

## **Impact of Employee's Job Satisfaction on Employee's Job Performance in the Public Sector of Nepal**

**\*<sup>1</sup>Kabit Mishra**

<sup>1</sup>MBA (HR), Symbiosis Centre for Management and Human Resource Development, Symbiosis International University, Maharashtra, India.

### **Abstract**

Job performance depends on different factors such as Competencies, Training & Development, Employee Engagement, Company Culture and Job Satisfaction. This research aims to study the impact job satisfaction has on the performance of employees in an organization. Using the Confirmatory Factor Analysis, the validity of data was checked, which consisted of job satisfaction and job performance of 201 employees working in the public sector of Nepal. The regression analysis showed a positive effect of the dependent variable Job Satisfaction on independent variables In-role and Innovative Job Performance. The results provide enough concrete evidence to support the hypothesis. Thus we can conclude that In-role Performance and Innovative Performance of employees increases with an increase in Job Satisfaction of Employees. The HR Department, along with leaders of the organizations, should focus on factors affecting Job Satisfaction, such as employee policy and company culture, to satisfy the employees. The increase in job satisfaction will lead to high employee job performance in the public sector of Nepal.

**Keywords:** Job satisfaction, employee job performance, in-role performance, innovative performance, JS

### **1. Introduction**

To survive in today's competitive market, an organization needs to keep changing itself according to the need of time. These changes in an organization are necessary for all the functioning departments. Over the past decade, organizations that are specific to Human Resource Management have brought several changes in their existing policies to improve and increase job satisfaction for their employees. In Nepal, Adhikari (2009) <sup>[1]</sup> discovered that a pleased employee is less likely to be absent from work, contributes to the firm's success, and wants to stay with the company. Dissatisfied workers, on the other hand, have bad attitudes and prefer to be absent too much, are continually displeased with their supervisors, try to quit the firm whenever a chance arises, and are stressed. The job related performance of an employee in the organisation is based on the level of success at which the task is done. According to Campbell (1993) <sup>[25]</sup>, performance is connected to the attitude one shows while fulfilling the responsibilities at work, through the actions and steps that can be judged. An organization's employee must perform at a high level to satisfy its goals and objective, gain competitive advantages (Frese, 2002) <sup>[26]</sup>. Job performance was defined by Hiltrop and Despres (1994) <sup>[27]</sup> as the value added by an individual at work in an activity or task.

Job satisfaction has become a priority for all HR managers as the higher the job satisfaction higher is the productivity of the employees. Productivity for an employee means how efficiently and effectively an employee can perform their work. The performance of an employee is not only specific to the everyday work but also accounts for the initiative that needs to be taken for the growth of themselves as well as the organization.

Everyday work is known as in-role performance. It accounts for the work assigned to the employee as per their role in the organization. Job-related behaviors are those that are connected to the duties and obligations that are stated in the job description. When an employee comes up with new ways for better delivery to the stakeholder, it is known as innovative performance. For instance, a quality analyst's in role-performance is to identify the error in the process and ensure to minimize the repetitive errors. Similarly, the innovative performance will be to come up with new automated tools which will help increase the overall quality of the process. To increase both in-role performance and innovative performance, the employees must be satisfied with their job. Especially for innovative performance, because it takes extra effort and motivation for an employee to come up with new creative and feasible ideas.

The importance of job satisfaction is high when we talk about the public sector. The public sector is less organized as compared to the private sector in Nepal, and there are fewer checkpoints to ensure that the employees are performing their duties appropriately. Hence the best way possible to ensure that the employees are performing their duties efficiently and effectively in the public sector organization will have to ensure that the employees are highly satisfied. Nepal is a developing country, and the public sector plays a vital role in the overall development. If Nepal's public sector improves, the economy will also increase. Therefore, higher job satisfaction in the public sector means more productivity and more innovation, which will indirectly help Nepal grow.

