

**JOB SATISFACTION AND EMPLOYEES  
PERFORMANCE IN MANUFACTURING COMPANIES OF  
NEPAL**

A Dissertation submitted to the Office of the Dean, faculty of management in partial fulfillment of requirement for the Master's Degree

**By**

Dikshita Bohara

Campus Rolls No: 577/077

Exam Symbol No: 35493/21

T.U. Registration No: 7-2-38-764-2016

Shanker Dev Campus

Kathmandu

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## **CERTIFICATION OF AUTHORSHIP**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “JOB SATISFACTION AND EMPLOYEES PERFORMANCE IN MANUFACTURING COMPANIES OF NEPAL”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degree nor has it been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declared that all information sources and literature used are cited in the reference section of the dissertation.

Dikshita Bohara

July 2024

## REPORT OF RESEARCH COMMITTEE

Ms. Dikshita Bohara has defended research proposal entitled “JOB SATISFACTION AND EMPLOYEES PERFORMANCE IN MANUFACTURING COMPANIES OF NEPAL” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Mr. Laxman Raj Kandel and submit the thesis for evaluation and viva voce examination.

.....  
Laxman Raj Kandel  
(Supervisor)

.....  
Dissertation Proposal Defended Date

.....  
Asso. Prof. Dr. Sajeeb Kumar Shrestha  
Chairperson, Research Committee

.....  
Dissertation Submitted Date

.....  
Dissertation Viva Voce Date

## **APPROVAL SHEET**

We have examined the dissertation entitled "JOB SATISFACTION AND EMPLOYEES PERFORMANCE IN MANUFACTURING COMPANIES OF NEPAL" presented by Ms. Dikshita Bohara for the degree of Masters of Business Studies. We hereby certify that the dissertation is acceptable for the award of a degree.

.....

Laxman Raj Kandel  
Dissertation Supervisor

.....

Internal Examiner

.....

Internal Expert

.....

External Expert

.....

Asso. Prof. Dr. Sajeeb Kumar Shrestha  
Chairperson, Research Committee

.....

Asso. Prof. Krishna Prasad Acharya  
Campus Chief

July 2024

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## **ABBREVIATIONS**

ANOVA	:	Analysis of Variance
CPA	:	Career prospect and Advancement
EP	:	Employees performance
JRA	:	Job Responsibility and Authority
MBS	:	Master in Business Studies
P	:	Pays
PA	:	Performance appraisal
Pro	:	Promotion
S.D.	:	Standard Deviation
SCBL	:	Standard Charter Bank Limited
SPSS	:	Statistical Package for the Social Sciences
T.U	:	Tribhuwan University
TD	:	training and development
WC	:	work condition

## ABSTRACT

The objective of research are: To identify the factors which contribute employee's job satisfactions of manufacturing Companies in Nepal. To analyze the relationship of job satisfaction to the employee's performance of manufacturing Companies in Nepal. To examine the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal. The article are review from google scholar and thesis are from T.U site. Both descriptive research design and causal relationship research design were employed. The research sample comprises 400 employees from these manufacturing companies. This research primarily relies on the use of questionnaires for data collection. The objective archive through descriptive statistics, correlation analysis and regression analysis. The study found that factors which contribute employee's job satisfactions of manufacturing companies in Nepal are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition, promotion. The relationship of work condition, pays, promotion, training and development, job responsibility and authority, performance appraisal and career prospect and advancement have significant to the employee performance. The impact of work condition, Pays, Promotion, training and development and Job Responsibility and Authority have significant to the employee performance. The Performance appraisal and Career prospect and Advancement are not significant impact to the employee performance.

**Keywords:** *Job satisfaction, employee performance and manufacturing companies in Nepal*

# CHAPTER-I

## INTRODUCTION

### 1.1 Background of the study

In nearly every organization, a mission statement emphasizes the crucial importance of people as the most valuable asset. To achieve its goals, sustain operations, and thrive, it is essential for an organization to have the right personnel in the right roles at the right time (Oladipo, 2011). The success of an organization is closely linked to the effectiveness of Human Resource Management (HRM) and its associated practices, which include human resources planning, recruitment, selection, appointment, training, development, performance assessment, retention, and a well-designed incentive and reward program. HRM ensures optimal investment in employees by clearly defining their roles, functions, and responsibilities through well-articulated job descriptions and specifications (Pais et al., 2016). Today, many organizations believe that the direct path to achieving their objectives lies in implementing HRM practices, thereby fostering organizational success and enhancing competitiveness. HRM is viewed as a powerful tool to improve employee satisfaction and loyalty, thereby strengthening organizational effectiveness (Brewster et al., 2016).

Job satisfaction is a crucial determinant of employee performance in manufacturing companies. Various factors such as working conditions, pay, promotion opportunities, training and development, job responsibility and authority, performance appraisal, and career prospects and advancement play significant roles in shaping employees' job satisfaction. Manufacturing companies, with their unique work environments and operational demands, must pay close attention to these factors to ensure a motivated and high-performing workforce (Naing, 2022).

Working conditions are fundamental to job satisfaction in manufacturing settings. Employees in these environments often face challenging physical conditions, including long hours, repetitive tasks, and exposure to potentially hazardous materials. Ensuring safe, comfortable, and ergonomically designed workplaces can significantly enhance job satisfaction. Improvements in working conditions not only promote health and safety but also boost morale and productivity, leading to better overall performance (Ndulue & Ekechukwu, 2016).

Pay is another critical factor influencing job satisfaction. Competitive and fair compensation is essential in attracting and retaining skilled workers. In manufacturing companies, where the work can be physically demanding, adequate pay acts as a primary motivator. When employees feel that they are fairly compensated for their efforts, their satisfaction levels increase, which in turn positively impacts their performance. Additionally, transparent pay structures and timely salary disbursements contribute to financial security and job satisfaction (Octaviannand et al., 2017).

Promotion opportunities are crucial for fostering a sense of growth and advancement among employees. In manufacturing companies, well-defined career paths and regular promotion cycles can significantly enhance job satisfaction. When employees see that their hard work and dedication can lead to higher positions and greater responsibilities, they are more likely to be engaged and motivated. Fair and merit-based promotion policies ensure that employees feel valued and recognized, which in turn boosts their overall performance (Prakoso et al., 2023).

Training and development programs are essential for continuous improvement and job satisfaction. In the manufacturing sector, where technology and processes are constantly evolving, providing employees with regular training opportunities ensures they remain competent and confident in their roles. These programs not only improve job performance by enhancing skills and knowledge but also increase job satisfaction by demonstrating that the company is invested in their personal and professional growth (Rachman, 2022).

Job responsibility and authority are critical for empowering employees and increasing job satisfaction. In manufacturing companies, giving employees clear responsibilities and the authority to make decisions within their roles fosters a sense of ownership and accountability. When employees understand their roles and have the autonomy to perform their tasks effectively, their job satisfaction and performance levels rise. Additionally, a well-structured performance appraisal system that recognizes and rewards employees' efforts and achievements can further enhance job satisfaction (Robbins & Judge, 2017).

Finally, career prospects and advancement play a significant role in job satisfaction. Manufacturing companies that offer clear and attainable career progression opportunities can maintain a motivated and loyal workforce. Employees who see a future within the company are more likely to be committed and perform at their best. Effective career planning and

development initiatives ensure that employees feel supported in their career journeys, leading to higher job satisfaction and better performance (Schwab, 2013).

Content employees have a profound understanding of their expectations, and their satisfaction is crucial to organizational productivity. Employee satisfaction serves as a linchpin for superior performance within optimal timeframes, leading to increased profits. Satisfied employees tend to exhibit creativity and innovation, contributing to breakthroughs that enable positive adaptation to changing market conditions (Spector, 1997). In Nepal, there is a common practice of mandatory leave (Sonnetag et al., 2008).

Nepal hosts 18 manufacturing companies that contribute to the nation's development at various regional levels. These manufacturing entities operate within specific districts, focusing on localized efforts rather than nationwide coverage. Their work significantly impacts the community, making employee satisfaction essential. Employee satisfaction, a pivotal factor in performance, is influenced by diverse elements such as promotion, compensation, working conditions, training, the nature of the job itself, and rewards (Sumarauw et al., 2014). This research aims to uncover the correlation between job satisfaction factors and employee performance in the manufacturing companies of Nepal.

## **1.2 Problem Statement**

Employment serves as the primary source of income for individuals, with companies providing jobs to workers or employees. In return for these jobs, employees contribute their performance or work to the company. A job encompasses not only the tasks undertaken but also serves as a source of earnings, rewards, passion, promotion, facilities, and more, all of which can be measured in monetary and non-monetary terms. The employing company benefits from the work and performance of employees, which are quantifiable in monetary terms and contribute to growth, earnings, customer satisfaction, quick service, and increased production quantity, among other factors (Tabarsa & Nazari, 2016).

According to Octaviann et al. (2017), motivated and content workers are more likely to positively contribute to the company. Motivation is identified as a variable that can significantly impact employee performance. Factors such as job security, a stress-free working environment, childcare and education support, health checkups, insurance, and retirement benefits contribute to job satisfaction among employees. These elements create a sense of

security, allowing employees to work without stress and fostering a peaceful and conducive working environment.

Performance, in the context of employment, refers to the outcomes achieved. These outcomes may be reflected in numerical figures within the company's financial statements, such as profit figures. Performance can also manifest in stock-keeping ledgers, where increased product quantity production is evident due to employee motivation. In retail businesses, repeated customer visits may demonstrate employee loyalty and quality customer care. Employee performance is an outcome that can be assessed subjectively and statistically at both individual and group levels within an organization (Robbins & Judge, 2017). Achieving organizational goals emphasizes the importance of effective management in producing high-quality human resource management, as human resources constitute the workforce of the company (Badrianto & Ekhsan, 2020).

Manufacturing companies often face significant challenges in maintaining high levels of job satisfaction among their employees, which directly impacts overall performance. One primary issue is the working conditions within these companies. Employees frequently endure long hours, repetitive tasks, and exposure to hazardous environments, which can lead to physical and mental fatigue. Poor working conditions can result in low job satisfaction, increased absenteeism, and high turnover rates, ultimately affecting the company's productivity and efficiency (Tulenan, 2015).

Another critical issue is the adequacy and fairness of pay. In many manufacturing companies, employees feel that their compensation does not reflect the effort and risks associated with their work. When employees perceive their pay as insufficient or inequitable, their motivation and job satisfaction decline. This dissatisfaction can lead to decreased performance, as employees may not be fully committed to their roles or motivated to go above and beyond in their tasks. Ensuring competitive and fair compensation is therefore essential to maintaining high levels of job satisfaction and performance (Widarsih & Supriyati, 2018).

