

Job Satisfaction on Job Performance of Employees in Iraqi Grain Trade Companies

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Info Articles

Keywords:

pay, supervision, work itself, promotion, job satisfaction and job performance

Abstract

This research article aims to “To measure the impact of key predictors of job satisfaction on job performance of employees in Iraqi grain trade companies”. The paper applies data reduction using Confirmatory Factor Analysis (CFA) on a sample of 745 respondents drawn from grain trade companies in the Baghdad and condenses a set of 12 job satisfaction items converted into four key predictors. The present study proposes a model of the impact of key predictors of job satisfaction on job performance. The study found that pay, supervision, work itself and promotion are impacting significantly the job performance. Therefore, grain trade companies should focus on the above factors to job performance of employees. The study investigated the impact of key predictors of job satisfaction on job performance of the employees in grain trade concluded that pay had the highest impact on the job performance of the employees’ supervision, work itself followed by promotions.

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INTRODUCTION

In today's global context many organizations are facing intensive challenges to improve the employee's job satisfaction and as a result, improve their organizational commitment to gain competitive advantage as well as maintain retention of their key employees. Great interest of organizational topics that related to attitude and behavior such as organizational commitment, job satisfaction and job performance has been sparked by its potential benefits to individuals and organizations. According to Steinhaus & Perry (1996) cited in (Samad, 2011) committed and satisfied employees are unlikely to indicate low performance and are normally highly productive who identify with organizational goals and organizational values. Organizations that are successful in the industry realize that employee retention is very essential in order to achieve market leadership and growth in the market place. People are the most important resources/assets of any organization, thus employees are company's livelihood. How they feel about the work they are doing and the results received from that work directly affect an organization's performance and eventually its stability. Generally, employees will be more satisfied when they feel that they are rewarded fairly for the work they have done by making sure the rewards for them are genuine contributions to the organization and consistent with the reward policies.

Apparently monetary gain is simply one aspect of these rewards; additionally, these rewards may also include a range of benefits and perks. Employees with higher job satisfaction are important since they believe that the organization has a valuable future in the long term and the employer will acknowledge and reward their work. Therefore, those employees are more dedicated to the organization, have higher retention rates and also likely to have higher productivity (efficiency & effectiveness). On the other hand, individual and group performances are the key to achieve organizational performance. Hence, the performance of the organization can be identified at three levels, thus individual level, group level and organizational level (Gibson et al., 1979).

Organizational performance depends upon individual and group performance. Organizations consist of people performing jobs alone and with others. From this explanation by Gibson et al., (1979) it can be understood that the individual performance is the heart of organizational performance and that the individual job performance is related to individual employee job satisfaction since it is apparent that individual job satisfaction ultimately leads to the organizational performance as well. The general consensus across industries and organizations is that the loss of skilled Professionals worker is expensive. Estimates of cost of replacing technology workers range from roughly 1.5 times their annual salaries to 2.5 times annual salaries (Longnecker & Scazzero, 2003). In addition to the cost of replacing experienced staff, turnover takes its toll on productivity and morale through disruptions of projects, heavier workload, and negative impact on team cohesion. Industry experts propose that the cost of losing a scientist or engineer can be three to six the cost of losing a manager (Kochanski & Ledford, 2001). Some sources view high turnover as an inevitable consequence of the tremendous demand for technology skill. Moving beyond from assessing job satisfaction and job performance of traditional manufacturing and service-based organizations, this research aimed at finding out the impact of job satisfaction on job performance of employees in Iraqi grain trade companies. This is specially a significant concern in grain industry where specialist training and retention are highly important. This study purposely focused on employees in general due to the critical nature of their work. Apparently, the factors leading to job satisfaction and impact to the job performance in this field are poorly understood; therefore, this study was designed to further understand the relationship between job satisfaction and job performance among employees. It was evident that employee dissatisfaction not only leads to poor performance but for the employee turnover as well.