Several factors affect job satisfaction. These factors include mainly salary, workplace environment, career growth, workload, work flexibility, right recognition of work. The manager should work on improving these factors as it directly impacts job satisfaction which further directly impacts the productivity of the employees. The HR managers should keep evaluating their existing policies and should conduct regular surveys to find out the critical measures which contribute the most to job satisfaction for their organization. These factors may change from organization to organization; thus, the manager should be careful while identifying the critical measures.

As per existing studies, higher job satisfaction helps both the employees and the organization. Employees feel more motivated and work with high morale towards the customer's needs. Whereas, for organizations, higher job satisfaction of employees can be leveraged as a competitive tool against its competitors. Even after possessing the best technology, an organization cannot survive due to unsatisfied employees. Hence, satisfied personnel is the most vital source of an organization. (Abolalaei, 2005) [28]. Several studies show the impact of job satisfaction in the private sector in Nepal but very minimal studies when it comes to the public sector. This paper tries to understand and explain the effect job satisfaction of an employee has on how the employee performs in the organization, based on in-role and innovative job performance.

## 2. Literature Review

### In-Role Job Performance

The in-role performance determines the level of success with which an employee completes their assigned tasks at the job. (Williams and Anderson, 1991) [24]. The in-role performance accounts for the work related functions assigned to the employee, attitude towards the work, and involvement in the job. There is enough evidence in previous studies that in-role job performance is a significant determinant of employees' overall job performance in the organization. (Rotenberry and Moberg, 2007) [20]. These tasks mentioned in the job description are examples of an employee's in-role work.

### Innovative Performance

Innovative performance requires extra dedication and effort from the employee end. Innovative performance for organization is very much necessary to survive in the competitive market. New innovation will help the organization to gain a competitive advantage over its competitor and enjoy an upper hand in the market. (Ayala, Y., Lorente, L., Silla, M., & Yeves, J. 2016) [6]. The employee can only feel motivated if they are satisfied. Say if they are not satisfied then they will never be willing to take an extra effort towards coming up with new ideas which will enhance the overall productivity of an Organization. For today's businesses, the capacity to consistently innovate in goods, services, and business processes is critical. Innovation is regarded as one of the most important drivers of corporate success. Psychological ownership may help businesses achieve their goals by providing a sense of ownership and responsibility, as well as inventive solutions. Innovative behavior encompasses not only innovation-related behavior in the particular job function, but also the implementation and growth of a greater degree of innovation in the unit or organization as a whole. Individuals with inventive abilities can bring new business strategies and concepts into the firm and apply them. (Hidalgo, A., & Albers, J. 2008) [12]. High job

satisfaction will also help employee gain a sense of ownership which is very essential for innovative performance. Thus Job satisfaction is a must for innovative performance to excel in any organization.

### Job Satisfaction

Job satisfaction has become the highest priority for a HR manager. (Bajpai & Srivastava, 2004) [7]. According to previous research, increasing job satisfaction leads to better performance, improved procedures, increased production, and increased commitment. (Brayfield & Crockett, 1955) [9]. But when employees are not satisfied then it might result to arrogant behavior, absenteeism, low productivity in work and other several bad downstream impacts which will affect the overall organization. (Spector, 1997) [22]. Throughout the globe in private and public sectors the quantity of production depends on the effectiveness with which employees do their task, this adds to the total efficiency of the organization. Sector companies which leads to increased efficiency. In this circumstance, guaranteeing employee work satisfaction becomes a must for every company. (Inuwa, Mohammed 2016) [14]. Job satisfaction of an employee is based on multiple behavioral and emotional aspects, it is difficult to judge the job satisfaction based on all these factors. The complexity and competition in the organizational workplace has made the relation between these two factors more strong. (Inayat, W & Jahanzeb Khan, M 2021) [13]. Public sector in Nepal is less organized and has fewer checkpoints employees must be satisfied with their job but it's alarming to see that public sector employees are not satisfied. According to (Subedi Khagendra Prasad Vol1 2014) [29] we can observe that Nepalese public employees have a poor degree of job satisfaction in terms of pay and benefits, but they have an average level of satisfaction in other areas such as supervisory, advancement, work possibilities, and human connection features.

