

## Investigation on effect of job Satisfaction on Employee's Performance Based in Kabul Municipality – Afghanistan in 2020 (Case Study: 2nd District)

### 2020 yılında Kâbil Belediyesi'nde (Afganistan) Çalışanların Performansı Üzerinde İş Tatmininin Etkisinin İncelenmesi (Örnek Olay Çalışması: 2. Bölge)."

Nazar Mohammad GHORI

Ankara Hacı Bayram Veli Üniversitesi  
Ankara Hacı Bayram Veli University  
tofannazar@yahoo.com  
ORCID: 0009-0004-2139-4552

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**Abstract:** This Research Study was conducted to investigate the effect of job satisfaction on employee's performance of Kabul municipality in 2020 (case study: 2<sup>nd</sup> District). The research method used in this research is mixed of descriptive-analytical methods with survey approach. The statistical population engaged in this investigation are 38 employees (2nd district, Kabul Municipality) which was analyzed by a statistical software named SPSS. The questionnaire reliability and validity were confirmed by content validity methods and Cronbach's alpha coefficient. The results of the research indicate that there is a significant relationship between job satisfaction and employee performance, it means that as much higher the job satisfaction in the organization is, the better will be in performance.

**Keywords:** Job Satisfaction, Employee, performance, Kabul Municipality, organization.

**Öz:** Bu araştırma çalışması, 2020 yılında Kabul belediyesinin (2. Bölge örneği) iş tatmininin çalışan performans üzerindeki etkisini incelemek amacıyla gerçekleştirilmiştir. Bu çalışmada kullanılan araştırma yöntemi, anket yaklaşımıyla açıklayıcı-analitik yöntemlerin bir karışımıdır. Bu çalışmaya dahil olan istatistiksel popülasyon, 38 çalışan (Kabul Belediyesi 2. Bölge) olup, bu veriler SPSS adlı istatistiksel bir yazılım aracılığıyla analiz edilmiştir. Anketin güvenilirliği ve geçerliliği, içerik geçerliliği yöntemleri ve Cronbach alfa katsayısı ile doğrulanmıştır. Araştırmanın sonuçları, iş tatmini ile çalışan performansı arasında önemli bir ilişki olduğunu göstermektedir; yani organizasyondaki iş tatmini ne kadar yüksekse, performans da o kadar iyidir.

**Anahtar Kelimeler:** İş tatmini, çalışan, performans, Kabil Belediyesi, kurum.

### **Statement of the problem/issue**

Human resource factor is considered to be a most important development factor in every country and organization. How to create a suitable platform for employees is one of the main concerns of managers in different levels of the organization so that they can properly perform their duties with sense of commitment and responsibility and have a good performance (Barati and others, 2013: 182) because the competitive conditions have made the organizations try to provide better services, performance and wider benefits for their customers and clients in order to satisfy their customers. Providing wider services and advantages are the factors which make customers loyal. One of the important factors on providing these services are the employees who provide services to clients of these organizations (Danishi, Moghadam, 2015).

In fact, they are in contact with customers whether internal customers or external customers and are the first ones who get to know their demands and can help managers with this demand to fulfill them. The provision of these services by employees usually depends on their attitudes and behavior and the employees are responsible and customer-oriented, they try to change their attitude and behavior to the best type in dealing with customers, and focus on the needs of customers, solving related problems. to them and gain customer loyalty, and this is the role that employees show in front of customers. On the one hand, they must be accountable to their supervisors, and on the other hand, they must care about the demands of customers. The existing conflicts between the two roles, which are caused by the difference in the expectations of managers (supervisors) and customers, make employees suffer from a kind of ambiguity and stress, which is called "role stress". In previous research, it has been shown that this stress is effective on customer-oriented and job performance of employees and can be reduced (Mirkamal, 2017).

Occupation satisfaction plays an important rule of staff's behavior of any organization. When we talk about occupation satisfaction, we mainly aim staffs to enjoy from their working premises and feel positive about the work which direct-

ly affects connection on what a staff expect from the occupation and what a staff provides. (Moqemi, 2007)

Studying occupation satisfaction is important based on two aspects: first, from humanitarian aspect that staffs are deserved of a well behavior and respect. Second, from behavioral aspect that paying attention to occupation satisfaction could instruct employees' behavior as it could affect their organizational duties and responsibilities and it can appear their positive or negative behaviors. (Yawoni, 2014)

Therefore, it is important to give priority and pay attention for humanitarian motivations and incentives in any organization. In such a case, one of the important and beneficial issues is staffs' employment satisfaction in every organization. Job satisfaction is a set of incompatible and compatible feelings by which employees look at their work. Actually, job satisfaction is a factor that increases efficiency and also the feeling of individual satisfaction and to some extent provides satisfaction in life (Karizmeh Foundation and others, 2015).

Relationship with the performance is another controversial topic related to job satisfaction. Kabul municipality employees as an input component on learning system play an effective role on performance improvement and promotion and employees are determining the factors that increase the effectiveness of the performance. (Wolf, R. 2001). Conducting abovementioned research needs performance raising of employees that should be conducted.

