

**An Investigation on the Relationship between Employee Job Satisfaction and Organizational Performance with Particular reference to the Manufacturing Industry**

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**Abstract**

This paper empirically examined the impact of employee job satisfaction on organizational performance in large and medium scale manufacturing industries. It notes that Employee job satisfaction is vital for improved organizational performances. The paper tells that an employee with a high level of job satisfaction holds positive attitudes towards his job. On the contrary, an employee who is dissatisfied with his job holds negative attitudes about the job. It also noted that improved organizational performances result from committed workforces who are satisfied with their work facets in the organizations. The usually judgment about employees is that “A satisfied worker is a productive worker”. If employees are satisfied then it will create a pleasant atmosphere within the organization to perform in a better and efficient manner, therefore, job satisfaction and its relation with organizational performance has become a major topic for research studies. The aim of this study is to analyse the impact of employees job satisfaction on organizational performance among the employees working in manufacturing sector in Karnataka and also to explore the link between job

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satisfaction and organizational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of ten companies consists of large and medium scale industries, with 155 employees surveyed. The results of this study show the existence of a clear link between employees' job satisfaction and organizational performance in both directions, but with pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction. From the detailed analysis showed that there is a strong positive relationship between employee job satisfaction and organizational performance. At the same time, analysis showed that "remuneration" and "promotion" are the two crucial factors of job satisfaction these are closely related with job satisfaction. Consequently, based on overall research findings can say that there is a strong positive relationship between employee job satisfaction and organizational performance. It could be stated that job satisfaction determines organizational performance, rather than organizational performance determining job satisfaction.

**Keywords:** Job satisfaction, organizational performance, rewards, recognitions, motivation, improved productivity, etc.,.

## 1. Introduction

**"The effectiveness of the army depends on its size, training, experience and morale, and morale is worth more than all the other factors together" by Napoleon.**

Every organization seeks to attain a high level of performance, productivity and efficiency in their day to day operations and activities. To achieve these, organizations always set several goals and objectives, and always seek to attract and retain highly qualified and motivated workforce in order to effectively achieve these objectives. Organizations also try to create a pool of satisfied workforce to ensure that obstructions are not place on the way of employees to generously commit themselves in the purse of stated and or emergent organizational goals. However, the total organizational performance depends on efficient and effective performance of individual employees who work in the organization. An organization therefore, looks up to their individual employee performance to gain high performance. Employee satisfaction is considered weighty when it comes to define organizational success. Employee's satisfaction is a central concern particularly in the manufacturing industry, and enhancement of employee satisfaction becomes critical because it is a key to business success of any organization.

In today's business world the linkage between employee job satisfaction and organizational performance is undeniable due to the importance of employees as the most critical asset of differentiation for any organization. Regardless of Industry, organizations could enhance their organizational performance by improving employee job satisfaction. Satisfied employees create satisfied and loyal customers, who in turn build long term relationship and spend more bucks. It is believed that higher level of employee job satisfaction leads to higher level of organizational performance.

The question whether there is any relationship between job satisfaction and job performance is not an easy task to understand. However, for the last fifty years industrial/organizational psychologists have

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been wrestling with the question of this relationship. Researchers have putted considerable amount of effort to demonstrate that the two are positively related in a particular fashion, i.e., a happy worker is a productive worker. Although this sounds like a very appealing idea, the results of empirical literature are too mixed to support the hypothesis that job satisfaction leads to better organizational performance.

Job satisfaction is a plays a significant role and is a key feature and therefore it is frequently measured by the organizations. Many organizations use rating scales to measure the level of Job satisfaction. The responses relate to rate of work, pay, and series of tasks, responsibilities, promotional opportunities, and co-workers. Job satisfaction is a person's emotional answer to his current job condition, while motivation is the strength to chase and satisfy one's needs. Employee satisfaction plays a key function on the performance of organization. Consequently, it is exactly feeling, thing on their job and stage of satisfaction. When organization recognize the dissatisfaction elements of employee, based on the staff perception need to make strategies that how the staff determination and dedication can be improved. By way of this motion business outcome can be improved and the same time productivity is probably increased as well.