The impact job satisfaction has on employees performance is determined by the factor of fulfillment. If the employees are satisfied they will put a greater effort in the work with higher involvement. It is widely accepted that emotions like contentment and discontent are essential motivators for action since they imply action inclinations (i.e., approach and avoidance). Emotions, on the other hand, are not perceived as influencing behavior. It is said that an individual's performance is a direct outcome of his or her unique job or work objectives, which are decided by the individual's values, knowledge, and beliefs in the context of the circumstance as he perceives it. (Locke, E. A. 1970) [17].

As the world is becoming more complicated and advance companies are learning the importance of job performance of employee on overall organizational performance. The supervisors are addressing the behavioral and emotional aspects which effect the job satisfaction of the employee as satisfied employee shows better work involvement leading to high performance. Further Supervisors, mid management and top management employee make the joining decision; based on the overall employee performance. (Alromaihi, M.A., & Alshomaly, Z.A. 2017) [5].

### Job Satisfaction and Job Performance

From the above definitions, work fulfilment is an unobservable variable. This way, there is no distinct approach to estimating position fulfilment. In any case, there is an assortment of ways that can be distinguished from the current study. Practically any work-related element can impact an

individual's degree of occupation fulfilment or disappointment (Locke, 1970) <sup>[17]</sup>. The impact of employee job satisfaction on the performance of an employee in an organization is determined by the increase in the performance of a employee with increase in job satisfaction and the level of increase in performance. According to the study the feeling of satisfaction or dissatisfaction can have direct effect on the nature of work, based on the job satisfaction the employee can either be involved in case of higher fulfilment or evasive in case of lower fulfilment. Even though these feelings have great effect on performance only these factors cannot determinate the complete picture of employee performance (Mafini & Poee, 2013) <sup>[18]</sup>. Positive connections were seen between authoritative execution and every one of the five worker fulfilment factors, to be specific working circumstances, capacity use, inventiveness, collaboration and independence. Among the five variables, collaboration greatly affected hierarchical execution, trailed by capacity use, imagination, independence, with working circumstances applying the least impact (Supramaniam & Singaravelloo, 2020) <sup>[23]</sup>. In recent times the relation between organization and employee has become more meaningful, the performance of organization is directly linked to performance of individual employee. The companies are introducing better employee benefits, pay and working environment. Only these steps cannot lead to job satisfaction, HR in the organizations should be actively seeking the factors which will affect the job satisfaction. These factors should be addressed and necessary

changes should be made to support these factors. In this way HR can ensure better job satisfaction among employee increasing job performance and eventually the organizational performance (Dartey-Baah & Harlley, 2010) <sup>[11]</sup>.

### 3. Theoretical Framework

The previous studies note that work fulfillment is a great determinant of performance in an organization. Organizational performance depends on the collective performance of the workforce as a team. So, having a workforce that is satisfied with the job is more productive than unsatisfied employees (Chengedzai & R.I., 2013) <sup>[10]</sup> (Bakotić, 2016) <sup>[8]</sup> (Omah, 2019) <sup>[19]</sup>. The Job Performance is explained by in-role performance (Albulushi, 2012) <sup>[4]</sup> (Lee *et al.*, 2010) <sup>[16]</sup> and employees' innovative performance (Albulushi, 2012) <sup>[4]</sup> (Janssen & Van Yperen, 2017) <sup>[15]</sup>.