The lack of promotion opportunities further exacerbates job dissatisfaction in manufacturing companies. Employees often feel stagnant in their positions when there are limited chances for advancement. This lack of career growth can lead to disengagement and reduced effort in their daily tasks. When employees do not see a clear path for progression, they may become

demotivated, resulting in lower productivity and performance. Addressing this issue requires companies to establish clear and attainable promotion pathways to keep employees motivated and committed to their roles (Octaviannand et al., 2017).

Training and development opportunities are also crucial for job satisfaction and performance. Many manufacturing companies fail to provide adequate training programs, leaving employees feeling ill-equipped to handle their responsibilities or advance in their careers. Without ongoing training and development, employees may struggle to keep up with technological advancements and evolving industry standards, leading to decreased job satisfaction and performance. Implementing comprehensive training programs can enhance employees' skills and knowledge, boosting their confidence and effectiveness in their roles (Prakoso et al., 2023).

Additionally, issues related to job responsibility and authority, performance appraisal, and career prospects and advancement significantly impact job satisfaction and performance. When employees lack clarity in their job responsibilities or do not have the authority to make decisions, they can feel disempowered and undervalued. Inadequate performance appraisal systems that fail to recognize and reward employee efforts can further diminish job satisfaction. Furthermore, without clear career prospects and advancement opportunities, employees may lack long-term commitment to the company. Addressing these issues by clearly defining job roles, implementing fair performance appraisal systems, and providing career development opportunities can enhance job satisfaction and boost overall performance (Rachman, 2022).

The research problem aims to identify the factors contributing to job satisfaction among employees and understand their relation to employee performance and the subsequent impact on overall organizational performance. Specifically, the research seeks to answer the following questions:

1. What are the factors of job satisfaction in Nepalese manufacturing companies?
2. What is the relationship of job satisfaction and employees performance of manufacturing Companies in Nepal?
3. How is the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal?

### **1.3 Objectives of the Study**

Based on the stated problem, the researcher will address and resolve the issues. To achieve this, specific objectives have been established as follows:

1. To assess the factors which contribute employee's job satisfactions of manufacturing Companies in Nepal.
1. To examine the relationship of job satisfaction to the employee's performance of manufacturing Companies in Nepal.
2. To analyze the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal.

### **1.4 Hypotheses**

Hypotheses are fundamental components of research, guiding the study's direction and providing a framework for analyzing relationships between variables. In this study on job satisfaction and employee performance in manufacturing companies, hypotheses are formulated based on existing theories and empirical findings in organizational behavior and human resource management. These hypotheses aim to explore the impact of various factors such as working conditions, pay, promotion opportunities, training and development, job responsibility and authority, performance appraisal, and career prospects on job satisfaction and employee performance.

#### **Working Conditions and Employee Performance**

Hypothesis (H1): There is a significant impact between working conditions and employee performance in manufacturing companies.

This hypothesis is based on the premise that favorable working conditions, including a safe and comfortable physical environment, adequate resources, and supportive management, contribute to enhanced employee performance. Improved working conditions reduce stress and increase motivation, leading to higher productivity and job satisfaction.

#### **Pay and Employee Performance**

Hypothesis (H2): Pay has a significant impact on Employee Performance among employees in manufacturing companies.

Pay, which includes salary, bonuses, and other financial benefits, is a crucial determinant of job satisfaction. According to Herzberg's two-factor theory, pay is a hygiene factor that, while

not necessarily leading to long-term satisfaction, can prevent dissatisfaction if adequately addressed. Fair and competitive compensation can significantly enhance employees' contentment with their jobs.

### **Promotion Opportunities and Employee Performance**

Hypothesis (H3): Promotion opportunities are significant impact with Employee Performance in manufacturing companies.

Promotion opportunities offer employees career advancement, recognition, and increased responsibilities, serving as significant motivators. When employees see a clear path for growth within the company, their performance levels are likely to improve.

### **Training and Development and Employee Performance**

Hypothesis (H4): Training and development programs significant impact employee performance in manufacturing companies.

Training and development initiatives provide employees with the skills and knowledge needed to perform their jobs effectively. Ongoing learning opportunities enhance their competencies, resulting in better performance and increased productivity.

### **Job Responsibility and Authority and Employee Performance**

Hypothesis (H5): Job responsibility and authority impact significant Employee Performance in manufacturing companies.

When employees are granted suitable levels of responsibility and authority, they feel empowered and valued. This autonomy in decision-making promotes a sense of ownership and satisfaction in their roles, which boosts overall employee performance.

### **Performance Appraisal and Employee Performance**

Hypothesis (H6): Effective performance appraisal systems are significant impact to employee performance in manufacturing companies.

Performance appraisals offer feedback on employees' work, acknowledging their accomplishments and pinpointing areas for improvement. Constructive appraisals can inspire employees to improve their performance and align their efforts with the organization's goals.

## **Career Prospects and Advancement and Employee Performance**

Hypothesis (H7): Career prospects and advancement opportunities are significant impact with Employee Performance in manufacturing companies.

### **1.5 Rationale of the Study**

Manufacturing companies are vital to Nepal, serving as a key sector that provides essential financial services to the population. The nation's economic development heavily depends on these manufacturing entities. They are instrumental in channeling funds from small savers into both large and small entrepreneurial ventures, national infrastructure, production of goods and electricity, road construction, multi-complex structures, cable car installations, shopping malls, and various sectors of the hotel and tourism industry. The backbone of these manufacturing companies is their workforce—the employees.

The effectiveness and success of manufacturing companies depend significantly on the satisfaction and smooth functioning of their employees. Satisfied employees, free from issues, make better decisions, perform more efficiently, and contribute positively to the organization's success. Manufacturing companies that focus on employee job satisfaction experience improved performance. Such companies excel in gathering savings from savers, making strategic investments in infrastructure, completing projects on time, investing in tourism with favorable returns, contributing to cable car installations and road development, and enhancing both the nation's well-being and the banks' profitability.

Understanding the factors that influence job satisfaction among employees in manufacturing companies is crucial. It is important to assess whether each factor has a positive or negative relationship with job satisfaction and if these relationships are statistically significant. Investigating the impact of each job satisfaction factor is essential. This knowledge serves as a valuable tool for the board of directors, management, and other stakeholders, helping them focus on enhancing job satisfaction factors that directly affect the overall performance of the companies. Therefore, studying "job satisfaction and employee performance in Nepalese manufacturing companies" is of considerable importance.

### **1.6 Limitations of the study**

The research is following limitations

- The study is based on the primary source of data.

- Time related limitation and budget related limitation for study.
- Study is for the academic degree of master of business studies.
- Data were taken from the survey using questioner and answer is filled by the respondent, information is based on provided by the respondent and it's limiting the accuracy to the respondent honesty.
- Only four sample are taken out of 18 listed Manufacturing companies in NEPSE.

## **CHAPTER-II**

### **LITERATURE REVIEW**

This chapter is the core of the research, where the researcher seeks to gain a comprehensive understanding of the topic from various perspectives. In this context, "perspectives" refers to the different variables related to the subject. The researcher explores the theoretical and conceptual development of these variables, establishing a foundational understanding of each one. A thorough grasp of these concepts is essential, as any lack of understanding can impede the progress of subsequent work.

The literature review, a key component of this chapter, involves a detailed examination of a specific segment of the published knowledge. This analysis includes summarizing, classifying, and comparing previous studies, literature reviews, and theoretical research. The literature review is organized into three distinct sections.

#### **2.1 Theoretical Review**

##### **Theories of job satisfaction**

##### **Maslow's Hierarchy of Needs Theory**

Abraham Maslow proposed that individuals have five levels of needs: physiological, safety, social, esteem, and self-actualization. Job satisfaction is attained when these needs are fulfilled within the workplace. For instance, financial compensation addresses physiological and safety needs by providing employees with the means to meet basic life necessities and ensure their personal security. Social needs are satisfied through positive interactions with colleagues and a sense of belonging within the organization. Esteem needs are met through recognition, respect, and promotions, which validate employees' worth and contributions. Lastly, opportunities for personal growth and development enable employees to achieve self-actualization, reaching their full potential and capabilities. By addressing these hierarchical needs, organizations can create a deeply satisfying work environment that promotes higher levels of employee engagement and performance (Schwab, 2013).

##### **Herzberg's Two-Factor Theory**

Frederick Herzberg identified two factors that influence job satisfaction: hygiene factors and motivators. Hygiene factors, including salary, working conditions, and company policies, are

crucial for preventing job dissatisfaction. However, while they are necessary to avoid discontent, they do not necessarily lead to long-term satisfaction. These factors address basic needs, and their absence can result in unhappiness. Motivators, such as recognition, responsibility, and opportunities for growth, directly contribute to higher job satisfaction by fulfilling employees' higher-level psychological needs and motivating them to excel. By effectively managing hygiene factors and actively promoting motivators, organizations can create a more engaging and satisfying work environment (Robbins & Judge, 2017).

### **Equity Theory**

John Stacey Adams proposed that employees seek a balance between their inputs (e.g., effort, experience) and outputs (e.g., salary, recognition) in comparison to others. Job satisfaction arises when employees perceive fairness in this balance; any perceived inequities can lead to dissatisfaction. For example, if employees believe their contributions are not being fairly compensated relative to their peers, they may become demotivated and disengaged. Conversely, when employees perceive equity, they are more likely to be satisfied and motivated to sustain or improve their performance. Organizations need to implement transparent and fair reward systems to maintain this balance, thereby enhancing job satisfaction and performance (Widarsih & Supriyati, 2018).

### **Expectancy Theory**

Victor Vroom suggested that job satisfaction is influenced by expectations regarding the link between effort, performance, and outcomes. Employees experience satisfaction when they believe that putting in more effort will lead to improved performance and desirable rewards. This theory underscores the importance of clear communication about performance expectations and the rewards tied to achieving them. When employees comprehend how their efforts contribute to organizational success and see a direct connection between their performance and rewards, they are more likely to feel motivated and satisfied. Ensuring that rewards are meaningful and aligned with employees' values and goals is essential for enhancing job satisfaction (Prakoso et al., 2023).

### **Social Exchange Theory**

This theory posits that job satisfaction stems from the quality of the relationship between employees and their organization. Positive interactions and mutual benefits between

employees and employers lead to greater job satisfaction. When employees feel valued and supported by their organization, they are more likely to respond with loyalty and increased effort. This reciprocal relationship creates a positive work environment where employees are motivated to perform well. Organizations can improve job satisfaction by investing in employee well-being, recognizing their contributions, and fostering a supportive and inclusive culture (Rachman, 2022).