### 2. Review of Literature

- **Nhuta, and Nhuta (2017)** said that somebody with a high level of job satisfaction holds compelling attitudes nearer to the job; somebody who's baffled alongside his or her job holds negative attitudes about the job.
- **Niemiec, and Spence (2017)** work fulfillment is a charming or fantastic passionate kingdom as a result of the appraisal of one's job or method studies.
- **Judge et al (2017)** said that when employee is satisfied to their job than it creates charming pressure within organization, motivate employee to job well and organization can get excellent achievement from them. On the other hand, dissatisfied employee willingly tries to escape duty, high level of absents, when even they are in the job but try to hide away from the job and do not thing about issues of organization which is affect negatively organizational productivity. Therefore, most of the organization try to understand employees feeling, opinion about their job.
- **Boamah, Read, & Laschinger (2017)** said that job satisfaction is a kind of committed factor which is related with business effectiveness.
- **Laschinger (2017)** also said that the elevated level of job satisfaction contributing low level of employee turnover that help organization become profitable and get outstanding reputation.
- **Pandey, & Asthana (2017)** stated that promotion is a kind of advancement of an employee which is providing for a better job performance, better job performance related with such thing like in terms of minced responsibility, status, minced skills and experience.
- **Singla (2017)** also characterized the quality of work life as the staff response to work; particularly its fundamental result in connection to work needs fulfillment and mental wellbeing. Agreeing to this definition, quality of work life emphasizes on individual results, work encounters and how to make strides the work in arrange to assembly the individual needs.

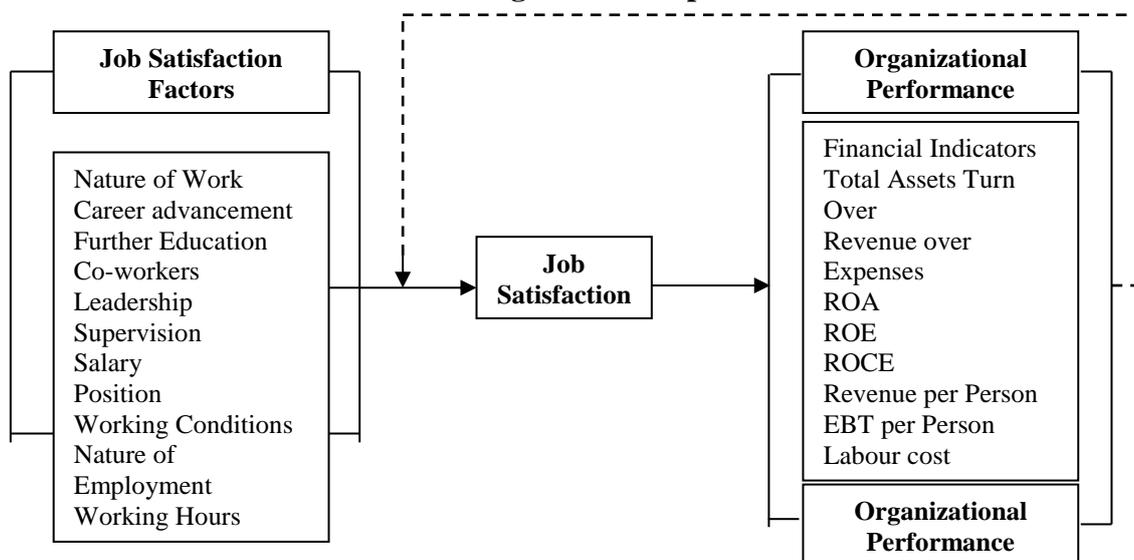
- **Ghaffari et al (2017)** stated that increment of salary demonstrated the value of promotion. Promotion pursues a set of patterns that defined in the employment bond. In the modern business world, promotion is one of incentive that makes employee productive participant in the organization which is definitely influence on the organizational performance. However, promotion focuses an employee in external environment and that is accomplished his worth in the internal environment. Therefore, the effect of promotion is found that more committed other than fixed income on job satisfaction.
- **Shah et al (2017)** those employees are dissatisfied with opportunity of position in hierarchy they have more intention to leave the organization.
- **Yousef (2017)** stated that when employee perceives that there are significant chances of opportunity of promotion, they are being satisfied to their job and more concern about issue of organization.
- **Pandey (2017)** has been perceived that the deciding factor for the position of an employee in the hierarchy depends on the level of talent, skill and experience. Promotion is one of the fundamental elements which is carries committed changes to fulfill the package of an employee.
- **Sethi (2017)** displayed a hypothetical demonstrate for clarifying the quality of work life that is comprised of satisfactory and reasonable emolument, secure and solid environment, constitutionalism in organization, planning the opportunity for proceeded development and security, social pertinence of work life, social integration, advancement of human capabilities and the add up to life space. Hence, the quality of work life of a person is characterized by the individual's full of feeling responses to both objective and experienced characteristics inside the SME working environment. In the administration teach in common, earlier investigates regularly connect quality of work life to job-related results such as representative work exertion, efficiency, and organizational execution.
- **Alessandri, Borgogni, and Latham (2017)** reports that there is an eminent connection between the job attitudes of individuals and their execution. They likewise found a compelling connection between singular employee fulfillment and factors, for example, motivation, activity involvement, organizational citizenship and activity execution.
- **Dekoulou (2017)** affirm that there's a compelling relationship between essential worker fulfillment with the organizations financial and marketplace performance. He also played out a worker fulfillment overview of more than 40% of the organizations which are listed inside the main 100 of Fortune 500 organizations. The observe inferred that employee fulfillment, conduct and turnover foreseen the subsequent years profitability, and that those are much more noteworthy unequivocally corresponded with customer fulfillment. Which included various multinational organizations maintains that employee fulfillment and in addition diminished turnover are significant patrons of long-haul investor returns. Then again, worker disappointment in view of unpleasant working environment conditions can likewise prompt a lower in efficiency prompting poor organizational performance.
- **Ismail and Abd Razak (2016)** disclosures concur that pay is viewed as one of the unpredictable and multidimensional factors of work satisfaction in higher guideline teach.
- **Ashraf Shikdar & Biman Das (2015)**, concluded Worker satisfaction improved significantly as a consequence of the provision of the assigned and participative standards