This research aims (in addition to achieving its main goal to investigate the effect of job satisfaction on the performance of employees in Kabul municipality) (case study: 2<sup>nd</sup> district); to investigate and identify the level of employment satisfaction on individually performance; managing factors related to performance; emotional factors; Demotivation factors and finally examine and identify the job factors that depend on the operator's job. This research is based on explanatory-descriptive (hypothesis testing) in field study, document, and libraries. The needed data collecting method had been done through a questionnaire by disseminating among studied population, library studies and internet search usage, the statistical population conveys municipality employees of the 2<sup>nd</sup> district of municipality, and they are studied without considering the sample size and sampling.

### **Keywords definition**

#### **Performance definition:**

An individual performance is based on achievements of his/her duties performance which comes from output of a person (such as: sales or production level) or evaluation of success level of a person in comparison to the expectation of organization. (Kazemi, Yadgar Tirandaz, Parwiz (2006) wrote research regarding

job satisfaction and its impact on work performance. The results show that: 1. There is a high positive relation between job satisfaction and work performance. 2. There is no any gender based impact on uniting two variants of satisfaction and performance. 3. Among working environment factors, the factor of participation on decision making is much more important than Rights scale for employee's dissatisfaction. 4. Among components factors discretion and freedom of action at work is considered as important factor of employee's dissatisfaction.

Emani and his colleagues (2009) investigated the effect of short-term training courses on performance of municipality employees of Tehran in 2009. the findings show that most important factors are as follows: 1. facilitation degree on tasks 2. Work and activity Interest and satisfaction 3. Compliance with work order and discipline 4. Ability to use resources and tools (modern technologies) 5. The spirit of cooperation and organizational interaction 6. Improvement of the level of job skills 7. Increasing the level of knowledge in the work environment 8. Being no difference between the two sexes (male and female) of employees of the 7th district of Tehran, Bamiyan, their performance.

Shahbazi et al. (2008) have studied the factors affecting the job satisfaction of police forces in Iran and the results of the research show that job satisfaction reflects the feeling and satisfaction of a person from his job, which is affected by the characteristics of people such as values, attitudes and tendencies. They are also the characteristics related to the work environment. Job satisfaction is a very effective factor on the job performance of employees and the productivity of the organization. Job satisfaction also affects a person's sense of satisfaction with his life.

Haqit Mofard et al. (2009) addressed the impact of organizational commitment on employee performance and research findings show that there is a strong relationship between organizational commitment and employee performance, it is suggested that managers pay attention to ways to improve employee performance to improve organizational commitment. Provides 007:31). A person performance is known as a total result of actions for achieving a goal with specific standard. Actions can cover observable behavior or unobservable mental processing (such as; Solving Problem, Making decision making, planning and reasoning) (Spector, 2000).

Performance measuring is one of the main sectors of management for analyzing good performance and evaluating of compliance among performance and goals of a group that its result can be the basis for right decision making and future actions. (Jabari and Sarabadi, 2016).

### **Job Satisfaction:**

Employment satisfaction Job satisfaction is affected by needs, interest and motivations as it considers a positive and practical emotion of employees in the

organization. (Bakutik, 2016). Job satisfaction is a group of compatible and incompatible feelings that employees observe in their work. Actually, employment satisfaction is a factor that increases efficiency and feeling of people satisfaction (Yen, Robert, 2013).

Experts think that occupation satisfaction is a multilateral concept which covers internal and external dimensions. Internal satisfaction sources refer to the individual's personality criteria for example the ability to start doing action and communicate with acting chiefs which are called qualitative aspects. Extrinsic and contingent satisfaction sources rely on environmental conditions, such as payment, promotion and job security. The difference of organizational units difference in terms of job satisfaction can be called as a problematic sign of strength. (Robbins, 2001).

Job satisfaction specifies the feelings of a person about his job. When the staff feel his duty valuable or when the person achieves his/her assigned goals, his/her job satisfaction is increased. It can have different perspectives; a staff can be satisfied with one aspect of the duty while other won't be. For staffs, not all aspects of job satisfaction are equally important. Besides, job satisfaction is different in different people and organizations (Qaracha, 2019). In fact, some experts believe that job satisfaction is an attitude, and they define that: job satisfaction is a person's attitude on his job and its various dimensions. (Darwish, 2007:118).

Job satisfaction is an emotional reaction toward duty, physical and social conditions of duty that makes a person say whether he/she is satisfied from the duty or not. In fact, a person's general attitude on his/her job is called job satisfaction. Job satisfaction is considered an important factor on increasing efficiency and individual satisfaction in an organization. A person will have a certain amount of job satisfaction based on importance of different factors such as income, social status, and duty environment situation. (Mohammadi et al., 2015: 233).

Barbash, Fisher and Hanna as management experts claimed: Job satisfaction is a complicated and multi-dimensional concept which is related to psychological, physical and social factors. Based on their point of view, the existence of a factor won't cause job satisfaction to a person but the combination of different factors will make a staff satisfied with duty in a meaningful moment. A person will have a certain amount of job satisfaction based on importance of various factors such as: income, social status, working conditions. (Holusti, 2011).

Geniz Berg and his colleagues divided job satisfaction into two different categories: Internal satisfaction and external satisfaction.

Internal satisfaction: comes from two sources. First, pleasure feeling that a person gets from simply engaging in work. Second, the pleasure that comes to a person from observing progress or fulfilling some social responsibilities and bringing out individual abilities and desires.

