

An Exploration on factors of employee satisfaction in the Performance management



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Abstract

This study aims to identify the factors which encourage employees to remain in their jobs for a long-term as opposed to those which create negative sentiments thus leading employees to quit in order helping the industrial sector reduce the amount of time and money currently spent on recruiting and training new employees due to the rapid employee turnover rate. Wages, organisational culture, perks, work satisfaction, stress, training and development, chances for advancement, and job security are the main aspects under consideration. Each factor's effect on employee satisfaction is evaluated in the research. The group of workers in the industrial sector that make up the research population are represented by a random sample of industrial workers. The research issue is investigated using the quantitative technique. According to the report, Jordanian workers are more concerned about their pay and status than any other aspects. Therefore, in order to avoid losing excellent employees or missing out on brilliant individuals, we advise manufacturers to look into the wage range for each job.

Keywords: *Job Satisfaction; Employee Performance, Employee Satisfaction; Employee*

Introduction

A general attitude, job satisfaction is the outcome of various specific attitudes in three domains, including (i) individual traits, (ii) group relationships outside of work, and (iii) particular workplace variables. For analysis, it is impossible to separate these components from one another. The theory that should be used is that job satisfaction is determined by how favourably or unfavourably workers see their employment. It happens when the demands of the workplace align with the desires and expectations of the workers. However, a more thorough approach requires the inclusion of several other criteria before a whole knowledge of work satisfaction can be attained. Considerations should be made for the employee's age, health, temperament, preferences, and degree of ambition. In addition, his family connections, social standing, and leisure activities eventually contribute to his work happiness.

Job Satisfaction

One of the most complicated topics, job satisfaction includes a wide range of emotions and circumstances. The value of job happiness and its connection to workers' performance grows as the working environment gets more competitive and complicated. Therefore, the current study's goal is to examine the performance level and job satisfaction of three important professions in Peshawar: physicians, bankers, and university professors. The total development of the country is significantly influenced by the health sector, one of the most important industries in both the public and private sectors. Pakistan is dealing with a number of problems when it comes to the work satisfaction of physicians. The purpose of the current study is to examine the performance level and level of satisfaction of medical practitioners working in the private sector due to the paucity of research in this field. According to a survey on physicians in Pakistan, the majority of those employed at teaching hospitals were unsatisfied for a variety of reasons, including unfavourable working circumstances, inadequate pay, a heavy workload, etc..

Literature review

Armstrong (2012) claims that factors relating to the firm from the firm's internal and external environments, such as management support, training culture, organisational climate, and environmental dynamism, are related to: factors relating to the job, such as communication, autonomy, and environment; factors relating to the employee, such as intrinsic motivation, proactivity, adaptability, skill flexibility, commitment, and skill level; and EP. environment- and firm-related aspects. Although many firm/environment-related factors, including leadership, organisational trust, investments in human capital, etc., have been studied in the literature with regard to their effects on EP (Bapna et al., 2013), this study focuses on management support, training culture, organisational climate, and environmental dynamism. Management support, according to several academics, is a crucial prerequisite for improving EP.

As Morrison and Phelps (1999) also point out, workers are more likely to do well on the job when they believe that management is supportive of their efforts. Additionally, Parker et al. (2006) discovered that dedication and initiative are positively correlated with managerial support (employee-related factors).

While Chatman et al. (2014) report a relationship between organisational climate and adaptability, Erkutlu (2012) argues that it also affects employees' proactivity level, Lepak et al. (2006) found that organisational climate influences employees' attitudes and behaviours and consequently their performance levels.

Finally, Boxall et al. (2007) assert that organisational culture influences employee behaviour and is connected to the degree of motivation among workers. According to Dermol and Cater (2013), training results in the development of new knowledge and abilities, which enhance EP.

Additionally, Hale (2002) and Armstrong (2012) contend that training enhances workers' knowledge and abilities so they may successfully handle brand-new problems encountered on the workplace every day and, as a result, do their jobs more effectively. Additionally, according to Song et al. (2011) and Winterton (2008), businesses' training policies are directly connected to the development of their workers' job-specific abilities and adaptability (employee-related factors).

According to Ketkar and Sett (2010), environmental dynamism has an impact on business performance. Additionally, Motowildo and Schmit (1999, p. 56) point out that it is challenging for enterprises to predict the efficiency levels of their staff when the external settings are dynamic. In a dynamic setting, the work itself and the performance develop distinctive qualities. Lastly, Crant (2000) asserts that workers who are immersed in a dynamic work environment with rising demands are more prone to adopt practices that boost performance.

Conclusion

According to our research, Indians are concerned about their jobs' levels of difficulty and excitement. According to the study, Jordanian workers were ready to quit their jobs should a higher-paying position open up elsewhere. According to the study's findings, it is clear that poor pay and a toxic work environment combined account for 58.5% of the main reasons why people leave their positions. We advise Jordanian businesses to, wherever feasible, boost pay to surpass the industry average in order to recruit and retain higher-caliber personnel based on the apparent positive association between wages and employee happiness. According to the second hypothesis, we found that there is a bad correlation between employee performance and stress. We found that factors including a combative boss, poor communication, insufficient training, role ambiguity, and role conflict might increase the amount of stress associated to the job. Reduced performance will occur naturally as a result of excessive stress. On the other hand, we found that training and development

boost workers' skills and confidence in their capacity to execute the job, pointing to a favourable association between training and job satisfaction. Increased training makes workers feel more confident doing jobs and results in increased competency, which in turn inspires workers and boosts their self-esteem.

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