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with performance feedback in a repetitive industrial production task. The maximum improvement in worker satisfaction was found for the participative standard and feedback condition. Only this condition had a significant positive effect on worker job attitudes. Monetary incentive, when provided with an assigned or participative standard with feedback, added no incremental worker satisfaction or job attitudes gain. The participative standard with feedback condition emerges as the optimum strategy for improving worker satisfaction and job attitudes in a repetitive industrial production task.

- **Anil Kumar (2015)** indicates that in order to motivate the workers to increase their efficiency the management should adopt measures to evaluate the merit of the workers and make them feel that their merit is appreciated by the management.
- **Qasim et al (2012)**, described that money related rewards have significant impact in choosing work satisfaction. Pay is one of the principal components of work satisfaction since it has a proficient effect in choosing work satisfaction. The growing needs of people with high living costs drive employees searching for higher pay that can guarantee their future and life satisfaction. Also, in the occasion that people acknowledge they are not repaid well henceforth a condition of enthusiastic disillusionment will be made. These energetic mistakes will create and gather after some time subsequently make employees gloomy and unsatisfied working for the organization.
- **Kumar and Ramachandran (2011)**, focused on the training and development program given by the Oil-Mills in Coimbatore District. The survey was conducted in the District of Coimbatore by considering 120 sample respondents by adopting Tippets table. A well-structured questionnaire was adopted to collect the requisite primary data. The collected data were analyzed using statistical tools such as 106 weighted average and chi-square analysis. The study highlights the impetus of the training and development programme to improve the morale of the workers and productivity of oil mills at Coimbatore.

### Theoretical framework in determining the relationship between job satisfaction and organizational performance



### 3. Objectives

1. To Study the Impact of Employee Job Satisfaction on Organizational Performance with reference to manufacturing industry in Karnataka.
2. To study the association between employee job satisfaction and organizational performance.
3. To examine the relationship between employee remuneration and organizational performance.
4. To understand the availability of career advancement, promotions and new job opportunities on satisfaction and its impact on organizational performance.
5. To determine the influence of organizational commitment, physical working environment, superior subordinate relationship and involvement of employees in decision making on job satisfaction and its impact on organizational performance.

### 4. Scope of the Study

The current study is confined only to the employees working in selected large and medium scale manufacturing industries in Karnataka and study is been conducted with the purpose of understanding the job satisfaction of employees and its impact on the organizational performance.