The knowledge worker turnover behavior in which only 6% satisfied with their current job with the current employer while 24% intended to leave the current employer, if they get a better job offer from another company in Sri Lanka and being a lucrative global industry, another 24% intended to leave, if they get a job offer or a permanent residency in a foreign country (Jinadasa & Wickramasinghe, 2009). Hence this research was conducted based on a well-recognized pioneering grain trade companies in Iraq, who

cater to both local and international markets and over 15 years of industry experience and their current head count in Iraqi office exceeds more than 6902 employees across 16 branch. It is evident that to obtain great performance, the organization needs satisfied and committed employees. If the employees are not satisfied that may directly affect their work output and performance and may further create an unstable situation. Considering those mentioned facts, it is important to assess any association between job performance and job satisfaction of employees. Hence the main intention of this research was to investigate how employees in grain trade companies job satisfaction could be affected to their respective job performance in different ways thus organization can come across with possible solutions. For instance longer the companies keep their employees the less need there would be for additional expenditure to train new employees. Thus in grain trade companies, training and skill development is highly crucial to the employee performance as well to the organizational performance.

The literature review reveals that numerous revisions have followed on the relation amongst employee satisfaction and employee performance. (Sailaja. A, 2017) There is research gap about the relation between job satisfaction and job performance. There is an enormous range to make study that investigates by using of structural equation model for predicting the impact of job satisfaction on job performance of employees in Information Technology Industry. (Swetha. G, 2017) had mentioned the following area for further research. They have designated only middle level employees to study the concept of job satisfaction and job performance. She was recommended creating a study covering all groups of employees predominantly in IT sector by making an allowance for a large sample of respondents.

Afterwards the identification of research gaps, researcher has nominated the topic on structural equation model for predicting the impact of job satisfaction on job performance of employees in Information Technology Industry.

Research Problem

Organizations at this cutthroat epoch, is in a strong intention of hiring of and retaining the most suitable employees. In order to accomplish this purpose, performance evaluation has become a strong necessity for both the employees and employers in different senses. On evaluating employees in consonance with their professional and social aspects, numerous psychological and behavioral features are also to be accounted into. In a competitive business environment prevails all over the globe, this process of evaluation has emerged into a superior dimension of assisting and managing the performance of employees. This approach invariably estimates the worthy contributions of an employee on the whole and thereby acknowledges the imperative relationship of performance with employees' psychological factors like job satisfaction, emotional intelligence, organizational citizenship behavior, work motivation, professional integrity, etc.

This research tries to identify the impacts of job satisfaction dimensions on job performance of employees in grain trade Industry. It investigates the relationship between the dimensions of job satisfaction and the job performance of the respondents and thereby to cross check whether the former influences the latter in a positive sense or not.

Literature Review

Job Satisfaction is one of the main attitudes that can influence human behavior in the work place. Job Satisfaction is the degree to which individuals feel positively or negatively about their jobs (Woods & Weasmer, 2008) and it is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. Therefore, organizational behavior researchers are eager to analyze, understand and measure job satisfaction and its consequences for people at work (Woods & Weasmer, 2008). Job satisfaction may be affected by emotion related personality traits because job satisfaction has been equated with a pleasurable emotional state (Locke, 1976). Personality traits are relevant for job choice and for being selected and promoted by the organization (Hogan, 1971). Also job satisfaction results from a person's view of their job. This is based upon work environment conditions such as the mentality of seniors/supervisors, company policies and process, working conditions and additional

benefits (Gibson et al, 1979). Workers will have high job satisfaction when they have positive attitudes toward such job factors such as the work itself, recognition and opportunity for advancement (DuBrin, 1997). There are five job dimensions representing the most important aspects that affect an employee job satisfaction. These include the work itself, pay, promotion opportunities, supervision and co-workers (Luthans, 2002). Thus Pay, Promotion, Supervision and Work Itself were taken as the dimensions of job satisfaction of this research study.