External satisfaction: is related to employment conditions and working atmosphere which is evolving every moment. for example, working atmosphere conditions, amount of wages and bonuses, the type of work and the relationship between worker and employer can be mentioned. It seems that the internal factors that include personal characteristics are more stable compared to the external factors such as working atmosphere conditions. Can be claimed that internal satisfaction is more stable than external satisfaction. Job satisfaction is a mutual result between internal and external satisfaction (Maqimi, 2007).

### **Research background**

The study of job satisfaction started in early 1930s together with Hawthorne's studies. The existence of such studies of scientific managers pointed to job satisfaction implicitly in relation to staff tiredness. Job satisfaction and productivity have been widely studied since the 1930s. nowadays, some organizations have conducted research after evaluation the hood's performance in global competition field. Research has been done in different departments and organizations in relation to this issue in some Theses as well and the results obtained from this research caused organizations identify solve existing problems and effective factors to create job satisfaction. In fact, these results have organized a clear path for organizations and their employees for choosing a job that match their needs and make organization have committed employees. We can mention the following research as example:

### **Review of some backgrounds in the country:**

Qadam Alizadah (2013) wrote an article titled "Relationship investigation between job satisfaction and employees' performance in Afghan Red Crescent Society General Directorate", The results explained that there is a relationship between job satisfaction and employees' performance in Afghan Red Crescent Society General Directorate and job satisfaction is the same between demographics different groups and performance is the same between different demographic groups as well.

Haidari (2013) wrote about relationship between job satisfaction and organizational commitment (case study: German International Cooperation Organization). The results explained a significant relationship between the variables of job satisfaction and employee's commitment in an organization.

Sediq (2017) written about evaluation of job satisfaction on performance with the mediating role of loyal organizational employees of the executive directorate of Jamiat Islami of Afghanistan. The results show that job satisfaction is directly related with the path coefficient of 99 percent and indirectly with the mediating role of organizational loyalty. loyalty has a positive effect on job performance. In addition, job satisfaction with a path coefficient of 99 percent has

a positive effect on organizational loyalty and organizational loyalty also has a positive effect on job performance with a coefficient of 99 percent.

Kosha (2018) has written an article entitled "relationship between job satisfaction and organizational commitment among employees of the Election Complaints Commission", the results showed that there is a significant relationship between job satisfaction and its dimensions and organizational commitment.

### **Review of some backgrounds abroad:**

All Veilan and Jei David (2002) after analyzing 44 research related on job satisfaction based on current theories of job satisfaction reach to such a conclusion that educational organizations should create actual opportunities to make them powerful, use their own creativity which will lead them to have a better discussion on education quality. They may also point out to social effects of job satisfaction and to move forward a better elimination on learning/teaching limitations.

Arab Ahmeri Mohammad (2005) conducted research about relation between employee's job satisfaction and employee's performance of three social immunity classes in Tehran. The results show that there is a meaningful relation between job satisfaction and employee's performance.

Tarazonda Hess (2016) investigated relationship between job satisfaction and work performance of Islamic Republic of Iran Broadcasting (SIMA) deputy director employees. The results showed that in general, Islamic Republic of Iran Broadcasting deputy director employees have the fourth level of satisfaction from five dimensions of job satisfaction. Although they do not agree of the salaries and benefits that they get paid. Also, there is a significant relationship between satisfaction with salaries and benefits, satisfaction with the supervisor and performance, but no clear remarks have been observed between satisfaction with promotion opportunities, satisfaction with the nature of the job, and satisfaction with colleagues and performance. Finally, it was suggested that the system of salaries and benefits fair payment and delegated management style should be given more attention in the field of SIMA Deputy Office.

Kazimiyani, Nooryan and Parwin (2014) wrote research on job satisfaction and performance of nurses of Chahar Muhal and Bakhtyari hospitals. The research findings show that there is a significant relationship between job satisfaction and performance using Pearson correlation coefficient.

Yadgar Tirandaz, Parwiz (2006) wrote research regarding job satisfaction and its impact on work performance. The results show that: 1. There is a high positive relation between job satisfaction and work performance. 2. There isn't any gender-based impact on uniting two variants of satisfaction and performance. 3. Among working environment factors, the factor of participation on decision

making is much more important than Rights scale for employee's dissatisfaction. 4. Among components factors discretion and freedom of action at work is considered as important factor of employee's dissatisfaction.

Emani and his colleagues (2009) investigated the impact of short-term training courses on performance of municipality employees of Tehran in 2009. the findings show that most important factors are as follows: 1. facilitation degree on tasks. 2. Work and activity Interest and satisfaction 3. Compliance with work order and discipline 4. Ability to use resources and tools (modern technologies) 5. The spirit of cooperation and organizational interaction 6. Improvement of the level of job skills 7. Increasing the level of knowledge in the work environment 8. Being no difference between the two sexes (male and female) of employees of the 7th region of Tehran and their performance.

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Haqiqat Mofared and the colleagues (2009) addressed the impact of organizational commitment on employee performance and the findings show a strong relationship between organizational commitment and employee performance. it is suggested for managers to pay attention on ways to improve employee performance to improve organizational commitment to be a cause of staff organizational commitment improvement.