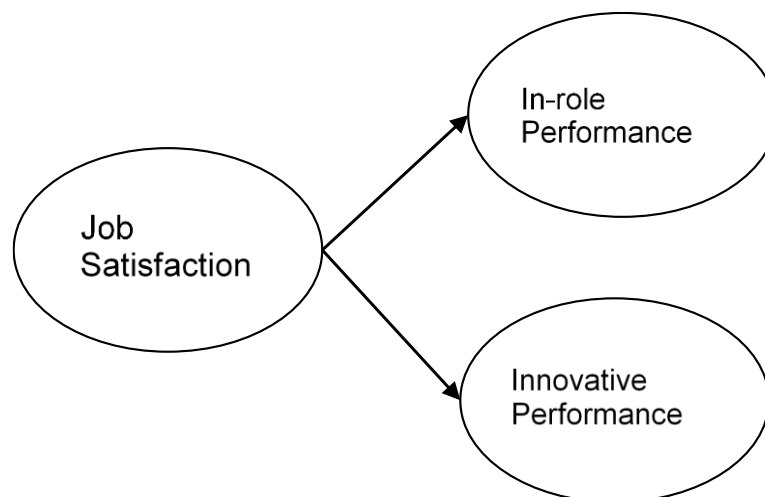
The study aims to find the impact of employees' job satisfaction on employees' job performance.

Job performance is divided into two factors - In-role and Innovative Job Performance.

Based on the above studies the hypothesis proposed for the study are as follows:

**H1:** There is a positive impact of Employee's Job Satisfaction on In-role Job Performance.

**H2:** There is a positive impact of Employee's Job Satisfaction on Innovative Job Performance.



**Fig 1:** Research Model

### 4. Methodology

The research used a quantitative method to study the relationship between employee performance and job satisfaction.

The questionnaire used to collect the data consisted of two parts. The questionnaire sent to the employee included Demographics and Job Satisfaction questions (Brown, 1994). The questionnaire sent to supervisors or managers included - role Job Performance (MacKenzie, 1998) <sup>[30]</sup> and Innovative Job Performance (Jonssen & Van Yperen, 2017) <sup>[15]</sup> questions. The Cronbach's alpha of In-role Job Performance, Innovative Job and Job Satisfaction was 0.83, 0.88 and .78, respectively. A value of higher than 0.75 showed the questionnaire used for research had good internal consistency. The research focused on four major public sectors of Janakpur State, Nepal (Municipality Office, District Administration Office, Nepal Electricity Authority, Nepal Telecom). The researcher contacted the Supervisors and Managers in person

and via email to receive the list of employees working under them. The questionnaire used for Employee's Job Satisfaction was sent to the employees by their managers. The manager forwarded 350 questionnaires to the candidate; 207 completed the questionnaire. The study did not include six records due to incomplete data. The total sample size was 201. The research used the immediate supervisor to evaluate the employee performance as they were involved in the organizational performance review of the employee.

The sample consisted of a small selection of 201 employees at a confidence level of 95% and a confidence interval of 7 for a large population of 75000 employees.

The questionnaires for research were prepared on Google forms and retrieved on Excel. The research used Confirmatory Factor Analysis to confirm data integrity and correlation analysis to study the relationship between Employee Performance and Job Satisfaction. SPSS was used to analyze the data.

## 5. Data Analysis and Results

### 5.1 The Confirmatory Factor Analysis(CFA)

It investigates the data's structural integrity and checks if all the factors were meaningful.

**Table 1:** Component correlation matrix.

Component	1	2
1	1.000	.587
2	.587	1.000

**Extraction Method:** Principal Component Analysis.

**Rotation Method:** Oblimin with Kaiser Normalization.

The CFA used Direct Oblimin Rotation to extract the factors. Since the absolute correlation value is above 0.32, the data's rotation method is applicable.

**Table 2:** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.935	
Bartlett's Test of Sphericity	Approx. Chi-Square	1910.569
	df	171
	Sig.	.000

Kaiser Meyer Okin's Measure of sampling adequacy value is 0.936, above 0.5; hence, the data has scope for factor analysis. Bartlett's test of sphericity is statistically significant at .001 with significance value of 0.00.