## **Theories of Employee Performance**

### **Reinforcement Theory**

Based on B.F. Skinner's work, this theory suggests that behavior is influenced by its consequences. Positive reinforcement (rewards) and negative reinforcement (removal of negative conditions) can encourage desired behaviors, while punishment can reduce undesired behaviors. Consistent and timely reinforcement is crucial for shaping employee performance. For instance, acknowledging and rewarding employees for achieving targets can motivate them to sustain or improve their performance. Conversely, addressing underperformance promptly and constructively can discourage undesirable behaviors. By applying reinforcement principles effectively, organizations can steer employees toward higher levels of performance (Sonnentag et al., 2008).

### **Contingency Theory**

This theory proposes that there is no universal method for managing employee performance. The success of performance management strategies depends on various situational factors, such as the nature of the task, the work environment, and the individual characteristics of employees. For example, managing a highly creative task may require a different approach compared to a routine administrative task. By acknowledging these contingencies, organizations can customize their performance management strategies to suit specific contexts, thus improving their effectiveness. Flexibility and adaptability in performance management are essential for addressing the diverse needs and conditions within the workplace (Sumarauw et al., 2014).

## **2.2 Conceptual Review**

### **Employee Performance**

Employee performance refers to how well employees carry out job-related tasks, with measurements varying by organization type. In manufacturing companies, performance is often assessed by output quantity, while in service organizations like banks, it includes factors such as the number of customers served and their satisfaction with employee interactions, which directly affect the company's profitability. Motowidlo et al. (1997) defined job performance as "behavioral, episodic, evaluative, and multidimensional," describing it as the cumulative value of discrete behavioral episodes performed by an individual over a given period.

Evaluating job satisfaction is essential when assessing employee performance. Job satisfaction is a subjective and individual experience that varies based on personal values. Gani (2020) noted that higher satisfaction with an activity is linked to how well the activity's assessment aligns with an individual's preferences. Therefore, job satisfaction reflects a person's feelings of happiness or dissatisfaction at work. Research by Argensia and Salim (2014) at the Customs and Excise Service Supervision and Excise Office Type Madya Pabean B Medan found a positive and significant relationship between job satisfaction and employee performance.

Employee performance is defined as the execution of job-related activities within an organization and the effectiveness with which these activities are performed. Awadh and Saad (2012) described employee performance as the extent to which an employee contributes to the organizational mission. Sumarauw et al. (2014) suggested that employee performance includes the outcomes and contributions of employees, aligning with organizational goals. In summary, employee performance measures how well employees fulfill their roles within an organization.

### **Pay**

Pay encompasses the various benefits employees receive from their employers, such as salary, commissions, remuneration, health benefits, insurance, and child education support. Salary satisfaction is recognized as a key factor that positively affects employee performance in both public and private sectors (Chaudhry et al., 2011). When employees perceive that they are fairly compensated for their work, their motivation and commitment are likely to increase,

which directly enhances their performance. Competitive pay structures are essential for attracting and retaining skilled employees, thereby promoting a productive workforce.

### **Job Satisfaction**

Job satisfaction encompasses the range of feelings and beliefs individuals have about their current positions, spanning from extreme satisfaction to extreme dissatisfaction. It includes attitudes toward various job aspects such as the nature of the work, relationships with coworkers, supervisors, subordinates, and compensation. According to Mangkunegara (2001), job satisfaction refers to the extent to which employees feel positively or negatively about their work and working conditions. High job satisfaction is associated with improved work attitudes and enhanced performance. Conversely, low job satisfaction can lead to behaviors such as daydreaming, low morale, quick fatigue, and engaging in non-work-related activities. Armstrong (2006) found a positive correlation between job satisfaction and work performance, suggesting that satisfied employees are generally more productive. However, Luthans et al. (2008) warns that while this relationship is positive, it may not be as strong as often presumed.

### **Working Conditions**

Working conditions encompass both the physical and non-physical aspects of the environment in which employees work, affecting their motivation and performance. The quality of the workplace environment influences error rates, innovation, collaboration, absenteeism, and employee retention. Jain and Kaur (2014) highlight that productivity is heavily influenced by the working environment, which impacts both the physical and mental well-being of employees. A safe, comfortable, and supportive work environment can boost job satisfaction and performance, decrease turnover and absenteeism, and promote innovation and teamwork.

### **Promotion**

Promotion entails advancing an employee to higher responsibilities based on their skills and experience, serving as a motivation for improved job performance. Although promotions can significantly boost efficiency, they can have negative effects if individuals who are not effective in their roles are promoted (Falahat et al., 2019). Implementing clear and equitable promotion policies that reward merit and performance can encourage employees to excel, as they are aware that their efforts can lead to career growth.

## **Training and Development**

Well-trained employees are crucial for business success, as training and development play a significant role in enhancing employee productivity and performance. Dessler et al. (2008) emphasize that even with careful selection, employee performance cannot be guaranteed without effective training and development. This process involves providing education and instruction to improve employees' existing skills and knowledge, leading to better results (Anwar & Abd Zebari, 2015). Effective training is vital for employees to perform their roles properly and consistently (Anwar & Surarchith, 2015). Ongoing training opportunities ensure that employees stay competent and confident, enabling them to adapt to technological advancements and changes in the industry.

### **Types of Training**

In business, training typically falls into two categories: on-the-job and off-the-job training. On-the-job training occurs when managers and supervisors enhance employees' skills and knowledge through practical lessons, seminars, or knowledge-sharing among staff (Anwar & Louis, 2017). This approach is considered effective for training in areas such as financial handling, administration, and practical management. However, there are varying opinions on its effectiveness. Some concerns include the efficiency of the training sessions and instructors, potential for boredom, and how the workplace environment might affect learning and understanding (Anwar & Abdullah, 2021).

### **Performance Appraisal**

Performance appraisal is a structured method for assessing an individual's work performance in relation to job requirements. It includes a subjective assessment of their strengths, weaknesses, value to the organization, and potential for future growth. Regular and constructive performance appraisals enable employees to recognize their strengths and areas needing improvement, offering guidance for professional development and aligning their efforts with organizational objectives (Tulenan, 2015).

### **Career Prospects and Advancement**

Career advancement involves moving to a higher level in one's career, which typically includes a better job title, more responsibilities, expanded skills, and a higher salary. This progression can lead to increased job satisfaction, new opportunities, and ongoing learning. Organizations

that offer clear career advancement pathways can boost employee retention and motivation, as employees perceive a future within the company and are motivated to invest in their professional development (Ndulue & Ekechukwu, 2016).

### **2.3 Empirical Review**

Iskandar et al. (2024) investigated how commitment and job satisfaction impact employee performance. This study employed a quantitative approach within a post-positivist framework, involving a sample of 55 respondents. Data was collected using questionnaires, direct observation, literature review, and documentation. Analysis was conducted using the Likert scale and regression methods via SPSS. The results indicated that both commitment and job satisfaction positively affect employee performance, either individually or in combination.

Agustiar and Hazriyanto (2024) explored how job satisfaction at coastal schools influences motivation and performance. Using a causal approach, the study involved 30 employees and employed questionnaires for data collection. Data analysis was quantitative, incorporating statistical tests, hypothesis testing, and model analysis. Findings revealed that while job satisfaction did not significantly impact employee performance, motivation significantly affected job satisfaction, with neither factor dominating the other.

Premesti and Yuniningsih (2023) examined the effects of organizational culture and job satisfaction on employee performance. The research involved a sample of 30 employees using saturated sampling and collected data through questionnaires and observations. Analysis was performed using the Partial Least Squares method. The study found that both organizational culture and job satisfaction positively influenced employee performance.

Hamud et al. (2023) focused on job satisfaction among healthcare workers, highlighting its role in motivation and efficiency. The study surveyed 219 healthcare workers with a self-administered questionnaire comprising 69 questions related to job satisfaction. Key factors contributing to job satisfaction included relationships with coworkers, teamwork, on-the-job training, and leadership style.

Alzubi et al. (2023) aimed to identify critical factors affecting job satisfaction among construction engineers in Jordan and to develop a measurement model. A questionnaire was distributed to engineers at various construction sites, and statistical analysis confirmed the

data's reliability and validity. Significant factors affecting job satisfaction included the working environment, satisfaction with coworkers, pay and benefits, and supervision.

Iriani et al. (2023) investigated job satisfaction factors among healthcare workers at a Regional Referral Hospital in West Nile, Uganda. This quantitative study included 32 employees, analyzed using path analysis via the Smart PLS program. The findings showed that leadership style and compensation had a direct impact on employee performance, whereas competency did not. Job satisfaction acted as a mediator in these relationships, with compensation and competency not directly influencing job satisfaction.

Prakoso et al. (2023) examined how Islamic work ethics, motivation, and compensation affect employee performance, both directly and indirectly through job satisfaction. The study, based on social change theory and Maslow's theory, involved 185 BMT employees in Central Java. Analysis using Structural Equation Modeling revealed that Islamic work ethic, motivation, and compensation had positive effects on employee performance, both directly and through job satisfaction.

Pasaribu et al. (2022) conducted a study to evaluate the impact of leadership, employee performance, motivation, and information technology on job satisfaction, with employee age as a moderating factor, at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi. The quantitative research involved 209 respondents and used Structural Equation Modeling with Smart PLS 3.3.3. Results indicated that leadership, employee performance, and motivation directly affected job satisfaction, while information technology did not. The moderation analysis suggested that age-specific strategies might be needed to effectively enhance job satisfaction.

Hajiali et al. (2022) studied the effects of work motivation, leadership style, and competence on job satisfaction and performance at LLDIKTI-IX. The study, which included a complete sample of 125 employees, used AMOS 18 and Structural Equation Modeling for analysis. The results revealed a negative and significant effect of work motivation on job satisfaction, indicating the need for organizations to address both motivational and job satisfaction factors to improve overall employee performance.

Rachman (2022) explored the importance of compensation in enhancing employee performance and job satisfaction. The study emphasized the need for adequate compensation,

including bonuses, salaries, and allowances, to improve employee motivation and satisfaction. Fair and attractive compensation packages are crucial for boosting productivity and job satisfaction.

Martanti and Ellina (2022) examined how burnout and workload affect job satisfaction and employee performance at the Arjasa Public Health Center in Sumenep Regency. This observational quantitative study, involving Path Analysis with a sample of 107 out of 146 total employees, found that burnout and workload have both direct and indirect effects on job satisfaction and performance. The research underscores the need to manage employee workload and address burnout to sustain high job satisfaction and performance levels.