Qudsi and the colleagues (2009) studied the relationship between social factors and duty failure of teachers in Qarwa of Iran. results indicate that the rate of failure in primary teachers is lower than high school, and the rate of depersonalization of teachers with cycle degrees is higher than other degrees. Service history has an inverse relationship with failure.

Azizi (2013) investigated the relationship between job satisfaction and organizational commitment (a case study of the employees of the General Department of Finance in Qoom province of Iran). research results in targeted society show that indicators of employee's job satisfaction namely satisfaction from employees has the highest share in job satisfaction and the satisfaction from rights and benefits has the lowest share.

Kawsi and the colleagues (2013) investigated factors affecting employee performance improvement based on the achieve model from managers' point of view (senior, administrative, and nursing) of educational hospitals of Shiraz in



2011. findings show that most of managers (senior, administrative, and nursing) of Shiraz educational hospitals were women. most of them had bachelor's degree. Among the factors affecting the improvement of employees' performance, the highest score is related to after feedback and the lowest score was related to after adaptability. Managers opinion in three levels, senior, administrative, and nursing on impact of effective factors for improvement of employee's performance in ability, motivation and credit dimensions had a significant difference. There is a significant difference between managers of different age groups in ability, clarity of motivation and feedback dimensions.

Dehqan and the colleagues (2013) evaluated managers' commitment effects on job satisfaction, organizational commitment, and employee performance. findings show that management commitment to provide services for employees (training, capacity building and awards) is connected to organizational commitment and job satisfaction. but empowerment and award factors have a cause-and-effect relationship with the variables of organizational commitment and job satisfaction.

Maqami and the colleagues (2013) evaluated performance and job satisfaction relationship among the regional electricity staffs of a region in Gilan province. research results show a positive relationship between job satisfaction and the performance of the regional electricity workers of Gilan province.

Shadi and the colleagues (2013) analyzed mutual effect of job satisfaction, performance, and mental health of Fatib employees in Iran. Results show that there is a significant correlation between job satisfaction and performance.

Mardani and other colleagues (2013) investigated a research study on job satisfaction and HSA performance of employee's relationship in the molding industry. The results show a positive and significant relationship between HSA performance of employees and satisfaction (any of the indicators and total satisfaction) is in the percentage of 5%.

Gulparwar and the colleagues (2013) investigated job stress and job alienation and deviant behaviors relationship based on moderation role of cognitive documents on the causes of stress, the results show that stress moderated the relationship between job burden and job alienation or relationship between job burden and deviant behavior is positive when stress is low and relationship between job burden and deviant behavior is negative, when stress is high.

Danishfard and the colleagues (2014) investigated the impact of individual and organizational factors on the performance of accountants of government institutions in a Western province of Azerbaijan. and the findings show that individual and organizational factors have a positive effect on the performance of accountants, which means that a large part of the performance of accountants is affected by individual and organizational factors.

Atari and the colleagues (2014) studied factors affecting worker failure. findings show that failure is a state of physical, emotional, and mental tiredness that is caused by constant and frequent emotional pressure caused by intensive and long-term interaction with clients. The main symptoms of job failure are as follows: feeling helpless, hopeless, frustrated, developing a negative view of oneself and others: job failure is caused by intense, continuous, and controlled stress and when the demands of the work environment exceed the individual's personal abilities to adaptation or success occurs. When stress is not dealt with, failure occurs. The issue of employee power analysis or job failure is currently a common problem in service businesses, so that according to available statistics, one out of every seven working people suffers from failure at the end of the day. Because job failure in employees causes a decrease in work efficiency, increase in absenteeism, increase in health costs and displacement of personnel, behavioral and physical changes, and a decrease in the quality of services provided to clients, followed by dissatisfaction with the services, and most importantly Customers are affected, therefore recognition and prevention of job burnout will play a significant role in improving the mental health of people and improving the level of quality of services provided.

Qasimzada Alishah and others (2014) studied personal accountability and job stress and deviant behavior feeling in work atmosphere between nurses. Findings show the perception of personal accountability with personality traits and conscientiousness had a positive and significant relationship. There was no significant relationship between the perception of individual responsiveness of medical staff with the level of job stress and deviant work behavior. occupational stress and deviant work behavior are obtained. According to Sager and Wilson's theory, job stress increases deviant behavior. A person's job stress is defined in terms of how he perceives the work environment and the factors that put him under pressure. People in the examination and evaluation of the conditions of the work environment, when they are faced with threatening factors in the form of occupational stressors, experience various negative emotional reactions such as anxiety and depression.

Ikhwan Alaf and others (2015) wrote about organizational change management and transformation in the framework of the article. results show that change and transformation is unavoidable in the current era. to create constructive and effective transformations in organizations, design and managed organizations need to know that in order to achieve future authority, they should prioritize the goals of "becoming" to the goals of "staying». or reconstruction and renovation are one of the important dimensions of organizational health and sustainability in today transformation. Therefore, managing change and transformation in organizations is one of the most difficult tasks of professional and progressive managers. In this regard, while expressing the importance and necessity of man-

aging change and transformation in today's world, has expressed the facilitating factors of change and transformation in organizations and various strategies to overcome the existing resistances and obstacles against the creation of changes and transformations.