### 5. Need for the study

Employees are the central forces of an industry and only with their efficiency; an organization can move into success that too with lot of dynamics and volatility in the steel industry the attrition rate of the employees have increased significantly. Only with a group of satisfied employees the company can lead into success. For employee's satisfaction the company must provide adequate welfare measures. By conducting a job satisfaction survey we can analyse whether the employees are satisfied or not and also whether they are motivated by the general, welfare, financial, work atmosphere, relationship etc and other related factors. Hence this study of greater importance to understand the know of the job satisfaction level of the employees and its impact on the organization's performance in the steel industry.

### 6. Research Methodology

<b>1</b>	<b>Research Design</b>	A descriptive research design is used for the study.
<b>2</b>	<b>Area of the Study</b>	Area of the study is Karnataka state.
<b>3</b>	<b>Target Population</b>	Employees working on in large and medium scale manufacturing industries.
<b>4</b>	<b>Sampling Design</b>	<b>Sample:</b> Employees working on in large and medium scale manufacturing industries.
		<b>Sampling Technique:</b> Judgmental Sampling Technique.
		<b>Sample Size:</b> 155 Employees.

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<b>5</b>	<b>Source &amp; Methods of Data Collection</b>	<b>Primary Data:</b> Was collected from specific respondents and the information was collected through questionnaires, observations and interviews. <b>Secondary Data:</b> The data was collected from various International research journals, International Ergonomics Association's Websites, Pro Quest Data Base, Books, Ergonomics Reports of Ergonomics Institution's.
<b>6</b>	<b>Variables considered for the study</b>	Job satisfaction, Remuneration, Quality of work life, Promotion, supervision, Team work, organizational performances.
<b>7</b>	<b>Statistical Tools</b>	Simple percentage Analysis Methods, Pearson correlation Test, Multiple regressions, ANOVA.

### 7. Data Analysis and Interpretation

Data has been analyzed through Simple percentage Analysis Methods, Pearson correlation Test, Multiple regressions, ANOVA.

#### 7.1 Respondent Demographic Profile

<b>Variables</b>	<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	107	69
	Female	48	31
<b>Marital Status</b>	Single	76	49
	Married	79	51
<b>Age</b>	20-29	79	51
	30-39	64	41.3
	40-49	12	7.7
	50 -60	0	0
<b>Education level</b>	High School	6	3.9
	Diploma	25	16.1
	Bachelor degree	73	47.1
	Post Graduate	49	3.6
	Other	2	1.3
<b>Monthly household income</b>	Less than10000	4	2.6
	10000- 20000	39	25.2
	20001-30000	60	38.7
	30001-40000	40	25.8
	40001 & above	12	7.7
<b>Experience</b>	0 – 1 year	36	23.2
	2 - 6 year	105	67.7
	7- 11 year	10	6.5
	12- 20 year	4	2.6
<b>Position</b>	Top level Manager	18	11.6

	Middle Manager	45	29.0
	Supervisor	70	45.2
	Fresh/Entry level	22	14.2
<b>Service</b>	Accounting	15	9.7
	HR Manager	22	14.2
	Financial Advisor	23	14.8
	Risk Manager	19	12.3
	Quality Control Coordinator	15	9.7
	Business analyst	8	5.2
	Office Management	23	14.8
	Administrative Manager	15	9.7
	IT specialist	15	9.7
	Other	0	0

There are nine questions on demographic that been utilized to test the descriptive analysis for 155 respondents. The primary question is on gender. From the analysis, male includes a higher rate of 69.0% (107 respondents). Female as it were score almost 31.0% (48 respondents).

Next question is approximately marital status. From the analysis, it is appearing that married has higher percentage of 51.0% (79 respondents) and single score around 49.0% (76 respondents).

The third question is about age categories. From the analysis, it is appearing that 20 – 29 years old has higher rate which is 51.0% (79 respondents), 30-39-years old score almost 41.0% (67 respondents), 40-49-years old score almost 7.7% (12 respondents), and 50-60 age categories, there are no one response under this age.

The forth demographic that been analyze is the education level. In this question, it shows that respondent comes from different education level. The highest rate is bachelor degree which is 47.1% (73 respondents), second highest is post graduate with 31.6% (49 respondents), diploma is 16.1% (25 respondents), high school is 3.9% (6 respondents), and other is 1.3% (2 respondents).