Employees job satisfaction is strongly linked to the company's pay system (Greenberg & Baron, 1995). The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organizations strategic goals (Armstrong and Murlis, 1998). A fair and equal pay system would encourage job satisfaction (Lawler, 1981). Further, he says things such as bonuses and annual salary increments would more encourage employee job satisfaction. For the purpose of this study, pay is defined as the employee pay, which is adequate for their normal expenses. Hence compensation is the main indicator of the dimension of payment. Apart from that it covers bonus and salary increments also. The employee is satisfied with the pay and pay is provided according to the working experiences and equal to the work done. Several practical studies have found a strong positive link between employee payment and job performance (Baron & Armstrong, 1998; Robbins & Decenzo, 2005).

Lack of promotions and other job enhancements, such as training, have a more adverse effect on job satisfaction than even excessive amounts of work or low pay (Shields & Ward, 2001). An employee's career growth and status would encourage them to seek out promotions (Locke, 1976). With respect to that, promotions can be considered as a tool by management for increasing employees' motivation and job satisfaction levels. Position advancements, generating positive moral among employees and ensuring job security had a great potential of creating employee job satisfaction (Gouws, 1995). It should be noted that those who may receive promotions in an unfair manner, perhaps through known connections are likely to create rifts among the genuine workers. This in turn can create job dissatisfaction. In the context of this study, promotion is defined as the fair chance for the employee to get promoted. Advancement, morale, value and security were considered as the indicators of the dimension promotion. Positive promotion aspects elevate levels of job satisfaction and that will increase the employee job performance (Gouws, 1995).

Good supervision is the key to maintaining high job satisfaction levels. In instances where supervisors engage employees in tasks which involve higher levels of responsibility, employees are likely to feel more valued thereby gaining a notion of achievement and success (Glick, 2005). According to Trempe et al, (1985) employees who receive respect and consideration from their seniors are more satisfied than employees who experience otherwise. Apart from that employees such as technical teams would expect technical supervision of their work; continuous basis technical supervision and support could generate satisfaction especially among knowledge workers in different types of organizations. For the context of this study, supervision can be defined as how the supervisor treats the employee in terms of praise, the employee's good work, seeking the advice from the employee, understanding the nature of the employee's work as well as giving the employee enough supervision and at the same time portraying good an example to the workers. Therefore the supervision dimension under job satisfaction variable was tested using the indicators of supervision of human relations and supervision of technical relations. An effective supervisor provides assistance to staff employees in meeting their personal and professional goals within the environment of the division and the institution. This will generate employee satisfaction and result in high performance. There are several practical studies that have found a strong positive relationship between supervision and job performance (Winston and Creamer, 1997).

The work itself refers to the working environment of the workers and their perception about the job itself that they are responsible for. Oxford Advance Learner's Dictionary (1995), defines the work itself as "what is done by somebody". Similarly the work itself also refers to the working environment of the workers and their perception about the job itself that they are responsible for. Cohen et al. (1999) identifies that ability to utilization, achievement, activity, authority, creativity, independence, responsibility and

variety are the main indicators of employee work itself. And also in his research, he mentioned that work itself and its indicators have a positive relationship with employee job performance. The job or work will give the employee a sense of achievement and responsibility. The work itself refers to the working environment of the workers and their perception about the job itself that they are responsible for. The definition of the work itself for this study is how the employee perceives their current work as fun, comfortable, challenging or respected by others. Indicators tested under the dimension work itself were ability to utilization, achievement, activity, authority, creativity, independence, responsibility, and variety. A lot of early studies (Cohen, 1999; Randall and Cote, 1991) have found that work itself is an important and influential casual factor, which has a positive relationship with organizational employees work performances.