Jafari Iraqi and the colleagues (2015) investigated a cross sectional study of military hospital failure in nurses in 2014. findings show that 400 people were covered in the study. The average age of military nurses was 34/8+, -45/36, and 69% of them were men. Job failure was 22% and 38% in the dimension of emotional exhaustion and personal loss. 100% in the dimension of personal inadequacy. Also, among the dimensions of job failure, the demographic characteristics such as age, sex, work history, employment status, and marital status, a significant relationship was received ( $p < 0.001$ ).

Taliqani and the colleagues (2015) investigated the individual factors affecting the intention to leave the job of the employees of the General Directorate of Education and Culture of Kurdistan Province based in Iran. The average and standard deviation indices for the research variables are respectively: variable Competitiveness with an average of 76/13 and a standard deviation of 38/2. Self-efficacy variable with an average of 7/28 and a standard deviation of 3/9 Individual effort with an average of 42/18 and a standard deviation of 11/2. Job performance variable with an average of 52/19 and a standard deviation of 98/2. Job satisfaction has an average of 26/31 and a standard deviation of 72/3. Finally, the variable of intention to leave the job has an average of 89/5 and a standard deviation of 71/1.

Ghafariyan Heyrani (2015) wrote about the effect of job pressure on the performance of employees of Workers Welfare Bank of Mashhad based on demographic variables. His finding show that job pressure factors influence the performance of employees, individual job pressure factors influence the performance of employees. Job stressing organization influences on employee performance, environmental factors that cause job stress have no effect on employee performance. Gender and work experience moderate the relationship between job stressing factors on employee performance. But the variables of age, marriage, and education do not play a role in this relationship.

Danishi and others (2015) investigated the effect of job characteristics on the motivation and performance of workers, considering the role of thinking on internal customers. research show that role conflict, job feedback, and ambiguity on the thinking of internal customers have the effect of meaning. Also, internal customer's mindset has a significant relationship with job performance and work motivation. The results show that role conflict, job feedback, job diversity, and ambiguity affect job performance and work motivation through the internal customer's mindset.

Esmaili and others (2016) did research named the effect of job satisfaction on performance with the mediating role of organizational loyalty. Results show that job satisfaction directly with a path coefficient of 53% and indirectly with the mediating role of organizational loyalty with a path coefficient of 62% has a positive effect on job performance. In addition, job satisfaction has a positive effect on job performance with a 74% path coefficient on organizational loyalty. organizational loyalty also has a positive effect on job performance with a 100% path coefficient.

Askari and others (2016) examined the effect of organizational influencing factors on the performance of organizations employees in charge of crisis (case study, fire department and safety services of Kirman Municipality) based in Iran. The results of structural equation modeling showed that job satisfaction is directly related to the path coefficient 53% and indirectly with the mediating role of organizational loyalty with a path coefficient of 62% has a positive effect on job performance. besides, job satisfaction with a path coefficient of 74% has a positive effect on organizational loyalty with a coefficient of 76% on job performance.

Karimi and others (2016) investigated job satisfaction effect on employees' performance and reached the conclusion that the research findings show that job satisfaction was the most important research field.

Mirzayi and others (2018) discussed the effect of psychological capital on job performance regarding mediating role of job satisfaction and organizational commitment in employees of a telecommunication company in Iran. Results showed that job satisfaction and organizational commitment and mediating variables in the relationship between psychological capital and job performance.

Raam (2013) investigated job satisfaction and performance relationship in the public sector in India. results show that none of the fourteen dimensions of job satisfaction were correlated with performance.

Kang and Tayen (2013) studied the practical factors affecting employee loyalty directly and indirectly by job satisfaction with a case study of governmental banking of Ochaimina City in Vietnam. Research shows that higher levels of job failure with higher levels organizational loyalty has a positive correlation. it was determined that more loyalty requires achieving more job satisfaction using path analysis.

Jadu, Baloch and Hassan (2014) wrote an article entitled Determinants of job satisfaction and its effect on employee performance and intentions to leave the job and reached the conclusion that the research results indicate that the factors of employee empowerment, work environment, loyalty and Job performance has a positive and significant correlation with job satisfaction.

Fadlala (2015) conducted research on job satisfaction effect for employee performance at faculty of science and humanities studies of Salman Ibn Abdulaziz University in Saudi Arabia. Research indicates a positive and significant relation among job satisfaction factors and employee performance.

Evan and others (2015) conducted a study on job satisfaction and job performance of employee at a chain retail organization in Malaysia. The results show a significant correlation between job satisfaction and job performance variables.

Bakotic (2016) researched on job satisfaction and performance relationship. The results say that job satisfaction plays a greater role in determining performance than the role of performance in determining job satisfaction.

Dorokhshunda and others (2016) wrote on job satisfaction and the performance relationship of employees of the Social Security Organization of Iran central province. Findings show that job satisfaction and employee performance have a good level of reliability. The level of job satisfaction is not significantly different with variables such as gender, background, age, and education.

### **Data Analysis:**

Data analysis classification and its correct use of statistical techniques will finally lead to the achievement of reliable results. After data collection done by researcher, a research process new phase must begin which is known as data analysis. In such a step of analysis, notice that the researcher should analyze the data in the direction of the goal, answering the research question or questions, as well as evaluating the hypotheses.