The fifth demographic that been analyze is the monthly household income. In this question, it appears that respondent have distinctive level of income. The highest rate is 20001- 30000 which is 38.7% (60 respondents), second highest is RM 3001- RM 4000 with 25.8% (40 respondents), 10000-20000 is 25.2% (39 respondents), 40001 and over is 7.7% (12 respondents), and Less than 10000 is 2.6% (4 respondents).

The sixth demographic that been analyze is the experience level. In this question, it appears that respondent have different level of experience. The highest percentage is 2-6 years which is 67.7% (105 respondents), second highest is 0-1 years with 23.2% (36 respondents), 7-11 years is 6.5% (4 respondents), and 12-20 years is 2.6% (4 respondents).

The seventh demographic that been analyze is the representative position within the company. In this question, it appears that respondent have different level of position within the company. The highest rate is supervisor position which is 45.2% (70 respondents), second highest is middle manager with

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229.0% (45 respondents), fresh/entry level is 14.2% (22 respondents), and top-level management is 11.6% (18 respondents).

Then, another demographic that been test in this research is service of respondent. From the analysis, financial adviser includes a highest percentage with 14.8%(23 respondents), seconds is the same level of financial adviser which is office management with 14.8% (23 respondents), HR manager with 14.2% (22 respondents), risk manager with 12.3% (19 respondents), (accounting, quality control coordinator, administrative manager, IT specialist) are the same rate which is 9.7%(15 respondents) and finally is business analyst with 5.2% (8 respondents).

### 7.2 Reliability test

Sl.No.	Variables	Items	Cronbach Alpha
<b>1</b>	<b>Independent Variables</b> <ul style="list-style-type: none"> <li>• Remuneration</li> <li>• Quality of Work life</li> <li>• Promotion</li> <li>• Teamwork</li> <li>• Supervision, etc..</li> </ul>	5 5 5 5 5	0.796 0.710 0.749 0.724 0.777
<b>2</b>	<b>Dependent Variables</b> <ul style="list-style-type: none"> <li>• Organizational Performance</li> </ul>	11	0.824

Reliability test is one of the traditional way researcher test their primary research variable. In this test measuring the consistency between data collected. In addition, Reliability test providing clear statement that which variable reliable and which one is not and based on the test researcher proceed the research.

As according to the demographic table above, in this research total data are collected from 155 respondents. For data, there are five items utilizing in each independent variable and at the same time 11 things utilizing in dependent variable. In any case, in reliability test the least passing esteem is 0.700. Therefore, the Cronbach's Alpha esteem must be 0.700 and over to be reliable. The first independent variable in this research is remuneration. For the remuneration, the Cronbach's Alpha esteem is 0.796 which is more than 0.700. Subsequently, Remuneration is exceptionally reliable for this research.

The second independent variable is quality of work life. For quality of work of life, the Cronbach's Alpha 0.710 which is more than 0.700. Therefore, Quality of work life also reliable in this research.

The third free variable is promotion. For promotion, the Cronbach's alpha is 0.749 which is more than 0.700. Consequently, Promotion is exceptionally reliable in this research.

The forth independent variable is teamwork. For the teamwork, the Cronbach's Alpha is 0.724 which is more than 0.700. Subsequently, teamwork is still reliable in this research.

The final independent variable is Supervision. For supervision, Cronbach's Alpha is 0.777 which is more than 0.700. Subsequently, Supervision is exceptionally reliable in this research.

All these five independent factors will be tested with organizational performance. For organizational performance, there are 11 items and all these items by reliability test and Cronbach's Alpha is 0.824 which is more than 0.700. In this manner, organizational performance is exceptionally reliable in this research.