**Table 3:** Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	8.612	45.325	45.325	8.612	45.325	45.325	8.000
2	1.391	7.323	52.648	1.391	7.323	52.648	5.977
3	.963	5.067	57.715				
4	.890	4.682	62.397				
5	.795	4.185	66.582				
6	.723	3.807	70.389				
7	.653	3.439	73.828				
8	.606	3.192	77.020				
9	.589	3.101	80.121				
10	.546	2.871	82.993				
11	.492	2.589	85.582				
12	.464	2.440	88.022				
13	.437	2.298	90.320				
14	.418	2.202	92.522				
15	.381	2.006	94.528				
16	.333	1.755	96.283				
17	.277	1.460	97.743				
18	.244	1.287	99.029				
19	.184	.971	100.000				

The components with an eigenvalue greater than one are accepted. The SSPS extracted two components, which explains the cumulative variance of 52%. The cumulative variance

Total variance explained by the factors is low but accepted since it is above the components' eigenvalue is greater than 1.

**Table 4:** Pattern Matrix<sup>a</sup>

	Component	
	1	2
IRP01	.763	
IRP02	.807	
IRP03	.675	
IRP04	.435	
IRP05	.595	
IP01	.733	
IP02	.768	
IP03	.413	
IP04	.361	.382
IP05	.608	
IP06	.805	

IP07	.715	
IP08	.575	
IP09	.770	
JS01		.798
JS02		.454
JS03		.741
JS04		.773
JS05		.744

The pattern matrix shows the loading of items in two different components. For this study, values less than the absolute value of 0.3 were suppressed (Albulushi, 2012) [4]. The items IRP01-IRP05 & IP01-IP09 load together on the First component. The variables JS01-JS05 are loaded together on the 2nd component. It shows that the data structure is relevant to the research construct. The items representing Job Performance and Job Satisfaction of employees load together. The item IP04 is loaded more in component 2 than component 1; hence it is rejected based on divergent validity.

**5.2 Correlation Analysis**

**Table 5:** Correlations

		IRP	IP	JS
IRP	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	201		
IP	Pearson Correlation	.819**	1	.
	Sig. (2-tailed)	.000		
	N	201	201	
JS	Pearson Correlation	.632**	.625**	1
	Sig. (2-tailed)	.000	.000	
	N	201	201	201

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

From the above table, the correlation between Employee In-role Job Performance and Employee Job Satisfaction is statistically significant at  $r=0.632$  and  $p=0.01$ , which shows a moderate correlation. It indicates the increase in Employee Job Satisfaction will lead to higher Employee in In-role Job Performance. Similarly, the correlation between the Innovative Performance of employees and job satisfaction of employees is statistically significant at  $r=0.625$  and  $p=0.01$ , which shows a moderate correlation. It indicates that the increase in Employee's Job Satisfaction will lead to higher Employee's Innovative Job Performance.

**5.3 Regression Analysis**

**Table 6:** Table shows regression analysis.

Hypothesis	Regression Weights	Beta Coefficient	AdjustedR <sup>2</sup>	F	P	Hypothesis Supported
H1	JS→IRP	.645	.396	132.29	.000	Yes

IRP as an independent variable is regressed upon the dependent variable JS. JS predicted IRP significantly,  $F(1,201)=132.29$ ,  $p<0.01$ , which shows JS has a role in shaping IRP ( $b=.645$ ,  $p<.001$ ). From this result, we can conclude that there is a positive effect of the JS on IRP. The adjusted  $R^2=.396$ . It means the model can explain 39.6% of the variance in IRP.

**Table 7:** Table shows regression analysis

Hypothesis	Regression Weights	Beta Coefficient	Adjusted R <sup>2</sup>	F	P	Hypothesis Supported
H2	JS→IP	.578	.387	127.34	.000	Yes

IP as an independent variable was regressed upon the independent variable JS. JS predicted IP significantly,  $F(1,201)=127.34$ ,  $p<0.01$ , which shows JS has a role in shaping IP ( $b=.578$ ,  $p<.001$ ). From this result, we can conclude that there is a positive effect of the JS on IP. The adjusted  $R^2=.387$ . It means the model is able to explain 38.7% of the variance in IP.