Research Objective

1. To identify the key predictors of job satisfaction in IT industry
2. To measure the impact of key predictors of job satisfaction on job performance of employees in IT industry

Research Hypothesis

H1: There is no significant relationship between employee opined job satisfactions on job performance.

H1.1: There is no significant relationship between employee opined payments on job performance.

H1.2: There is no significant relationship between employee opined works-itself on job performance.

H1.3: There is no significant relationship between employee opined supervision on job performance.

H1.4: There is no significant relationship between employee opined promotion on job performance.

METHODS

Purpose of this study was hypothesis testing as this study was conduct to establish and explain the relationship between job satisfaction and job performance. The type of the investigation was correlational since the study has conducted in no contrived settings. The unit of study in this research was an individual. Specifically, employees in grain trade companies since the data were gathered from employees of a well-recognized global grain trade company in Baghdad, Iraq.

The study was conducted with the help of self-administered questionnaires which prepared according to the measures of above-mentioned dimensions. Five-point Likert scale was used to weight from strongly disagree to strongly agree and the questionnaires were distributed personally, mailed to the respondents, and electronically distributed. Total employee's IT companies working in the mentioned company was the population of this research study. There were 2339 employees working in this organization and 745 employees were selected to the sample by using simple random sampling technique (lottery method). The questionnaire method was chosen for data collection purpose assuming anonymity of the respondents. The collected data was analyzed by statistical data analysis package, Smart-PLS version 3.0.

PLS path modelling is selected in this study because of the estimation the interactions between constructs or structural model and associations between indicators and their corresponding latent constructs or measurement model concurrently, even though it is similar to conventional regression technique (Chin, Marcolin, & Newsted, 2003; Duarte & Raposo, 2010; Gerlach, Kowalslu, & Wold, 1979; Lohmoeller, 1989. Additionally, the objective of the study is to predict the role of organizational factors in increasing academicians' commitment. In addition, the study has reflective constructs. Lastly, compared to other path modelling software, Smart PLS software was carefully chosen as a tool of data analysis for the reason that of its friendly graphical user interface that help users to create a moderating and mediating effect for path models with interaction effects (Temme, Kreis, & Hildebrandt, 2006, 2010).

RESULTS AND DISCUSSION

Overall, a total of 1000 sets of questionnaires were distributed to the targeted participants. Out of 1000 distributed questionnaires, 745 were returned making the response rate of 74.5 percent. Data was screened and cleaned to ensure the accuracy of the data collected. This was done by analysing the original data collected against the source data file. Following Tabachnick and Fidell (2001), data cleaning in this study involved checking the accuracy of the data input, dealing with missing values, detecting and treating the outliers.

Assessment of a Measurement Model

To assess the measurement model, the following activities were undertaken in this study: examining internal consistency reliability, ascertaining indicator reliability and determining convergent and discriminant validity (Hair et al., 2014). These activities were undertaken in order to identify the relationship between the observed variables and the underlying latent constructs.

The first stage hierarchical construct model was first assessed as seen in Tables 1, Table 2 and Figure 1.