Majid et al. (2021) studied job satisfaction as a moderating factor in the relationship between work motivation and employee performance. Based on survey data from employees at Hotel Paradise Batu, the quantitative research revealed that both work motivation and job satisfaction positively impact employee performance. Job satisfaction was found to moderate the relationship between motivation and performance, indicating that improving job satisfaction can enhance the positive effects of motivation on performance.

Abdulkhaliq and Mohammadali (2019) investigated how job satisfaction influences employee performance at Al Hayat Company - PEPSI in Erbil, Kurdistan Region, Iraq. Their descriptive-survey research, using a sample of 173 employees, showed a significant positive effect of job satisfaction on employee performance. This finding supports the notion that satisfied employees tend to be more productive and engaged in their work.

Chalise (2020) analyzed training and development practices in Nepalese commercial banks, focusing on their relationship with organizational performance. Using a descriptive research design and structured questionnaires, the study found that a strong training culture positively impacts employee performance. This highlights the importance of ongoing learning and development for fostering employee growth and organizational success.

Chauhan (2019) explored how training and development programs affect employee motivation in "A" graded commercial banks in Nepal. Through a descriptive research design and structured questionnaires, the study identified a positive correlation between training and development and employee motivation. Effective training programs were shown to enhance motivation, leading to better performance and job satisfaction.

Widarsih and Supriyati (2018) investigated the impacts of organizational culture, personality, and job satisfaction on employee performance within the Directorate General of Industrial Resilience and International Access Development. Their quantitative study, using path analysis, found that organizational culture, personality, and job satisfaction all directly and positively affect employee performance. Moreover, organizational culture and personality were also found to positively influence job satisfaction, indicating that multiple factors contribute to employee performance.

Gautam (2018) assessed the effect of training culture on employee performance in the Nepali banking sector. Utilizing a descriptive and correlational research design, the study determined that a strong training culture significantly impacts employee performance. Banks that promote a robust training culture can enhance employee skills, leading to improved performance and greater job satisfaction.

Shrestha (2018) examined how demographic factors affect job satisfaction among employees in Nepalese financial institutions. Based on a sample of 150 employees, the study identified several contributing factors, including communication, career development, job roles, working conditions, recognition, immediate supervision, and training programs. Insights into these factors can help organizations develop strategies to improve employee satisfaction and performance.

Khanal and Poudel (2017) explored the relationship between knowledge management practices and employee satisfaction in Nepal's banking sector. With a sample of 385 respondents, the study found positive correlations between knowledge management practices and employee satisfaction, suggesting that effective knowledge management can enhance employee satisfaction and, consequently, organizational performance.

Ndulue and Ekechukwu (2016) investigated how job satisfaction affects employee performance, using Nigerian Breweries Plc Kaduna as their case study. Their research, which incorporated both primary and secondary data, revealed a direct relationship between job satisfaction and employee morale. Employees who were satisfied with their jobs demonstrated higher motivation and productivity, underscoring the critical role of job satisfaction in improving employee performance.

Aktar et al. (2013) examined factors influencing entrepreneurial interest among traders at Sungguminasa Central Market in Gowa District. Using multiple regression analysis, the study identified variables such as capital, family, social environment, and entrepreneurial spirit as significant influences on public interest in entrepreneurship. Among these, capital was identified as the most influential factor, highlighting the essential role of financial resources in promoting entrepreneurial endeavors.

Table 1

*Summary of Article Review*

Authurs/Date	Article	Objectives	Methodology	Findings and conclusion
Iskandar et al. (2024)	The Influence of Commitment and Job Satisfaction on Employee Performance in Megamendung Bogor	To assess how commitment and job satisfaction impact employee performance.	Technical data analysis employs a Likert scale and regression techniques using the SPSS software.	The research findings indicate that commitment positively impacts employee performance, job satisfaction also positively influences employee performance, and both commitment and job satisfaction together contribute positively to employee performance.
Agustiar and Hazriyanto (2024)	Analysis of motivation, job satisfaction and employee performance.	To investigate and assess the impact of employee job satisfaction at coastal schools on motivation and performance.	This study used a causal approach with a sample of thirty employees. Data was collected using a questionnaire, and the analysis was conducted using quantitative methods and statistical techniques.	The study's findings indicate that job satisfaction does not significantly affect employee performance, whereas motivation significantly influences job satisfaction. However, neither of these factors has a notably stronger impact than the other.

Premesti and Yuniningsih (2023)	The Employee Performance Analysis: The Role of Organizational Culture and Job Satisfaction.	The aim of this research is to analyze the impact of organizational culture and job satisfaction on employee performance.	The study focused on a total of 30 employees as the population. A saturated sampling technique was used, meaning that all members of the population were included as the sample. Data was collected through questionnaires and observation.	The study concluded that both organizational culture and job satisfaction have a positive impact on employee performance.
Hamud et al. (2023)	Factors Associated with Job Satisfaction among Health Care Workers at a Regional Referral Hospital in West Nile, Uganda.	Examined job satisfaction of health workers is important for motivation and efficiency.	The study involved 219 healthcare workers and utilized a pre-tested self-administered questionnaire. Job satisfaction was evaluated through a survey with 69 questions focused specifically on job satisfaction.	The study identified that relationships with coworkers, teamwork, availability of on-the-job training, and leadership style were the primary factors contributing to overall job satisfaction.
Alzubi et al. (2023)	Factors affecting the job satisfaction of construction engineers: Evidence from Jordan.	Identified the key factors influencing the overall job satisfaction of construction engineers in Jordan and created a model to measure their satisfaction.	To gather the necessary data, a questionnaire was created and distributed to engineers at various construction sites. The reliability and validity of the	According to the survey results, the most significant factors affecting the overall job satisfaction of construction engineers are the working environment, satisfaction with coworkers, pay and

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			questionnaire were assessed using Cronbach's alpha, the Kaiser-Meyer-Olkin test, and multicollinearity tests. Additionally, stepwise multiple regression analysis was performed.	benefits, and satisfaction with supervision, out of ten factors assessed.
Iriani et al. / (2023)	Leadership Style, Compensation and Competence Influence on Employee Performance through Job Satisfaction.	Investigated the factors related to job satisfaction among healthcare workers at a regional referral hospital in West Nile, Uganda.	The study employed an explanatory research approach with quantitative methods. It involved a total population of 32 employees, and total sampling was used. Path analysis was conducted using the Smart PLS program for data analysis.	The path analysis results indicate that leadership style and compensation directly impact employee performance, whereas the competency variable does not have a direct effect on performance.
Prakoso et al. (2023)	Job Satisfaction And Performance Analysis of BTM Employees In Central Java.	Examine how Islamic work ethics, motivation, and compensation influence performance both directly and indirectly through job satisfaction.	This research utilized concepts from social change theory and Maslow's views on fundamental human needs. It is a quantitative study based on primary data collected through completed questionnaires.	The results indicate that Islamic work ethics, motivation, and compensation have a positive impact on employee performance, both directly and indirectly, with job satisfaction serving as an intervening variable.

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<p>Pasaribu et al. (2022)</p>	<p>The effect of leadership, employee performance, motivation and information technology on employee job satisfaction moderated by age of employees at dinas penanaman modal dan pelayanan terpadu satu pintu kota bekasi.</p>	<p>Evaluated leadership, employee performance, motivation, and information technology impact employee job satisfaction, with employee age serving as a moderating factor, at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi.</p>	<p>This quantitative study focused on all employees at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi, with a sample size of 209 respondents.</p>	<p>The study findings reveal that: (1) Leadership, employee performance, and motivation significantly impact employee job satisfaction directly. However, information technology does not have a direct effect on job satisfaction. Additionally, leadership and motivation do not influence job satisfaction when moderated by employee age, while motivation and information technology significantly affect job satisfaction.</p>
<p>Hajiali et al. (2022)</p>	<p>Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance.</p>	<p>Examined how work motivation, leadership style, and competence affect job satisfaction, and explored the effects of these factors on performance. The study also investigated how job satisfaction influences performance and how work motivation, leadership style, and competence impact performance through job satisfaction.</p>	<p>The research will be conducted at LLDIKTI-IX, involving a population and sample size of 125 employees, selected through complete sampling. Data collected from the questionnaire will be analyzed using AMOS 18 and the Structural Equation Modeling approach.</p>	<p>Work motivation has a negative and significant effect on job satisfaction. Although there are low levels of employee motivation related to existence, connectedness, and growth, enhancing job satisfaction is essential. Competence positively affects employee performance, though this impact is not significant.</p>

Rachman et al. (2022)	The Effect of Compensation on Job Satisfaction and Employee Performance (Study on Employees of PDAM" Delta Tirta" Sidoarjo)	To investigate how compensation influences employee work performance, how it affects employee job satisfaction, and how job satisfaction impacts employee work performance.	Utilized the Multivariate Outlier Test, Multicollinearity and Singularity Test, and the One-Step Approach Model Evaluation.	Compensation does not have a significant positive effect, and job satisfaction does not have a significant negative effect on employee work performance.
Nurimansjah et al. (2022)	The Intervention of Job Satisfaction in Influence the Empowering Leadership and Talent Management Toward Staff Performance	Examines the impact of empowering leadership and talent management on employee job satisfaction as a mediating factor within the organizational context.	The research hypotheses were tested using Structural Equation Modeling (SEM).	The empirical results reveal that empowerment leadership and talent management have a significant and positive impact on employees' job satisfaction.
Mansyur et al. (2022)	Relationship between transformational leadership style and job satisfaction on employee performance.	Examine how transformational leadership style and job satisfaction affect employee performance at Ibnu Sina Hospital Makassar.	The study used a sample of 132 respondents, determined using the Slovin formula. Primary data was collected by distributing questionnaires to all participants.	The study found that the leadership style variable had a positive and significant impact on employee performance at Ibnu Sina Hospital Makassar, while job satisfaction did not significantly affect employee performance.
Karunakaran & Temam (2022)	Effects of leadership styles on the performance and job satisfaction of	To examine the impact of leadership styles on employee performance and job satisfaction within the public sector of Mizan-Aman	Data was collected from 100 public servants using a structured questionnaire and a simple random sampling method.	Leadership style had a statistically significant positive impact on employees' job satisfaction and performance. However, laissez-faire leadership

	employees' in public sectors in Southern Ethiopia	City Administration, Southern Ethiopia.	Both descriptive and inferential statistics were employed for data analysis.	had a statistically significant negative effect on employees' performance. Laissez-faire and autocratic leadership styles did not show statistically significant effects.
NGO(2021)	Impact of psychological capital on job performance and job satisfaction: A case study in Vietnam.	To examine the connections between psychological capital, job satisfaction, and job performance among employees in Vietnam.	A quantitative research method is employed to explore the relationships between concepts. Data for the study are gathered from 848 participants through both face-to-face and email surveys.	Psychological capital is positively related to both job satisfaction and job performance. Additionally, job satisfaction positively influences job performance. Notably, job satisfaction acts as a mediator in the relationship between employees' psychological capital and their job performance.
Riyanto et al. (2021)	Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement	To analyze the effect of motivation and Job satisfaction on performance with employee engagement as a mediating variable.	A convenience sampling method was employed to gather 103 responses from IT developers. The research model was analyzed using Partial Least Squares (PLS).	The research findings have managerial implications, suggesting that to boost employee involvement, motivation should be enhanced to promote greater activity and innovation, thereby facilitating the achievement of desired outcomes.
Abilash & Siju (2021)	Telecommuting : An empirical study on job	This study explores the relationship between	This research utilized descriptive statistics,	The results demonstrated a strong