The necessary data for this research was collected through a questionnaire whose validity and reliability were tested. These data were analyzed in the SPSS software environment by applying appropriate statistical tests according to the research assumptions. The analyzes have been done in two parts, descriptive and inferential.

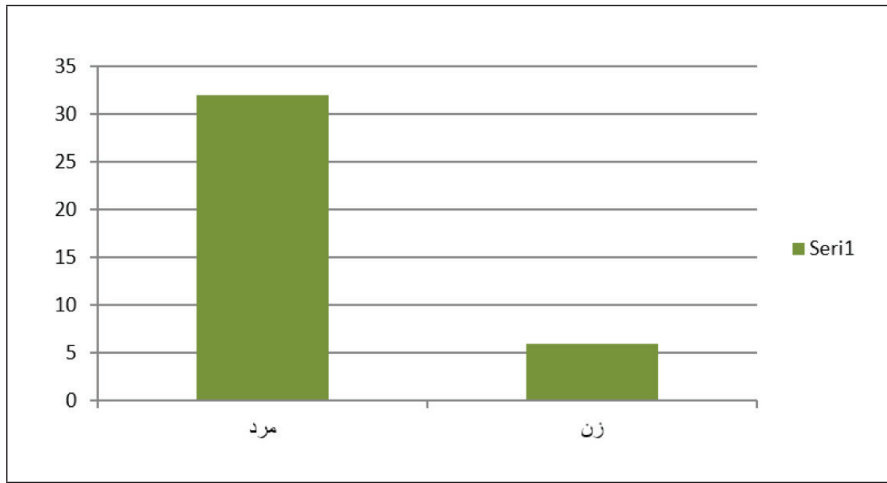
### **Descriptive findings**

#### **Evaluation of responder's gender**

84/2% of the respondents were men and 15/8% were women. As can be seen, most of the respondents are men. The results are shown in Table 1 and Figure 1.

**Table 1: Abundance distribution of respondents based on gender.**

Gender	Abundance	Abundance percentage
Male	32	84/2
Female	6	15/8
Total	38	100/0



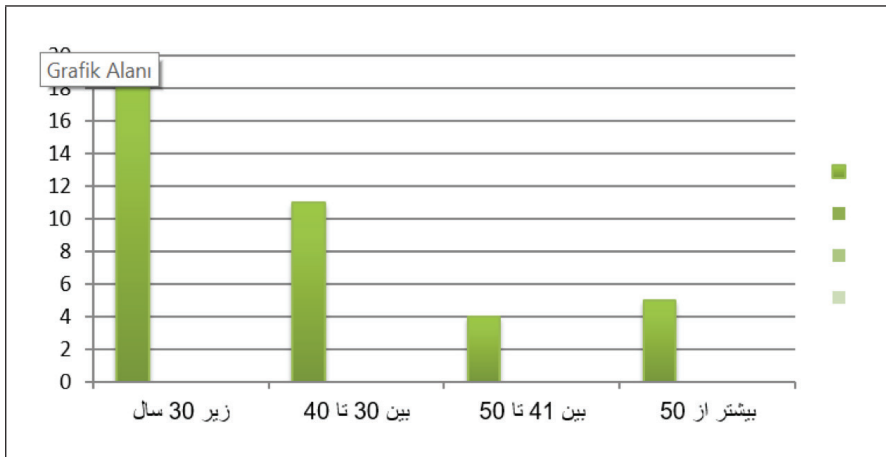
**Figure 1: Bar Sample of responders' gender**

**Evaluation of respondents' age:**

Most of the respondents are under ages of 30 years old. The result is shown in table 2 and figure 2.

**Table 2: Abundant distribution of respondents' age**

Respondents age	Abundant	Abundant percentage
Less than 30 years.	19	50
30 till 40 years	11	28/8
41 till 50 years	4	10/5
More than 50 years	4	13/1
Total result	38	100/0



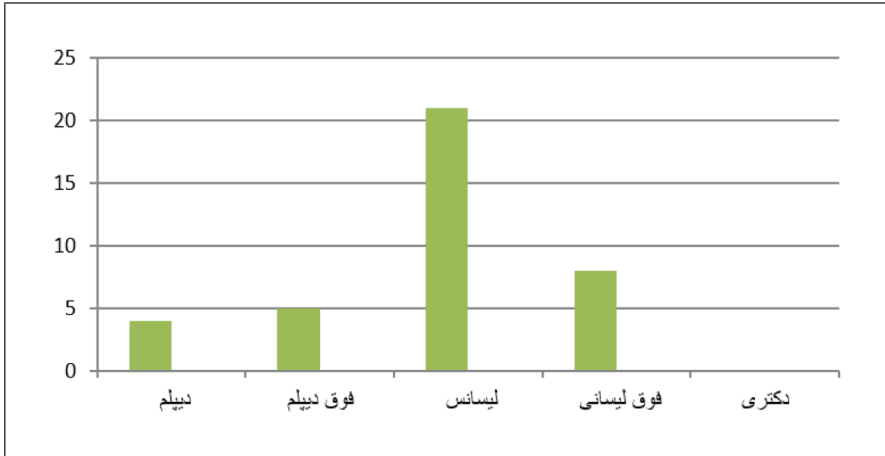
**Figure 2: Bar Sample of Respondents' age**

#### Evaluation of respondents' educational background:

The result of evaluation for respondents' educational background is in table 3, figure 3. As seen, most of the responders are bearing the bachelor's degree.