**6. Discussion**

**Table 8:** The distribution of age, gender and years employed of the candidate:

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
< 25	5	2.5	2.5	2.5
> 50	8	4.0	4.0	6.5
21-25	26	12.9	12.9	19.4
25-30	36	17.9	17.9	37.3
31-35	50	24.9	24.9	62.2
36-40	30	14.9	14.9	77.1
41-45	31	15.4	15.4	92.5
46-50	15	7.5	7.5	100.0

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Female	83	41.3	41.3	41.3
Male	118	58.7	58.7	100.0

Years Employed				
	Frequency	Percent	Valid Percent	Cumulative Percent
< 5	11	5.5	5.5	5.5
> 30	3	1.5	1.5	7.0
11-15	49	24.4	24.4	31.3
16-20	38	18.9	18.9	50.2
21-25	27	13.4	13.4	63.7
26-30	11	5.5	5.5	69.2
5-10	62	30.8	30.8	100.0

There are 41.3% female and 58.7% male, the number of males is slightly higher compared to females in the study. This is similar to the number of men and women in the organization. The percentage of people belonging to each age group is present; the majority of employees belong to the age group of 21-45. It is also because the higher-level employees

with higher age were not sent the job satisfaction survey as there was no immediate manager or supervisor to rate their performance. The percentage of people with 5-25 years were the highest in percentage. It is also because many employees take voluntary retirement after 25 years of service, which is the minimum work span for getting a pension.

**Table 9:** Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IRPM	201	1.60	5.00	4.7582	.56058
IPM	201	1.63	5.00	4.3315	.50865
JSM	201	1.80	5.00	4.7244	.54941

All the variables in the study are ranked on a 5 point Likert scale. The minimum value is one, and the maximum value is five. Employee in-role job performance has four questions; the average is 4.7, and Stdev. is .56. Employee innovative job performance has nine questions; the average is 4.3, and Stdev. is .50. Employee job satisfaction has four questions; the average is 4.7, and Stdev. is .54. The mean of all variables is above the expected value of three. It shows the values are at a favorable level.

The item IP04 was rejected as it loaded on both components showing divergent properties. The reason can be the encouragement from supervisors to be innovative, at the same time an obligation to follow the standard government process. The question should be modified for use in further study of the public sector of Nepal.

The first regression analysis shows employee job satisfaction is vital in shaping employee In-role performance positively. This is also stated in the previous studies (Albulushi, 2012) <sup>[4]</sup> (Lee *et al.*, 2010) <sup>[16]</sup>. The second regression analysis shows employee job satisfaction is vital in shaping innovative employee performance positively. It is in line with the previous study by (Albulushi, 2012) <sup>[4]</sup> (Janssen & Van Yperen, 2017) <sup>[15]</sup>.

## 7. Appendix

### In-role Performance

1. The employee always completes the duties specified in his/her job description.
2. The employee meets all the formal performance requirements of the job.
3. The employee fulfills all responsibilities required by his/her job.
4. The employee never neglects aspects of the job that he/she is obligated to perform.
5. The employee often fails to perform essential duties.

### Innovative Performance

6. How often the employee does creates new ideas for improvements?
7. How often the employee does mobilizes support for innovative ideas?
8. How often does the employee searches out new working methods, techniques, or instruments?
9. How often the employee does seeks approval for innovative ideas?
10. How often the employee does transforms innovative ideas into useful applications?
11. How often the employee does generates original solutions to problems?
12. How often the employee does introduces innovative ideas in a systematic way?

13. How often the employee does makes important organizational members enthusiastic for innovative ideas?
14. How often the employee does evaluates the application of innovative ideas?

### Job Satisfaction

15. How satisfied or dissatisfied are you with the progress you are making toward the goals you set for yourself in your present position?
16. How satisfied or dissatisfied are you with your present job in light of your career expectations?
17. How satisfied or dissatisfied are you with your present job when you compare it to jobs in other organizations?
18. How satisfied or dissatisfied are you with the chance your job gives you to do what you are best at?
19. How satisfied or dissatisfied are you with your present job when you consider the expectations you had when you took the job?