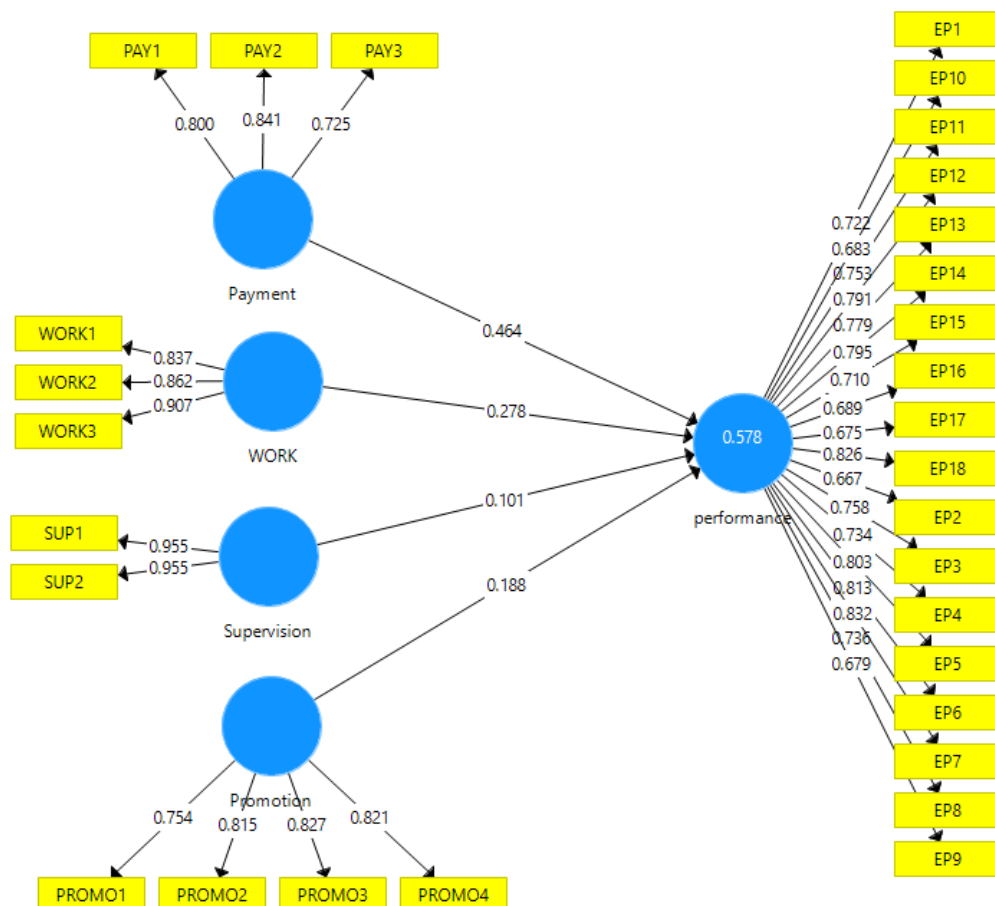


Figure 1. Algorithm of First-Stage Hierarchical Construct Model

The Cronbach's alpha coefficient and composite reliability coefficient were used to measure the internal consistency reliability for this study. Using composite reliability coefficient to interpret internal consistency reliability is based on the rule of thumb that composite reliability coefficient should be at least 0.70 (Hair et al., 2010). Thus, as can be seen in Table 1, the Cronbach's Alpha values are between 0.798 and 0.953, while values of composite reliability are between 0.832 and 0.958. Thus, internal consistency reliability is not an issue for this study.

The indicator reliability was assessed by examining the outer loadings of each constructs' measure (Hair et al., 2012). To ensure unidimensionality of a measurement model, items should be 0.50 or higher (Afthanorhan, 2013). Since most of the items in Figure 1 have relatively good loadings, 0.60 was taken as the minimum for the first stage model of this study; hence, all items show good loadings greater than 0.60 and were retained in the model.

Convergent validity is the extent to which items truly represent the intended latent construct and correlate with other measures of the same latent construct (Hair et al., 2006). The convergent validity of this study was examined by the AVE of each latent construct, as suggested as suggested by Fornell and Larcker (1981). The AVE of each latent construct should be at least 0.50 (Chin, 1998). The AVEs for this study as shown in Table 1 are all above 0.50, suggesting adequate convergent validity.