**Table 3: Abundant distribution of responders' educational background**

Respondents educational background	Abundant	Abundant percentage
Diploma	4	10/5
High Diploma	5	13/15
BA (Bachelor)	21	55/2
MA (Master Degree)	8	21
PHD	0	0
Total result	38	100/0



**Figure 3: Bar Sample of Respondents' Educational Background**

### Evaluation of respondents' working background

The result of evaluation for respondents' working background is in table 4, figure 4. As seen, most of the respondents are with the working experience of less than 5 years.

**Table 4: Abundant distribution of respondents' working background.**

Respondents experience background	Abundant	Abundant percentage
Less than 5 years	14	36/8
6 till 10 years	57	18/4
11 till 15 years	2	5/3
16 till 20 years	3	7/9
21 years or more	12	31/6
Total result	38	100/0



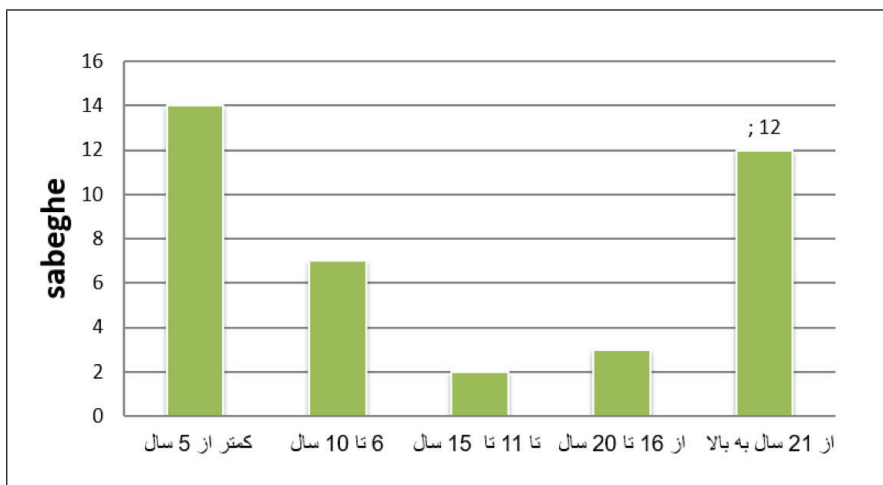


Figure 4: Bar Sample of Respondents working background.

### Referential Findings

Data analysis obtained in the hypothesis test was used according to the type of variables and measurement scale.

### Sub hypothesis tests of the research

**First Statistical hypothesis:** job satisfaction has a direct effect on employee performance.

**Zero hypothesis H0:** job satisfaction doesn't have effect on employee performance.

**Second hypothesis H1:** job satisfaction does not have any effect on employee performance.

Table 5: Evaluation of job satisfaction level with employee performance

Dependent variable	Independent variable	Standardized coefficient ( $\beta$ )	Significance level (sig)
Job satisfaction	Employee performance	0/189	0/030
		F= 26.392	R2= 0.341. R2=0.328

As seen in Table 5, beta coefficients values on job satisfaction and employee performance are significant, and it is concluded from the test that job satisfaction has a positive effect on employee performance.

**Second statistical hypothesis:** job satisfaction has a direct effect on organizational loyalty.

**Zero hypothesis H0:** job satisfaction does not have any effect on organizational loyalty.

**Second hypothesis H1:** job satisfaction has a direct positive effect on organizational loyalty.

**Table 6: Evaluation of job satisfaction impact on organizational loyalty**

Dependent variable	Independent variable	Standardized coefficient	Significance level (sig)
Job satisfaction	Organizational loyalty	48%	0/600
F= 33.141		R2= 0.432.	R2=0.236

As seen in Table 6, the values between job satisfaction and organizational loyalty of all respondents are significant and indicate that job satisfaction has a positive effect on organizational loyalty.

**Third statistical hypothesis:** organizational loyalty doesn't have any effect on employee performance.

**4- Zero hypothesis H0:** job satisfaction does not have any effect on organizational loyalty.

**5- Second hypothesis H1:** job satisfaction has a direct positive effect on organizational loyalty.

**Table 7: Evaluation of job satisfaction impact on organizational loyalty**

Dependent variable	Independent variable	Standardized coefficient	Significance level (sig)
Job satisfaction	Organizational loyalty	207	0/030
F= 11.763		R2= 0.187.	R2=0.171

As seen in Table 7, beta coefficients values between job satisfaction and loyalty to the whole organization are significant and the model is reliable at the level of 0.18. Its beta is 0.207 in total changes in job satisfaction.

### **Discussion and Debate**

Human resources act as the most basic element in an organization and a main factor of increasing productivity, and the study related to job satisfaction and its causes and effective factors, and its consequences is a very important reality. Job satisfaction is a type of feeling and perception of a person towards a job, which is affected by the job and its related factors. Therefore, the type of feeling will affect his work and performance. In this section, with a brief description of similar studies and research, studies results will be compared with the results of the present research, as detailed in the research report.