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	performance, job satisfaction and employees commitment during pandemic circumstances	adopting telecommuting during critical situations and how it enables employees to perform effectively, achieve job satisfaction, and maintain commitment to their work.	correlation coefficients, and a one-sample t-test to analyze the data.	connection between employee commitment and job satisfaction during the implementation of telecommuting in an organization.
Roberts & David (2020)	Boss phubbing, trust, and job satisfaction and employee performance.	To examine the effect of smartphones on key employee outcomes.	A sequential mediation model was employed to explore the connections between boss phubbing and employee job performance.	Boss phubbing negatively impacts employees' job performance by affecting supervisory trust and job satisfaction.
Da Cruz Carvalho et al. (2020)	Motivation on job satisfaction and employee performance.	To examine how motivation influences both job satisfaction and employee performance.	This study employed a quantitative approach, collecting data through interviews and questionnaires. The collected data, after being validated, were analyzed using descriptive analysis techniques and a variance-based method.	Motivation significantly positively influences both job satisfaction and employee performance. Additionally, the study finds that job satisfaction has a significant positive impact on employee performance. The results highlight the importance of enhancing adaptive performance to benefit organizational success.
Dizgah et al. (2012)	Relationship between job satisfaction and employee job	To examine job satisfaction and job performance within	To investigate job satisfaction and job performance in the	There is a significant connection between job satisfaction and in-role performance.

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	performance in the public sector in Guilan public sector.	the public sector in Guilan.	public sector of Guilan.	
Nimalathan & Brabete (2010)	Job satisfaction and employees' work performance: A case study of people's bank in Jaffna Peninsula, Sri Lanka.	For this study, data was gathered from the branches of People's Bank located in the Jaffna Peninsula, Sri Lanka.	The data was analyzed using simple correlation analysis.	There is a positive relationship between job satisfaction and employees' work performance.

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## 2.4 Research Gap

The preceding study focused on the banking and financial sector, whereas the current research centers on the manufacturing industry. Unlike the prior investigation, which concentrated on a single company, the present study encompasses four distinct manufacturing companies, providing a broader perspective on the industry. Data collection in the prior research was limited to questionnaires with 100 or fewer respondents (Iskandar et al., 2024), offering a relatively narrow data set. In contrast, the current study utilized a more extensive data collection approach, deploying questionnaires and involving a total of 400 respondents. This larger sample size enhances the robustness and generalizability of the findings.

The sampling method in the current research is convenience sampling, chosen for its practicality and efficiency in gathering data from readily available subjects. The research design is characterized by a descriptive and causal relationship approach, aimed at not only describing the current state of job satisfaction and employee performance but also understanding the underlying relationships between these variables. This approach allows for a more comprehensive analysis of the factors influencing employee performance in the manufacturing sector.

In terms of analytical techniques, the past study utilized ratio analysis and ranking methods to evaluate data. These methods provided insights into the relative performance and satisfaction levels within a limited scope. However, the current study employs more sophisticated statistical techniques, including correlation and regression analysis. These methods enable the

examination of the strength and direction of relationships between multiple variables, offering deeper insights into the factors that drive job satisfaction and employee performance.

Looking ahead, future researchers may explore alternative methods of analysis to enhance the understanding of job satisfaction and performance in various sectors. Employing diverse research designs, such as longitudinal studies or experimental approaches, can provide additional perspectives and validate findings over time. Considering varying sample sizes can also help to ensure the findings are representative and applicable across different contexts. Additionally, utilizing different analysis tools, such as advanced statistical software or machine learning algorithms, can uncover new patterns and relationships not evident through traditional methods.

## CHAPTER-III

### RESEARCH METHODOLOGY

The research methodology encompasses the specific procedures or techniques used to identify, select, process, and analyze information related to a particular subject. In a research paper, the methodology section allows readers to evaluate the study's overall validity and reliability. This chapter presents a detailed roadmap of the various steps followed during the research process.

#### 3.1 Research Design

A descriptive and causal-comparative research design is used to achieve the study's objectives. The first objective is addressed through descriptive research, while the second and third objectives are met using a causal-comparative research design. This approach involves correlational and regression analysis of dependent and independent variables.

#### 3.2 Population and Sample and sampling design

Random sampling was used to select the sample, ensuring it was chosen on a random basis. Additionally, financial statements from four out of 18 manufacturing companies were selected for the year 2023.

Table 2

*Sample of the Manufacturing*

S.N.	Manufacturing Companies	Sample
	Bottlers Nepal	1
	Uniliver Nepal Ltd	1
	Himalayan Distillery	1
	Butwal Spinning Mills Ltd.	1
	Total	4

Source: *Field Survey-2024*

As of mid-July 2023, there were 18 manufacturing companies listed on NEPSE, of which four were selected for this study: Bottlers Nepal, Unilever Nepal Ltd, Himalayan Distillery, and Butwal Spinning Mills Ltd. The research sample consisted of 400 employees from these companies, chosen from a total of 2,150 employees. The selection was done using convenience sampling, and data were gathered using questionnaires as the primary tool.

### 3.3 Instrument of Data Collection

Instrumentation involves using various tools for collecting data. This research gathers primary data through instruments such as questionnaires, laboratory experiments, quasi-experiments, observations, interviews, and scales. Secondary data are sourced from official bank websites and their annual reports. Additionally, economic reports from the Nepal Rastra Bank (NRB), particularly the Banking and Financial Statistics, and other published statistical data are utilized. Informal discussions and procedures are also used to collect supplementary information. The primary data collection method for this research is questionnaires.

### 3.4 Methods of Analysis

To achieve the study's objectives, various statistical tools are used, including descriptive statistics, correlation analysis, and multiple regression analysis. The data analysis is performed based on the patterns observed in the available data.

#### 3.4.1 Reliability Analysis

To assess reliability, the Cronbach's alpha technique is used. This method evaluates the reliability of surveys that use multiple-question Likert scales. A common guideline for interpreting alpha in the context of Likert scale questions is: Table 3

*Cronbach's Alpha Table*

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$\alpha > 0.5$	Unacceptable

Source: *Adhikari & Pandey (2022)*

#### 3.4.2 Statistical Analysis

##### Mean ( $\bar{X}$ )

In statistics, the mean refers to the average or central value in a set of numbers. It is a measure of central tendency, along with the median and mode, and offers an estimate of the expected value within a probability distribution.

### Standard Deviation ( $\sigma$ )

The standard deviation is a measure that quantifies the degree of variability or dispersion within a dataset. It is calculated as the square root of the variance, which involves evaluating how each data point deviates from the mean. It is represented by the symbol ( $\sigma$ ).

$$\text{Standard Deviation } (\sigma) = \sqrt{\frac{\sum(X - \bar{X})^2}{N}}$$

Where,

X=variables

$\bar{X}$  = mean

N= No. of Period

### Range

The range is a basic measure of dispersion that shows the spread of data in a dataset by calculating the difference between the highest and lowest values. It provides a quick overview of the variability but does not reflect how the data is distributed between these extremes.

### Correlation analysis

This method is mainly used to determine both the direction and strength of the relationship between different pairs of variables. Correlation analysis serves as the statistical tool for this purpose, revealing how two sets of variables move together and the degree of their association. The Pearson correlation coefficient, which ranges from -1 to +1, is used to describe this relationship. A correlation coefficient of -1 indicates a perfect negative correlation, meaning the variables move in exactly opposite directions, while a coefficient of +1 signifies a perfect positive correlation, where the variables move in the same direction.

It is the most straightforward method of determining the correlation between two variables. It is not affected by the magnitude of extreme items. The Karl Pearson coefficient of correlation is typically represented by the symbol 'r'.

$$\text{Correlation Coefficient } (r) = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum x^2 - (\sum X)^2] [n \sum Y^2 - (\sum Y)^2]}}$$

Where,

N = number of X and Y

$\sum XY$  = Sum of the product of the in series X and Y

$\sum X$  = Sum of the in series X

$\sum Y$  = Sum of the in series Y

$\sum X^2$  = Sum of the square of the in series X

$\sum Y^2$  = Sum of the square of the in series Y

### **Multiple Regression Analysis**

Multiple regression analysis is a statistical technique used to explore the relationship between one dependent (criterion) variable and several independent (predictor) variables. Its purpose is to predict changes in the dependent variable based on variations in the independent variables. This method assesses the effectiveness of multiple predictors. Additionally, the multiple determination coefficient represents the proportion of the variance in the dependent variable explained by the regression equation. The equation for multiple regression is generally expressed as follows:

Model

$$EP = \beta_0 + \beta_1 \times WC + \beta_2 \times P + \beta_3 \times Pro + \beta_4 \times TD + \beta_5 \times JRA + \beta_6 \times PA + \beta_7 \times CPA + e$$