Table 1. Loadings, Average Variance Extracted (AVE) and Reliabilities for First Stage Hierarchical Construct Model

Latent Construct & Indicators	Standardised Loading	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
Performance		0.958	0.953	0.561
EP1	0.722			
EP10	0.683			
EP11	0.753			
EP12	0.791			
EP13	0.779			
EP14	0.795			
EP15	0.710			
EP16	0.689			
EP17	0.675			
EP18	0.826			
EP2	0.667			
EP3	0.758			
EP4	0.734			
EP5	0.803			
EP6	0.813			
EP7	0.832			
EP8	0.736			
EP9	0.679			
Pay and Benefit		0.832	0.798	0.624
PAY1	0.800			
PAY2	0.841			
PAY3	0.725			
Promotion		0.880	0.819	0.647
PROMO1	0.754			
PROMO2	0.815			
PROMO3	0.827			
PROMO4	0.821			
Supervision		0.954	0.903	0.912
SUP1	0.955			
SUP2	0.955			
Work		0.902	0.838	0.561
WORK1	0.837			
WORK2	0.862			
WORK3	0.907			

Similar to convergent validity, AVE was also used to determine the discriminant validity of this study (Fornell & Larcker, 1981). Accordingly, based on Fornell and Larcker's (1981) suggestion, discriminant validity was evaluated with the use of the AVE with a score of 0.50 or more. Also the square root of the AVE should be greater. Thus, as seen in Table 1, the values of AVE for this study are between 0.561 and 0.912, indicating acceptable values. In Table 2, the correlations among the latent constructs are compared with the square root of AVE (in bold face). The AVEs are all greater than the correlations among latent constructs, indicating sufficient discriminant validity (Fornell & Larcker, 1981).

Table 2. Latent Variable Correlation and Square Roots of Average Variance Extracted

	Payment	Promotion	Supervision	WORK	performance
Payment	0.790				
Promotion	0.186	0.805			
Supervision	0.540	0.269	0.955		
WORK	0.398	0.264	0.283	0.869	
performance	0.664	0.374	0.481	0.541	0.749

Assessment of Significance of the Structural Model

The current study assessed the structural model. This study also applied bootstrapping method with 5000 bootstrap samples to assess the significance of the path coefficients (Hair et al., 2014; Hair et al., 2012; Hair et al., 2011; Henseler et al., 2009). Figure 2 and Table 4 therefore show the estimates for the full structural model.