## 8. Limitations

The major limitation of the study was the item IP04 was loaded in both components. Hence, the item was rejected. Further study can be done to know why people are unclear on seeking approval for innovative ideas. The sample size used for the analysis is small in comparison to the population and limited to the Janakpur province of Nepal. The scope of research can be increased countrywide, and a larger sample size can be used in further studies to get a broader picture of the impact job satisfaction has on the job performance of employees.

## 9. Conclusion

The research aimed to study the impact of employees' job satisfaction on employees' in-role job performance and innovative Job performance. Based on quantitative analysis of the impact of employee job satisfaction on employee in-role performance and employee innovative performance, it can be concluded that job satisfaction has a direct impact on employee in-role performance and innovative performance. The result indicates an increase in job satisfaction leads to higher employee job performance in the organization.

The approach in research was taken to study the impact of employee job satisfaction on employee job performance. Previous studies stated that there is a direct relationship between these two factors, with job satisfaction influencing employee job performance. Similar results were expected for the study, and the results match the expectation of the study. The methodology used in this study shows the increase in job satisfaction will lead to high job performance in the public sector of Nepal. However, it raises the question of people seeking approval for the ideas. This can be clarified with further research and including a larger sample into the study, providing a clear pattern.

The organization should look into different factors affecting job satisfaction such as pay, working conditions, opportunity to grow, work stress, relation with supervisor etc. Focusing on these factors will increase the job satisfaction of employees (Jonssen & Van Yperen, 2017) <sup>[15]</sup> (Lee *et al.*, 2010) <sup>[16]</sup> (Albulushi, 2012) <sup>[4]</sup>. As the study shows, the increase in job satisfaction will lead to higher in-role performance and innovative performance. The organization can increase productivity and performance by focusing on the job satisfaction of the employee. This is an internal approach to improving organizational performance (Bakotić, 2016) <sup>[8]</sup>.

Further studies can be conducted to determine the factors affecting job satisfaction in the public sector of Nepal. Also, factors influencing job satisfaction can be compared to in-role performance and innovative performance in order to determine how each element of job satisfaction impacts the employee job performance.