### 7.3 Pearson correlation Test

		Remunerat ion	Quali ty of Work life	Promoti on	Teamw ork	Supervisi on	Organizat ional Performa nce
<b>Remunerati on</b>	Pearson correlation	1	.354* *	.534**	.453**	.421**	.580**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
<b>Quality of Work life</b>	Pearson correlation	.354**	1	.467**	.582**	.521**	.460**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
<b>Promotion</b>	Pearson correlation	.534	.467* *	1	.465**	.498**	.696**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	155	155	155	155	155	155
<b>Teamwork</b>	Pearson correlation	.453	.582* *	.465**	1	.503**	.492**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	155	155	155	155	155	155
<b>Supervision</b>	Pearson correlation	.421**	.521* *	** .498* *	.503**	1	.552**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	155	155	155	155	155	155
<b>Organizatio nal Performanc e</b>	Pearson correlation	.580	.460* *	** .696* *	.492**	.552**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	155	155	155	155	155	155

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

Based on the above table, Remuneration have the strong positive association with organizational performance whereby remuneration correlation is ( $r=0.580$ ,  $p<0.000$ ). Then, it was followed by quality of work life ( $r=0.460$ ,  $p<0.000$ ), promotion ( $r=0.696$ ,  $P<0.000$ ), teamwork ( $r=0.492$ ,  $p<0.000$ ) and supervision ( $r=0.552$ ,  $p<0.000$ ). In the table it shows that every variable are significant because P value are not more than 0.05.

**7.4 Multiple regressions Analysis**

Multiple regressions test few independent variables at once with the dependent variable to decide the conceivable linear relationship.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766*	.586	.572	2.68177

*\*Predictors: (Constant), Remuneration, Quality of work life, Promotion, Supervision, Teamwork*

The table appears that r-square with 0.586 and this implies that there is strong positive significant relationship between independent variable (remuneration, quality of work life, promotion, teamwork and supervision) and dependent variable (organizational performance).

**7.5 ANOVA\***

The table demonstrated there are independent variables that significantly have linear relationship with the organizational performance. To determine the exact variables, the next table will be assessed.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1518.446	5	303.689	42.227	.000**
Residual	1071.593	149	7.192		
Total	2590.039	154			

\* Dependent Variable: Organizational performance

\*\* Predictors: (Constant), Remuneration, Quality of work life, Promotion, Supervision, Teamwork

**7.6 Coefficient of Correlation**

Concurring to the table above, all the P values are below 0.05 except quality of work life. This appeared that all independent variables are significantly positive related to organizational performance except quality of work life in a linear form. The B value is the portion of the variable within the overall relationship. As we can see, Promotion has the most noteworthy portion that is 0.431. Subsequently, Advancement is the strongest independent variable. On the other hand, quality of work life is the weakest independent variable since the portion of this variable is 0.040.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>Constant</b>	7.812	3.071		2.543	.012
<b>Remuneration</b>	.417	.122	.223	3.418	.001
<b>Quality of Work life</b>	.084	.147	.040	.574	.567
<b>Promotion</b>	.836	.134	.431	6.246	.000
<b>Teamwork</b>	.320	.117	.185	2.728	.007
<b>Supervision</b>	.154	.145	.075	1.063	.289

## 8. Conclusion

Job satisfactions are desirable needed by employees to perform at peak levels. Employees who are satisfied are more likely to be settled at work and are also likely to be more committed in helping in achievement of organizational goal. The factors that lead to job satisfaction among employees includes: higher pay, recognition, good work environment, challenging and fulfilling work and relationship with supervisors and co-workers, among others. Although there is a certain limitation included in this study, the following conclusion will be providing some insights to manager to improve the level of employee job satisfaction in the manufacturing sectors. Based on the analysis about employee job satisfaction researcher find the strong positive relationship with organizational performance. In addition, from the research we found that employees who are in higher levels tendency to more satisfy from intrinsic job satisfaction where employees who are working in lower position tendency to more satisfaction with extrinsic job satisfaction. At the same time, those employees are working in competitive industries they are more satisfied their job compare those employees working in less competitive industries. From this study we also found that professionals or managers are willing to provide more effort to the job than non-managers. Furthermore, we found that those employees are older in company they are more satisfy compare to younger employees. Another thing, high experienced employees are satisfying this sector compare to less experience employees. In addition, we found that sex is not significantly effect on the job satisfaction; satisfy employee has less absenteeism in work, less turnover from the company. At the same time, we found that there are two factors that mostly satisfy as an employee in organization which are remuneration and promotion. From the coefficient table we found that remuneration p value is 0.01 and promotion is 0.000. Therefore, we can say remuneration and promotion have highly strong factor of job satisfaction that can help employees to motivate their job in the companies. Finally, we found that satisfied employees have highly commitment to the companies than dissatisfied employees. Management should also focus on all facets of job satisfaction and not only on any one factor in order to enhance the employee performance in the organization.

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