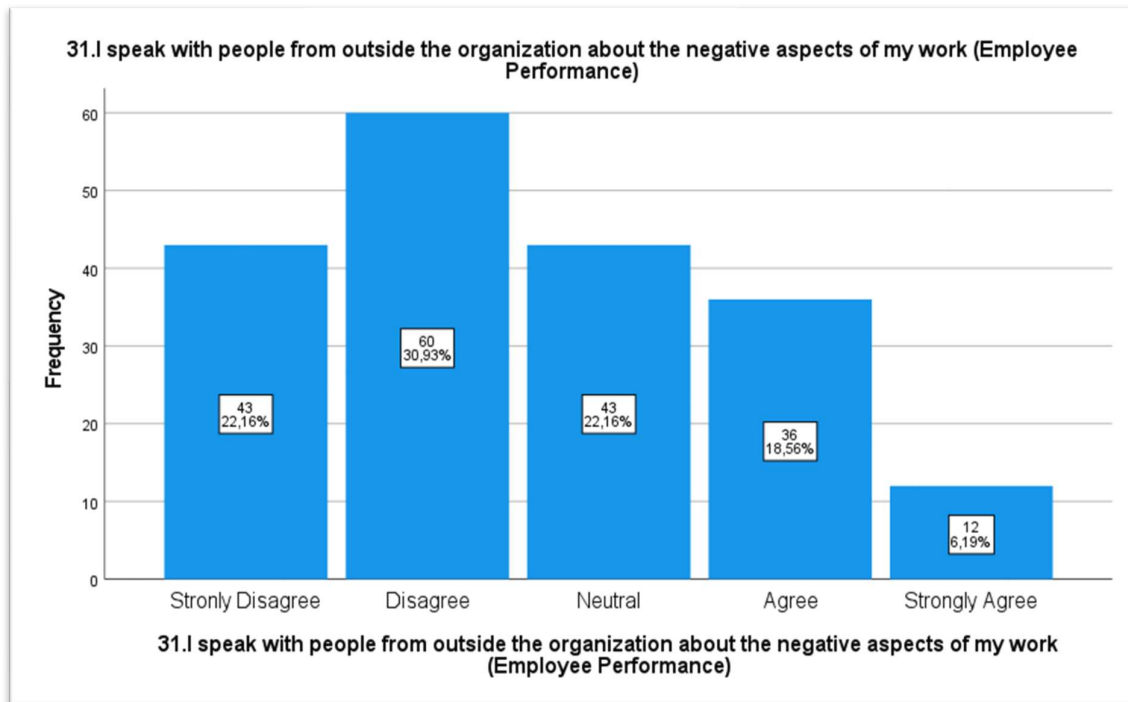


Figure B.37 Speak negatively Frequency Bar Chart

The responses of employees to the question of whether they talk to outsiders about the negative aspects of their work are brought forth in the table. It emerges that most of them do not. More specifically, 22.2% strongly disagree, 30.9% disagree (providing a share that comprises more than half of the sample, specifically 53.1%). An important share of 22.2%, neither agreeing nor disagreeing, 18.6% agree, and 6.2% strongly agree. The valid percentages concur with the overall percentages due to the absence of missing values. These figures indicate that while the majority of employees do not talk with outsiders about the negative aspects of their job, a relatively important percentage seems either to be neutral or admits to doing so. This could reflect varying degrees of job satisfaction, corporate climate, or confidence in the internal channels of communication.

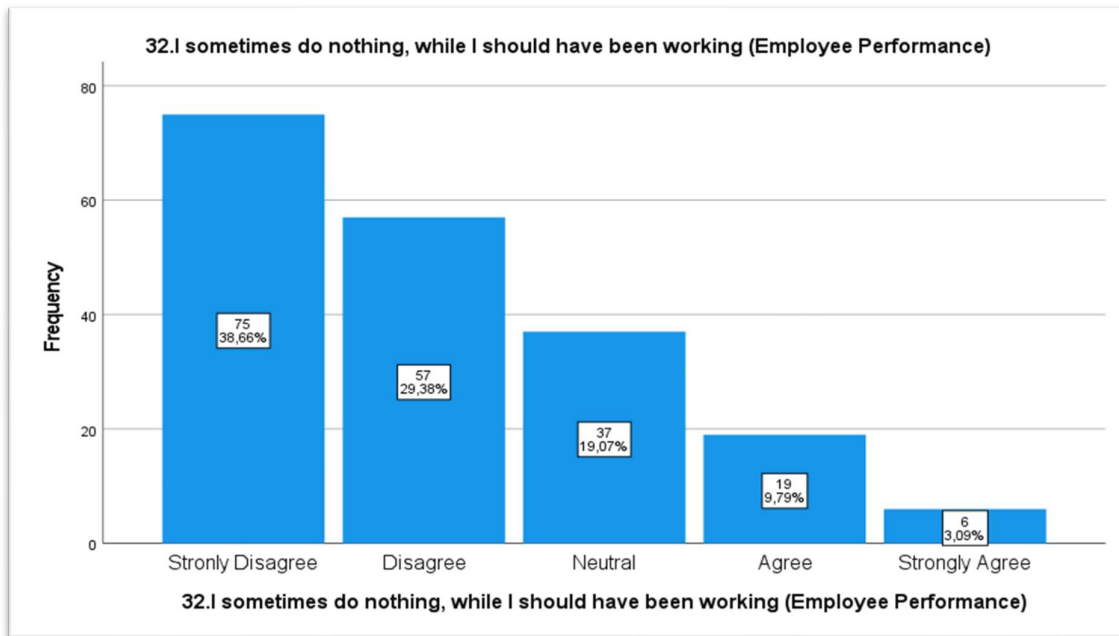


Figure B.38 Do nothing Frequency Bar Chart

The above table shows the Level of Agreement with the Statement "I sometimes do nothing when I should have been working". From the above information, it is clear that the majority of them do not agree with the above statement. It is 38.7% who strongly disagree, and 29.4% who disagree, summing to 68.1%. A significant percentage, 19.1%, neither agrees nor disagrees and can be taken as being at the center of the above statement. On the other hand, 9.8% agree, and 3.1% strongly agree with the above statement, giving 12.9% in total. The valid percentages match the overall percentages since there are no missing responses. Thus, it can be said that most employees consider themselves to be productive at work and only a small portion concedes to some idleness at times. Apathetic responses here would most likely denote employees who are sometimes a bit lax in output but do not strongly identify with the claim.

Author's Statement:

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