Where,

EP = Employees performance

WC = work condition

P= Pays

Pro = Promotion

TD= training and development

JRA=Job Responsibility and Authority

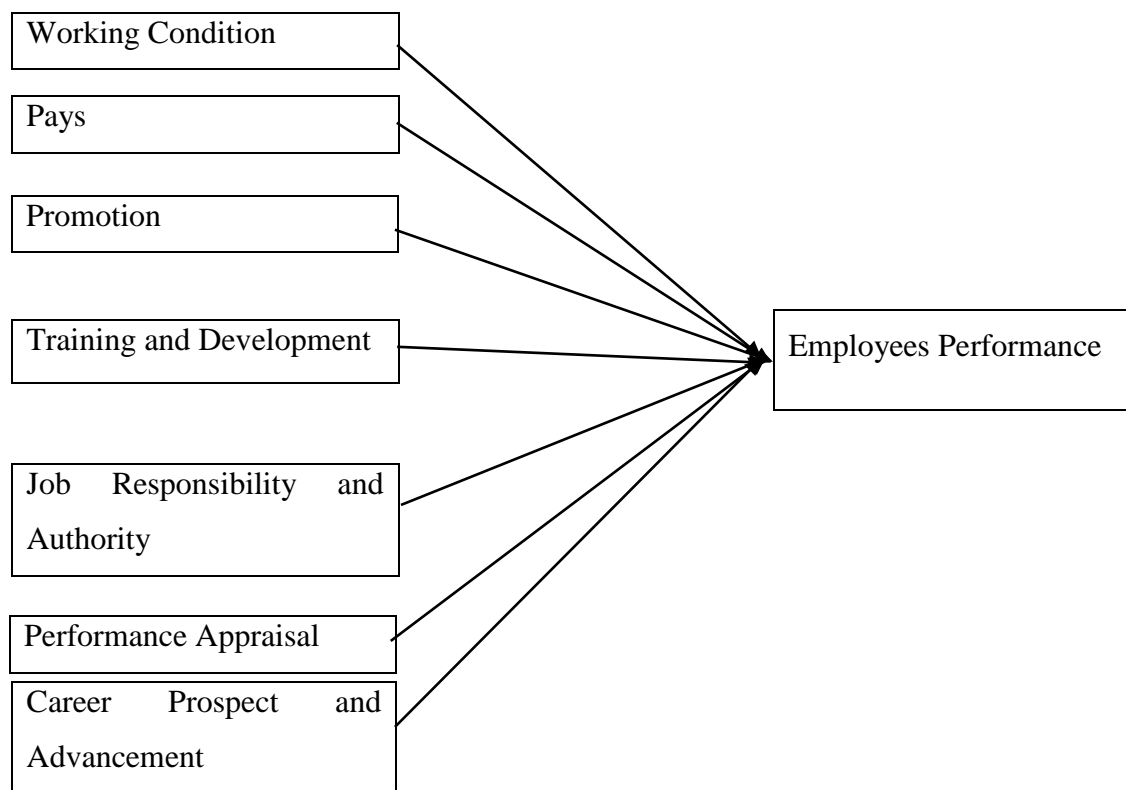
PA=Performance appraisal

CPA=Career prospect and Advancement

### 3.5 Research Framework and Definitions of Variables

Independent Variables

Dependent Variable



Source: *Hamud et al. (2023); Pasaribu et al. (2022)*.

*Figure 1: Research Framework*

#### Definitions of Variables

##### Employee Performance

Employee performance pertains to the job-related tasks executed by an individual within an organization and the efficiency with which these tasks are performed. According to Awadh and Saad (2012), employee performance is measured by how well an employee achieves the organizational goals. Sumarauw et al. (2014) describe it as the output and contribution of an employee toward reaching organizational objectives. Essentially, employee performance reflects how effectively employees perform their duties within the organization.

##### Pay

Pay includes the various benefits provided by an employer, such as salary, commissions, health benefits, insurance, and support for child education. Chaudhry et al. (2011) argue that

satisfaction with salary positively impacts employee performance in both public and private sectors. Pay is a significant factor affecting employee motivation and performance.

### **Working Conditions**

The environment in which employees work greatly influences their productivity. The work environment encompasses both physical and non-physical factors affecting an employee's body and mind. Jain and Kaur (2014) highlight that the work environment plays a crucial role in determining employee performance. A positive work environment can significantly enhance overall productivity.

### **Promotion**

Promotion involves increasing an employee's responsibilities based on their capabilities and experience. The potential for promotion acts as a motivational factor, encouraging employees to improve their performance. Falahat et al. (2019) note that promotions can be a strong incentive for employees to enhance their efficiency. However, it is important to ensure that promotions are granted based on merit to prevent negative outcomes.

### **Training and Development**

Effective training and development are essential for the success of a business. Comprehensive training enhances employee skills and productivity. Dessler (2008) emphasizes that even well-chosen employees may not perform optimally without proper training. Training and development programs are crucial for improving employees' skills and making them valuable assets to the organization.

### **Job Responsibility and Authority**

Authority refers to the rights or powers granted to managers by the organization to achieve organizational goals. It includes assigning tasks to employees and ensuring they complete these tasks. Properly assigning authority and defining job responsibilities are vital for organizational success. This ensures that authority is used effectively and tasks are performed as expected (Robbins & Judge, 2017).

### **Performance Appraisal**

Performance appraisal is a systematic process of evaluating an individual's work performance against predefined job criteria. It involves assessing an employee's strengths, weaknesses, and overall value to the organization, along with their potential for future development.

Performance appraisals, or evaluations, provide insights into employee performance (Prakoso et al., 2023).

### **Career Prospects and Advancement**

Career advancement refers to moving up to higher levels in one's career, which often includes a better job title, increased responsibilities, a broader skill set, and a higher salary. Career advancement is subjective and varies based on individual values and goals. Pursuing career advancement can lead to greater job satisfaction, open new opportunities, and support continuous learning (Robbins & Judge, 2017).

## CHAPTER-IV

### RESULTS AND DISCUSSION

To streamline the presentation of results in line with the study's objectives, this section provides the findings from the data analysis. The data evaluation adheres to the research methodology detailed in the third chapter to achieve the best possible results. This chapter aims to outline the processes used for data analysis and interpretation. It explains the methods and techniques used to determine the significance and correlation between the data and the study's objectives. The chapter includes an analysis of primary data and the resulting conclusions.

#### 4.1 Result

##### 4.1.1 Demographic Characteristics

Demographic variables include personal information about the respondents, such as their organization, age, qualifications, experience, and current job position. The specifics of these respondents are outlined in the table below.

**Table 4**

*Organization of respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bottlers Nepal	117	29.3	29.3	29.3
	Uniliver Nepal Ltd	103	25.8	25.8	55.0
	Himalayan Distillery	82	20.5	20.5	75.5
	Butwal Spinning Mills Ltd.	98	24.5	24.5	100.0
	Total	400	100.0	100.0	

Source: *Field Survey-2024*

Table 4 present organization of the respondent. Here the organization are; Bottlers Nepal, Uniliver Nepal Ltd, Himalayan Distillery and Butwal Spinning Mills Ltd. The number of respondent of each of the organization are 117, 103, 82 and 98 respectively. The percentage of them are 29.3, 25.8, 20.5 and 24.5 respectively of Bottlers Nepal, Uniliver Nepal Ltd, Himalayan Distillery and Butwal Spinning Mills Ltd.

**Table 5***Age of respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	bellow 20	99	24.8	24.8	24.8
	20 to 40	171	42.8	42.8	67.5
	Above 40	130	32.5	32.5	100.0
	Total	400	100.0	100.0	

Source: *Field Survey-2024*

Table 5 present Age of respondent. Here the age are; bellow 20, 20 to 40 and Above 40. The number of respondent of each of the age group are 99, 171 and 130 respectively. The percentage of them are 24.8, 42.8 and 32.5 respectively of bellow 20, 20 to 40 and above 40.

**Table 6***Experience of respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 year	122	30.5	30.5	30.5
	5- 10 year	91	22.8	22.8	53.3
	10-15 years	66	16.5	16.5	69.8
	15 above	121	30.3	30.3	100.0
	Total	400	100.0	100.0	

Source: *Field Survey-2024*

Table 6 present experience of respondent. Here the experience are; 5 year, 5- 10 year, 10-15 years and 15 above. The number of respondent of each of the experience are; 5 year, 5- 10 year, 10-15 years and 15 above. The percentage of them are 30.5, 22.8, 16.5 and 30.3 respectively of 5 year, 5- 10 year, 10-15 years and 15 above.

**Table 7***Academic qualification of respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLC/ SEE	127	31.8	31.8	31.8
	Intermediate/ +2	92	23.0	23.0	54.8
	bachelor	66	16.5	16.5	71.3
	Master or Above	115	28.7	28.7	100.0
	Total	400	100.0	100.0	

Source: *Field Survey-2024*

**Table 8***Job position of respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operation Level	290	72.5	72.5	72.5
	Managerial Level	49	12.3	12.3	84.8
	Executive Level	61	15.3	15.3	100.0
	Total	400	100.0	100.0	

Source: *Field Survey-2024*

Table 8 present job position of respondent manufacturing companies. Here the job position of respondent are operation level, managerial level and executive level. The number of respondent of each of the job position of respondent group are 290, 49 and 61 respectively. The percentage of them are 72.5, 12.3 and 15.3 respectively of operation level, managerial level and executive level.

#### 4.1.2 Reliability Analysis

The reliability evaluation in this context uses the Cronbach's alpha method. This approach measures the consistency of surveys with multiple Likert scale questions. The interpretation guidelines for the Cronbach's alpha scale are as follows:

**Table 9***Reliability Statistics*

Variables	Cronbach's Alpha	N of Items	Internal Consistency
Work condition	0.748	4	Acceptable
Pays	0.741	4	Acceptable
Promotion	0.732	4	Acceptable
Training and Development	0.742	4	Acceptable
Job responsibility and Authority	0.745	4	Acceptable
Performance appraisal	0.727	4	Acceptable
Career prespect and Advancement	0.722	4	Acceptable
Employees Performance	0.886	9	Acceptable

Source: *Field Survey-2024*

Table 9 displays that all variables, Likert scale numbers, and the questions asked are at an acceptable level. Therefore, the questions posed in the research are highly appropriate, and the analysis based on the data collected from the questionnaire is reliable for the research.

#### 4.1.3 Descriptive statistical analysis

Descriptive statistical analysis involves summarizing and organizing data so that it can be easily understood. This type of analysis helps in identifying patterns and trends within the data.

**Table 10**

*Reliability Statistics*

	N	Range	Mean	Std. Deviation
Employees performance	400	3.50	4.33	.536
work condition	400	3.50	4.33	.542
Pays	400	3.50	4.33	.540
Promotion	400	3.50	4.33	.536
training and development	400	3.50	4.33	.540
Job Responsibility and Authority	400	3.50	4.32	.543
Performance appraisal	400	3.50	4.33	.532
Career prospect and Advancement	400	3.50	4.32	.531
Valid N (listwise)	400			

Source: *Field Survey-2024*

Table 10 present the range, mean and standard deviation of the research variables. The dependent variables is Employees performance. The independent variables are work condition, pays, promotion, training and development, job responsibility and authority, performance appraisal and career prospect and advancement. Total number of respondent are 400 of this research.

The range, mean and standard deviation of Employees performance are 3.50, 4.33 and .536 respectively. The range, mean and standard deviation of work condition are 3.50, 4.33, and .542 respectively. The range, mean and standard deviation of pays are 3.50, 4.33, and .540 respectively. The range, mean and standard deviation of promotion are 3.50, 4.33, and .536 respectively. The range, mean and standard deviation of training and development are 3.50, 4.33, and .540 respectively. The range, mean and standard deviation of job responsibility and authority are 3.50, 4.33, and .543 respectively. The range, mean and standard deviation of

performance appraisal are 3.50, 4.33, and .532 respectively. The range, mean and standard deviation of career prospect and advancement are 3.50, 4.32, and .531 respectively.