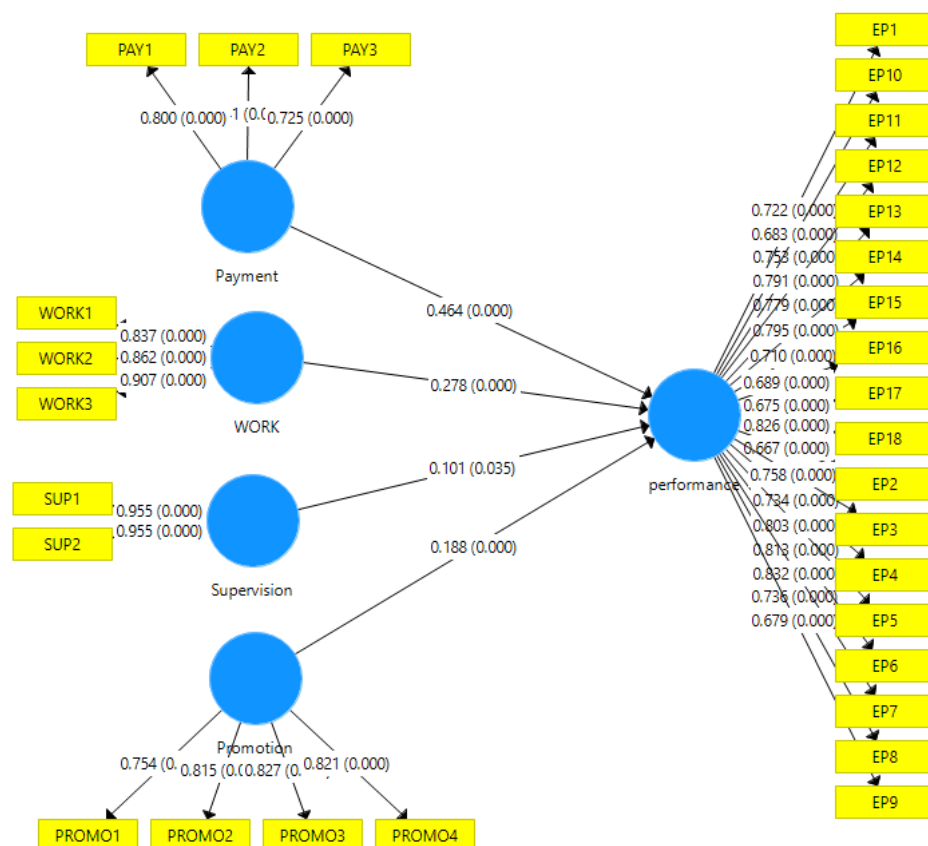


Figure 2. PLS Structural Model

Assessment of Variance Explained in the Endogenous Latent Variables

As presented in the above Table 3, the research model explains 57.8 percent of the total variance in employee performance. This advocates that the sets of exogenous latent variables (i.e., job performance) collectively explain 57.8 percent of the variance of the employee performance. Therefore, resulting from Falk and Miller's (1992) and Chin's (1998) the criteria, the endogenous latent variables showed acceptable levels of R-squared values, which were considered as substantial respectively.

Table 3. Variance Explained in the Endogenous Latent Variables

Latent Variables	Variance Explained (R ²)	Adjusted R ²
Employee Performance	0.578	0.572

Hypotheses Testing

At the beginning, Hypothesis 1 predicted that job performance is positively related to employee performance. Result in Table 4 and Figure 2 revealed a significant positive relationship between pay and benefit and employee performance ($B = 0.464$, $t = 9.913$, $p < 0.01$), supporting Hypothesis H1-1. Similarly, Hypothesis 1-2 anticipated that work is positively associated to job employee performance. As shown in Table 4 and Figure 2, result also showed the significant association between work and employee performance ($B=0.278$, $t = 6.868$, $p > 0.01$), supporting H1-2. Next, findings also showed the significant relationship between supervision ($B = 0.101$, $t = 2.116$, $p < 0.05$) and promotion ($B = 0.188$, $t = 4.917$, $p < 0.01$). These findings have successfully support H1-3 and H1-4.

Table 4. Structural Model Assessment

Hypothesis	Relationship	Beta	T	Sig.	Summary
H1-1	Payment -> performance	0.464	9.913	0.000	Supported
H1-2	WORK -> performance	0.278	6.868	0.000	Supported
H1-3	Supervision -> performance	0.101	2.116	0.035	Supported
H1-4	Promotion -> performance	0.188	4.917	0.000	supported

CONCLUSION

There was a positive concern from the higher officials of the organization for initiating the mentorship program which can take care of improving the satisfaction level of employees. It was also found that the confidence level of the employees who were subjected to the mentoring program was below expectation. More mentoring program can be put forwarded by the employer to up skill the employees, re-engineer their capabilities, efficiency and moral which will further help in building up a Healthy organization.

When employees are engrossed in their work and they have an emotion attached with their organization, their work. Task or the work given should neither be burden nor get monotonous and individual should enjoy his / her work. It is always said when an employee is involved in decision making, he feel motivated and start getting connected with the organization which future impact positively on his performances.

This study discovered that the level of job satisfaction dimensions (pay, promotion, supervision and work itself) of the employees were satisfied with the job they performed and also there were positive correlations exist between the job performance and each of the four job satisfaction dimensions. There can be a lot of factors that can create a performance drop of the employees. Some of them can be organizational commitment, job involvement, work environment conditions, work ethics, proper skills set, hygiene and motivational factors, etc. Among those various factors that influence the job performance, the job satisfaction dimensions of this study (pay, promotion, supervision and work itself) affect the job performance of employees. Thus, it should pay considerable attention to the employee's job satisfaction and a change in satisfaction dimension brings a significant change to the job performance.

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