## References

1. Adhikari DR. Organizational Behaviour (3rd ed.). Kathmandu: Buddha Academic, 2009.
2. Agrawal GR. Organizational relation in Nepal. Kathmandu: M.K. Publisher and Distributor, 2005.
3. Allen N, Meyer J. A three component conceptualization of organizational commitment. *Human Resource Management Review*. 1991; 1:64-89.
4. Albulushi H. Relationship between job satisfaction and employee job performance in Guilan Public Sector. *Journal of Basic and Applied Scientific Research*. 2012; 2(2):1735-1741.
5. Alromaihi MA, Alshomaly ZA. Job Satisfaction and Employee Performance: A theoretical review of the relationship between the two variables, 2017.
6. Ayala Y, Peiró Silla JM, Tordera N, Lorente L, Yeves J. Job satisfaction and innovative performance in young Spanish employees: Testing new patterns in the happy-productive worker thesis-a discriminant study. *Journal of Happiness Studies*. 2016; 18(5):1377-1401. Doi:10.1007/s10902-016-9778-1
7. Bajpai N, Srivastava D. Sectorial comparison of factors influencing job satisfaction in Indian banking sector. *Singapore Management Review*. 2004; 26; (2):89-99
8. Bakotić D. Relationship between job satisfaction and organizational performance. *Economic Research-Ekonomska Istraživanja*. 2016; 29(1):118-211.
9. Brayfield AH, Crockett WH. Employee attitudes and employee performance. *Psychological Bulletin*. 1955; 52:396-424.
10. Chenedzai M, RI, PD. The relationship between employee satisfaction and organizational performance: evidence from a South African government department: original research. *SA Journal of Industrial Psychology*, 2013, 39(9). Doi: 10.10520/EJC141216
11. Dartey-Baah K, Harlley A. Job Satisfaction and Motivation: Understanding its impact on employee commitment and organizational performance. *Academic Leadership: The Online Journal*, 2010, 8(4).
12. Hidalgo A, Albors J, Innovation management techniques and tools: a review from theory and practice. *R&D Management*. 2008; 38(2):113-127.
13. Inayat W, Jahanzeb Khan M. A study of job satisfaction and its effect on the performance of employees working in private sector organizations, Peshawar. *Education Research International*, 2021, 1-9. Doi:10.1155/2021/1751495
14. Inuwa, Mohammed. Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal*. 2016; 1:90.
15. Janssen O, Van Yperen NW. Employees' Goal Orientations, the Quality of Leader-Member Exchange, and the Outcomes of Job Performance and Job Satisfaction. *Academy of Management Journal*, 2017, 27(3).
16. Lee OF, Tan JA, Javalgi RG. Goal orientation and organizational commitment: Individual difference predictors of job performance. *International Journal of Organizational Analysis*. 2010; 18(1):129-150.
17. Locke EA. Job satisfaction and job performance: A theoretical analysis. *Organizational Behavior and Human Performance*. 1970; 5(5):484-500. [https://doi.org/10.1016/0030-5073\(70\)90036-x](https://doi.org/10.1016/0030-5073(70)90036-x)  
<https://doi.org/hdl.handle.net/10520/EJC141216>
18. Mafini C, Poee DRI. The relationship between employee satisfaction and organizational performance: evidence from a South African government department: original research. *S.A. Journal of Industrial Psychology*, 2013, 39(1).
19. Omah O. Impact of Employee Job Satisfaction on Organizational Performance. *International Journal of Current Research*, 2019, 6(403).
20. Rotenberry Paul, Moberg Philip. Assessing the impact of job involvement on performance. *Management Research News*, 2007. 30. 203-215. 10.1108/01409170710733278.
21. S. A study of job satisfaction status on Civil Service employees of Nepal, 2014. Retrieved February 28, 2022, from [https://www.academia.edu/8812604/A\\_Study\\_of\\_Job\\_Satisfaction\\_Status\\_on\\_Civil\\_Service\\_Employees\\_of\\_Nepal](https://www.academia.edu/8812604/A_Study_of_Job_Satisfaction_Status_on_Civil_Service_Employees_of_Nepal)
22. Spector PE. Job Satisfaction: Application, Assessment, Cause and Consequences. Thousand Oaks, CA: Sage Publications, Inc, 1997.
23. Supramaniam S, Singaravelloo K. Emotional Intelligence, Job Satisfaction and Organizational Performance in the Malaysian Public Administration. *Institutions and Economies*, 2020, 12(1).
24. Williams LJ, Anderson SE. Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*. 1991; 17(3):601-617. <https://doi.org/10.1177/014920639101700305>.
25. Campbell JP, McCloy RA, Oppler SH, Sager CE. A Theory of Performance. In: Schmitt N, Borman WC, Eds., *Personnel Selection in Organizations*, Jossey-Bass Publishers, San Francisco, 1993, 35-70.
26. Frese, Sonnentag S. (Ed.). *Psychological Management of Individual Performance*. Wiley, 2002.
27. Hiltrop JM, Despres C. Benchmarking the Performance of Human Resource Management. *Long range planning*. 1994; 27(6):45-457.
28. Abolalaei B. "Worthwhile organization possession, making talent base organization", *Asre Modiriati*. 2005; (1):68.
29. Subedi, Khagendra Prasad, Chaudhary, Ajay Kumar. "A Study of Satisfaction Status on Civil Service Employees of Nepal." *Research and scientific Innovation Society*, 2014October. 2014; 1(V):3-7, ISSN: 2321-2705.
30. Podsakoff PM, Mackenzie SB. A second generation measure of organizational citizenship behavior, working paper, Indiana University, Bloomington, IN, 1989.