The range, mean and standard deviation are shows the each variable have fluctuating in nature. The deviation value is higher the data flow is fluctuating in nature.

#### 4.1.4 Correlation analysis

Correlation analysis is a statistical method employed to assess both the strength and direction of the relationship between two variables. The Pearson correlation coefficient is the most widely used measure, quantifying the linear relationship between two continuous variables.

**Table 11**

*Correlation analysis*

		EP	WC	P	Pro	TD	JRA	PA	CPA
EP	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	400							
WC	Pearson Correlation	.953**	1						
	Sig. (2-tailed)	.000							
	N	400	400						
P	Pearson Correlation	.974**	.933**	1					
	Sig. (2-tailed)	.000	.000						
	N	400	400	400					
Pro	Pearson Correlation	.959**	.946**	.938**	1				
	Sig. (2-tailed)	.000	.000	.000					
	N	400	400	400	400				
TD	Pearson Correlation	.951**	.928**	.937**	.951**	1			
	Sig. (2-tailed)	.000	.000	.000	.000				
	N	400	400	400	400	400			
JRA	Pearson Correlation	.950**	.936**	.939**	.929**	.943**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
	N	400	400	400	400	400	400		
PA	Pearson Correlation	.951**	.945**	.934**	.941**	.941**	.953**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
	N	400	400	400	400	400	400	400	
CPA	Pearson Correlation	.952**	.957**	.940**	.946**	.928**	.936**	.936**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	400	400	400	400	400	400	400	400

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

Source: *Field Survey-2024*

Table 11 present the correlation analysis of the manufacturing companies of employee performance and work condition, pays, promotion, training and development, job responsibility and authority, performance appraisal and career prospect and advancement.

The employee performance and pays is positive relationship and significant; at the same time hypothesis is also true. The positive relationship shows by the correlation value positive 0.974 and significant by the significant value 0.000.

The employee performance and promotion is positive relationship and significant; at the same time hypothesis is also true. The positive relationship shows by the correlation value positive 0.959 and significant by the significant value 0.000.

The employee performance and tanning and development is positive relationship and significant; at the same time hypothesis is also true. The positive relationship shows by the correlation value positive 0.951 and significant by the significant value 0.000.

The employee performance and job responsibility and authority is positive relationship and significant; at the same time hypothesis is also true. The positive relationship shows by the correlation value positive 0.950 and significant by the significant value 0.000.

The employee performance and performance appraisal is positive relationship and significant; at the same time hypothesis is also true. The positive relationship shows by the correlation value positive 0.951 and significant by the significant value 0.000.

The employee performance and career prospect and advancement is positive relationship and significant; at the same time hypothesis is also true. The positive relationship shows by the correlation value positive 0.952 and significant by the significant value 0.000.

#### **4.1.5 Regression analysis**

Regression analysis is a powerful statistical method used to examine the relationships between a dependent variable and one or more independent variables. It helps in understanding how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. Here multiple regression analysis is calculated.

**Table 12***Model summary of the regression*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 <sup>a</sup>	.971	.971	.091

a. Predictors: (Constant), Career prospect and Advancement, training and development , Performance appraisal, Pays, Job Responsibility and Authority, work condition, Promotion

Source: *Field Survey-2024*

Table 12 present the model summary of the regression. The regression has from the manufacturing employee performance from their job satisfaction. Independent variables are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition and promotion. The dependent variables are employee performance. The adjusted r square is 0.971, which means 97.1% impacted by the cumulatively the independent variables to the dependent variables. Remain 2.9 % by the other variables which are not considered in this research.

Table 13 present the ANOVA of the regression. The regression has from the manufacturing employee performance from their job satisfaction. Independent variables are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition and promotion. The dependent variables are employee performance. The regression significant value is .000 which mean the impact is significant.

**Table 13***ANOVA of regression*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.422	7	15.917	1896.390	.000 <sup>b</sup>
	Residual	3.290	392	.008		
	Total	114.712	399			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Career prospect and Advancement, training and development , Performance appraisal, Pays, Job Responsibility and Authority, work condition, Promotion

Source: *Field Survey-2024*

**Table 14***Coefficient of regression*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.011	.038		-.284	.777
work condition	.124	.035	.126	3.600	.000
Pays	.459	.031	.463	14.872	.000
Promotion	.186	.035	.186	5.272	.000
training and development	.067	.033	.067	2.022	.044
Job Responsibility and Authority	.073	.034	.074	2.152	.032
Performance appraisal	.066	.035	.065	1.881	.061
Career prospect and Advancement	.027	.035	.027	.776	.438

a. Dependent Variable: Employees performance

Source: *Field Survey-2024*

Table 14 present the coefficient of the regression. The regression has from the manufacturing employee performance from their job satisfaction. Independent variables are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition and promotion. The regression analysis is based on the regression  $EP = \beta_0 + \beta_1 \times WC + \beta_2 \times P + \beta_3 \times Pro + \beta_4 \times TD + \beta_5 \times JRA + \beta_6 \times PA + \beta_7 \times CPA + e$ .

The employees performance and work condition is positive impact and significant; at the same time hypothesis is true. The positive impact shows by the beta value positive 0.125 and significant by the significant value 0.000.

The employees performance and pays is positive impact and significant; at the same time hypothesis is true. The positive impact shows by the beta value positive 0.549 and significant by the significant value 0.000.

The employees performance and promotion is positive impact and significant; at the same time hypothesis is true. The positive impact shows by the beta value positive 0.186 and significant by the significant value 0.000.

The employees performance and training and development is positive impact and significant; at the same time hypothesis is true. The positive impact shows by the beta value positive 0.067 and significant by the significant value 0.044.

The employees performance and job responsibility and authority is positive impact and significant; at the same time hypothesis is true. The positive impact shows by the beta value positive 0.073 and significant by the significant value 0.032.

The employees performance and performance appraisal is positive impact and not significant; at the same time hypothesis is not true. The positive impact shows by the beta value positive 0.066 and significant by the significant value 0.061.

The employees performance and career prospect and advancement is positive impact and not significant; at the same time hypothesis is not true. The positive impact shows by the beta value positive 0.027 and significant by the significant value 0.438.

## **4.2 Discussion**

The first objective of research is to identify the factors which contribute employee's job satisfactions of manufacturing companies in Nepal. It is found that the factors which contribute employee's job satisfactions of manufacturing companies in Nepal are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition, promotion. The result is consistent with the result of Rachman, (2022).

The second objective of research is to analyze the relationship of job satisfaction to the employee's performance of manufacturing Companies in Nepal. It is found that the employee performance and pays is positive relationship and significant; at the same time hypothesis is also true. The result is consistent with the result of Premesti & Yuniningsih, (2023). The employee performance and promotion is positive relationship and significant; at the same time hypothesis is also true. The result is consistent with the result of Hamud et al., (2023). The employee performance and training and development is positive relationship and significant; at the same time hypothesis is also true. The result is consistent with the result of Alzubi et al., (2023). The employee performance and job responsibility and authority is positive relationship and significant; at the same time hypothesis is also true. The result is consistent with the result of Iriani et al., (2023). The employee performance and performance appraisal is positive

relationship and significant; at the same time hypothesis is also true. The result is consistent with the result of Iskandar et al., (2024).

The third objective of research is to examine the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal. It is found that the employees performance and work condition is positive impact and significant; at the same time hypothesis is true. The result is consistent with the result of Agustiar & Hazriyanto, (2024). The employees performance and pays is positive impact and significant; at the same time hypothesis is true. The result is consistent with the result of Rachman, (2022). The employees performance and promotion is positive impact and significant; at the same time hypothesis is true. The result is consistent with the result of Prakoso et al., (2023). The employees performance and training and development is positive impact and significant; at the same time hypothesis is true. The result is consistent with the result of Pasaribu et al., (2022). The employees performance and job responsibility and authority is positive impact and significant; at the same time hypothesis is true. The result is consistent with the result of Hajiali et al., (2022). The employees performance and performance appraisal is positive impact and not significant; at the same time hypothesis is not true. The result is consistent with the result of Martanti & Ellina, (2022). The employees performance and career prospect and advancement is positive impact and not significant; at the same time hypothesis is not true. The result is consistent with the result of Majid et al., (2021).

## CHAPTER- V

### SUMMARY AND CONCLUSION

The chapter five included the summary and conclusion of the research. The summary is the detail from beginning to ending of the research. Conclusion is the objective based finding and their conclusion. The implication third section of this chapter explain future use of the research.

#### 5.1 Summary

Employee satisfaction is crucial for achieving high performance within set timelines, leading to increased profits. When employees are satisfied, they are more likely to be creative and innovative, which helps organizations adapt positively to changing market conditions. Manufacturing companies, which operate within specific districts rather than on a national scale, have a significant impact on their communities, making employee satisfaction essential. Various factors such as promotions, compensation, working conditions, training, job nature, and rewards influence this satisfaction. This research aims to explore the relationship between these job satisfaction factors and employee performance within Nepalese manufacturing companies. Thus, the study is focused on “job satisfaction and employees performance in manufacturing companies of Nepal.”

Employee satisfaction serves as a linchpin for superior performance within optimal timeframes, resulting in increased profits. Satisfied employees tend to exhibit creativity and innovation, contributing to breakthroughs that enable positive evolution in response to changing market conditions. These manufacturing entities operate with jurisdiction in specific districts, focusing on localized endeavors rather than nationwide coverage. Their work significantly impacts the community, necessitating the satisfaction of employees. Employee satisfaction, a pivotal factor in performance, is influenced by diverse elements such as promotion, compensation, working conditions, training, the nature of the job itself, and rewards. This research seeks to unveil the correlation between job satisfaction factors and employee performance in the manufacturing companies of Nepal. On the basis of given background the research is conducted on “job satisfaction and employees performance in manufacturing companies”.

The problem of the study are what are the factors of job satisfaction in Nepalese manufacturing companies? What is the relationship of job satisfaction and employees performance of manufacturing Companies in Nepal? How is the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal? The problem are solve on the basis of the objectives and they are: To identify the factors which contribute employee's job satisfactions of manufacturing Companies in Nepal. To analyze the relationship of job satisfaction to the employee's performance of manufacturing Companies in Nepal. To examine the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal. The article are review from google scholar and thesis are from T.U site. Both descriptive research design and causal relationship research design were employed. The research sample comprises 400 employees from these manufacturing companies. This research primarily relies on the use of questionnaires for data collection. The objective archive through descriptive statistics, correlation analysis and regression analysis. The study found that factors which contribute employee's job satisfactions of manufacturing companies in Nepal are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition, promotion. The relationship of work condition, pays, promotion, training and development, job responsibility and authority, performance appraisal and career prospect and advancement have significant to the employee performance. The impact of work condition, Pays, Promotion, training and development and Job Responsibility and Authority have significant to the employee performance. The Performance appraisal and Career prospect and Advancement are not significant impact to the employee performance.