Amozaidi Saied (2007) "evaluation of relation between job satisfaction and performance of Takado Managers and dependent companies" the main goal of this research is to evaluate the relation between job satisfaction and managers' performance. Statistical population includes: 87 of them are managers of Takado and dependent companies. Research methodology: is a navigation clear result of this topic that job satisfaction has a direct relation with ability, role understanding, organizational support, motivation, evaluation, decision validity and organizational environment. It can be easily claimed that there is a direct and indirect relationship between the job satisfaction and the performance of the managers of Tekado and the companies related to Tekado, which is the same as results of the research.

Akbari, Parveen (2004), "Investigation of the effect of job satisfaction on the performance of employees of the passenger service unit of domestic flights of the Islamic Republic of Iran at Mehrabad Airport" researched the purpose of the research to investigate the effect of job satisfaction on the performance of employees of the passenger service unit of domestic flights at Mehrabad Airport. And in that, the relationship between the two variables of job satisfaction and the performance of the employees of the said unit was examined. The research results were confirmed same as hypotheses of this research.

Barbash, Fisher and Hanna (1939) have conducted research. based on that, job satisfaction was one of the most effective factors on job success, which increases the efficiency and satisfaction of the individual. They found that job satisfaction is strongly related to psychological factors and personal characteristics are related and they consider it a kind of compatibility with job and employment conditions. It has been shown in this research that there is a relationship between job satisfaction and performance.

Arab Ahmeri Mohammad (2004), "Investigation of relationship between employee job satisfaction and employee performance in 3 social security branches" to investigate relationship between employee job satisfaction and employee performance. Statistical population: 115 people including 91 men and 24 women. Research methodology: field research. Measurement tool: To collect information from the questionnaire and check the hypotheses, the Chi-score (Pearson) test was used. The research findings indicate that there is a significant relationship between job satisfaction and employee performance, which is the same as results of this research.

Parwiz, Yadgar Tirandaz (2004) did research on "investigation of job satisfaction and its effect on employees' performance". The main goal of this research is to increase the efficiency and performance of the employee. Research method: was field qualitative and unity. Statistical population is personal diploma and higher duties on region acting of two trade banks in Tehran. Total result: it was done by focusing on a 100 people sample of statistical population using: statistical methods as unity co-efficiency or Spearman and Hypothesis test and using materials such as "Mina Sota job satisfaction questionnaire". The results of the employees' performance showed that there is a positive and negative correlation between the two issues of job satisfaction and employee performance, which was observed in this research.

The study of the research literature and the research presented in the background section of the research has shown that there is a relationship between some indicators of job satisfaction and the performance of employees.

### **Suggestions for upcoming research**

1. to consider on research result that job satisfaction is effective in some cases on the performance of employees, it is therefore suggested that researchers interested in this issue focus on the factors affecting job satisfaction.
2. According to the literature of research, various factors are effective on the job satisfaction of the organization's employees, so it is suggested to consider factors such as health, welfare facilities, etc. and to conduct this research at another time and place.
3. investigating of research topic in similar organizations and comparing the results, to provide practical solutions to improve the existing structures.

### **Conclusion:**

To make the outcomes obvious, it can be said that individuals should work in order to maintain their lives, lead healthy lifestyles, and feel a sense of fulfillment for the numerous needs that are met in this profession. To be completely honest, a large portion of human activity is tied to the work that people undertake, which

in turn meets their basic requirements. Meanwhile, take pleasure in your labor (Yusufi and Khawari, 2011). Human power is one of the most significant and valuable reserves in all society. Hence, civilizations will not succeed economically and socially if they lack the requisite power and management to employ all of their effective human resources, despite having abundant natural resources.

People today spend a lot of time in organizations, which means that organizations are essential to their professional lives. Because human capital is regarded as the most valuable kind of investment, morale and personality Understanding a person's personality and the views of the workforce in any organization is crucial. Employee job satisfaction is higher whenever managers engage in a supportive manner toward their subordinates. Employee satisfaction is significantly influenced by the size of the group and the caliber of the interpersonal relationships within it. Because interpersonal interactions, a sense of community, and accessibility to information all decrease as the size of the work group increases, so does job satisfaction.

Employees view their workplace as a community and a source of emotional and spiritual support. If group members share comparable social traits, they can foster a work environment that promotes job happiness. The better the working conditions, the more satisfied and productive the employee is at work since they have better access to physical and mental well-being. Work happiness is regarded as a crucial component for raising productivity and enhancing performance within the company.

Employers' job happiness is something that managers work to improve in various ways. Employees are more inclined to come to work when there is a secure and fulfilling work environment. The ineffective human barrier, on the other hand, is the most significant issue that stands in the way of performance progress. Organizations require efficient, hardworking, healthy, motivated, and creative people just as much as people need nutritious food. All employees are driven to perform their duties and are enthusiastic about their work in firms that are successful. Working individuals will feel content and have a positive self-image when engaged in work and activities if they feel secure and satisfied with their occupations, which will have a positive and significant impact on their social interactions at work.

This sensation of well-being will serve as a powerful motivator for improved work output, increased participation, and acceptance of job obligations, which will lead to stability and maintenance of career and job. If security and satisfaction in the job of employees, which is considered a sensitive job in the society, is examined and paid attention to, the necessity and importance of this issue will be much more. Because this security and satisfaction will cause more progress in the organization and improve performance, and vice versa, if the employees do not feel secure and satisfied with this job, it will have negative consequences.

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