## **5.2 Conclusion**

The first objective of research is to identify the factors which contribute employee's job satisfactions of manufacturing companies in Nepal. It is found that the factors which contribute employee's job satisfactions of manufacturing companies in Nepal are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition, promotion. In conclusion job satisfaction factors are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition, promotion.

The second objective of research is to analyze the relationship of job satisfaction to the employee's performance of manufacturing companies in Nepal. It is found that the relationship

of work condition, pays, promotion, training and development, job responsibility and authority, performance appraisal and career prospect and advancement have significant to the employee performance. In conclusion the job satisfaction factors have significant relationship to the employee performance.

Third objective of research is to examine the impact of job satisfaction to the employee's performance of manufacturing companies in Nepal. It is found that the impact of work condition, pays, promotion, training and development and job responsibility and authority have significant to the employee performance. The performance appraisal and career prospect and advancement are not significant impact to the employee performance. In conclusion the impact of work condition, pays, promotion, training and development and job responsibility and authority have significant to the employee performance.

### **5.3 Implications**

Manufacturing companies play a vital role in Nepal, serving as a crucial sector that provides financial services to the population. The economic development of the nation relies heavily on the contributions of these manufacturing entities. They play a pivotal role in collecting funds from small savers and channeling these investments into both large and small entrepreneurial ventures, national infrastructure, production of goods and electricity, road construction, multi-complex structures, cable car installations, shopping malls, and various sectors within the hotel and tourism industry. The backbone of these manufacturing companies is their workforce, the employees. The implication of the research are following.

- i. To help the manager for because satisfied employees are less likely to leave the company, reducing the costs and disruptions associated with high turnover rates.
- ii. To help the employee because high performance resulting from job satisfaction can lead to better job security and stability for employees.
- iii. To help the policymakers because the higher productivity and performance in manufacturing companies contribute to overall economic growth and competitiveness in the global market.
- iv. To help the academic research for understanding the factors that influence job satisfaction and performance can aid in strategic planning and decision-making processes.

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## APPENDICES

### Appendix 1

#### Questionnaire Survey

May- June, 2024

Dear Respondent,

I am conducting this questionnaire survey for an academic research as required by the MBS program. The title of my research is “JOB SATISFACTION AND EMPLOYEES PERFORMANCE IN MANUFACTURING COMPANIES OF NEPAL”. I would to like to state that this research is purely for an academic propose and I am simply interested in yourself and honest answer. I assure you that strict confidentiality will be maintained and the information furnished by you will be used only for academic purpose.

Thank you for your cooperation.

Dikshita Bohara

Campus Rolls No: 577/077

Exam Symbol No: 35493/21

T.U. Registration No: 7-2-38-764-2016

Shanker Dev Campus

#### Part I: BIO DATA

1. Your Full Name (optional)

---

2. Organization

- 1. Bottlers Nepal
- 2. Uniliver Nepal Ltd
- 3. Himalayan Distillery
- 4. Butwal Spinning Mills Ltd

3. Age

1. 20 bellows  2. 20 to 40  3. Above 40
4. Academic Qualification  
 1. SLC/SEE  2. Intermediate /+2  3. Bachelor  4. Master or Above
5. Experience  
 1. 5 Year  2. 5-10 Year  3. 10-15 year  4. 15 above
6. Position in the Job  
 1. Operation Level  
 2. Managerial Level  
 3. Executive Level

## Part II

Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by choosing the appropriate number. Please give your responses as follows

(1 = strongly Disagree, 2= Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree)

### 7. Working Condition

Questions	1	2	3	4	5
Working condition is importance for employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your performance because of working condition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manufacturing companies working condition which has impact to the employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its importance for employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 8. Pay

Questions	1	2	3	4	5
Manufacturing companies pays to the employee which has impact to the employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your organization provided the pay is sufficient for well performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your performance is depends on what you get as money from your bank.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay motivated to you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 9. Promotion

Questions	1	2	3	4	5
You are dedicatedly working here because one of the strong reasons is for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manufacturing companies promotion system which has impact to the performance of employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion motivated your performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion is required for employee performance building off.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 10. Training and Development

Questions	1	2	3	4	5
Training and development best for employee performance increase.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your organization provided training and development program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manufacturing companies provided a training and development program which has impact to the employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You got advantage from training and development program provided by your organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 11. Job Responsibility and Authority

Questions	1	2	3	4	5
Job Responsibility and Authority help to employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Responsibility and Authority is the motivated tools for employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Responsibility and Authority helps to employee performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For employee performance Job Responsibility and Authority is the crucial factor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 12. Performance appraisal

Questions	1	2	3	4	5
You are dedicatedly working here because one of the strong reasons is Performance appraisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manufacturing companies Performance appraisal system which has impact to the performance of employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisal motivated your performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisal is required for employee performance building off.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 13. Career prospect and Advancement

Questions	1	2	3	4	5
You are dedicatedly working here because one of the strong reasons is Career prospect and Advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	N	400	400	400	400	400	400	400	400
WC	Pearson Correlation	.953**	1	.933**	.946**	.928**	.936**	.945**	.957**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	400	400	400	400	400	400	400	400
P	Pearson Correlation	.974**	.933**	1	.938**	.937**	.939**	.934**	.940**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	400	400	400	400	400	400	400	400
Pro	Pearson Correlation	.959**	.946**	.938**	1	.951**	.929**	.941**	.946**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	400	400	400	400	400	400	400	400
TD	Pearson Correlation	.951**	.928**	.937**	.951**	1	.943**	.941**	.928**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	400	400	400	400	400	400	400	400
JRA	Pearson Correlation	.950**	.936**	.939**	.929**	.943**	1	.953**	.936**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	400	400	400	400	400	400	400	400
PA	Pearson Correlation	.951**	.945**	.934**	.941**	.941**	.953**	1	.936**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	400	400	400	400	400	400	400	400
CPA	Pearson Correlation	.952**	.957**	.940**	.946**	.928**	.936**	.936**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	400	400	400	400	400	400	400	400

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

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 <sup>a</sup>	.971	.971	.09162

a. Predictors: (Constant), Career prospect and Advancement, training and development , Performance appraisal, Pays, Job Responsibility and Authority, work condition, Promotion

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	111.422	7	15.917	1896.390	.000 <sup>b</sup>
Residual	3.290	392	.008		
Total	114.712	399			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Career prospect and Advancement, training and development , Performance appraisal, Pays, Job Responsibility and Authority, work condition, Promotion

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.011	.038		-.284	.777
work condition	.124	.035	.126	3.600	.000
Pays	.459	.031	.463	14.872	.000
Promotion	.186	.035	.186	5.272	.000
training and development	.067	.033	.067	2.022	.044
Job Responsibility and Authority	.073	.034	.074	2.152	.032
Performance appraisal	.066	.035	.065	1.881	.061
Career prospect and Advancement	.027	.035	.027	.776	.438

a. Dependent Variable: Employees performance

**Descriptive Statistics**

	N	Range	Mean	Std. Deviation
Employees performance	400	3.50	4.3306	.53619
work condition	400	3.50	4.3300	.54224
Pays	400	3.50	4.3306	.54026
Promotion	400	3.50	4.3300	.53643
training and development	400	3.50	4.3281	.54034
Job Responsibility and Authority	400	3.50	4.3263	.54393
Performance appraisal	400	3.50	4.3306	.53208
Career prospect and Advancement	400	3.50	4.3238	.53058
Valid N (listwise)	400			

**organizatio**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bottlers Nepal	117	29.3	29.3	29.3
Uniliver Nepal Ltd	103	25.8	25.8	55.0
Himalayan Distillery	82	20.5	20.5	75.5
Butwal Spinning Mills Ltd.	98	24.5	24.5	100.0
Total	400	100.0	100.0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	bellow 20	99	24.8	24.8	24.8
	20 to 40	171	42.8	42.8	67.5
	Above 40	130	32.5	32.5	100.0
	Total	400	100.0	100.0	

**Academic Qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLC/ SEE	127	31.8	31.8	31.8
	Intermediate/ +2	92	23.0	23.0	54.8
	bachelor	66	16.5	16.5	71.3
	Master or Above	115	28.7	28.7	100.0
	Total	400	100.0	100.0	

**Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 year	122	30.5	30.5	30.5
	5- 10 year	91	22.8	22.8	53.3
	10-15 years	66	16.5	16.5	69.8
	15 above	121	30.3	30.3	100.0
	Total	400	100.0	100.0	

**Position in the job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operation Level	290	72.5	72.5	72.5
	Managerial Level	49	12.3	12.3	84.8
	3. Executive Level	61	15.3	15.3	100.0

Total	400	100.0	100.0
-------	-----	-------	-------

**Reliability Statistics**

Cronbach's Alpha	N of Items
.886	8

**Reliability Statistics**

Cronbach's Alpha	N of Items
.748	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.741	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.732	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.742	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.745	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.727	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.722	4

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ABSTRACT The objective of research are: To identify the factors which contribute employee's job satisfactions of manufacturing Companies in Nepal. To analyze the relationship of job satisfaction to the employee's performance of manufacturing Companies in Nepal. To examine the impact of job satisfaction to the employee's performance of manufacturing Companies in Nepal. The article are review from google scholar and thesis are from T.U site. Both descriptive research design and causal relationship research design were employed. The research sample comprises 400 employees from these manufacturing companies. This research primarily relies on the use of questionnaires for data collection. The objective archive through

**descriptive statistics** , correlation **analysis and regression analysis. The study found that**

factors which contribute employee's job satisfactions of manufacturing companies in Nepal are career prospect and advancement, training and development, performance appraisal, pays, job responsibility and authority, work condition, promotion. The relationship of work condition, pays, promotion, training and development, job responsibility and authority, performance appraisal and career prospect and advancement have significant to the employee performance. The impact of work condition, Pays, Promotion, training and development and Job Responsibility and Authority have significant to the employee performance. The Performance appraisal and Career prospect and Advancement are not significant impact to the employee performance. Keywords: Job satisfaction, employee performance and manufacturing companies in Nepal ii CHAPTER-I INTRODUCTION 1.1 Background of the study In nearly every