

**Mediating Effect of Employee Positive Mood in the
Relationship between Employee Job Satisfaction and
Employee Performance in Nepal Electricity Authority**

**Dissertation Submitted to
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DECLARATION OF AUTHENTICITY

I hereby corroborate that I have researched and submitted the final original draft of dissertation entitled “Mediating Effect of Employee Positive Mood in the Relationship between Job Satisfaction and Employee Performance in Nepal Electricity Authority”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purpose. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

Bharat K.C

Date: 7/18/2023

RECOMMENDATION OF THE DISSERTATION SUPERVISOR

This is to certify that this dissertation entitled “Mediating Effect of Employee Positive Mood in the Relationship between Job Satisfaction and Employee Performance in Nepal Electricity Authority” submitted by Mr. Bharat K.C to the Central Department of Public Administration, Tribhuvan University for the Master of Philosophy in Public Administration is completed under my supervision and guidance. The dissertation is the candidate’s original work. I have carefully read this final work and I am fully satisfied with the substance of the dissertation submitted to the Central Department of Public Administration, Tribhuvan University. To the best of my knowledge, the candidate has also fulfilled all the other requirements of the, Tribhuvan University. I, therefore, recommend that this dissertation be considered for the award of Master of Philosophy In Public Administration.

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Dr. Mahendra Prasad Shrestha

Date: 7/21/2023

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LIST OF ABBREVIATION

CDPA	Central Department of Public Administration
DV	Dependent Variable
EP	Employee Performance
GoN	Government of Nepal
IV	Independent Variable
JS	Job Satisfaction
MV	Mediating Variable
NEA	Nepal Electricity Authority
PM	Positive Mood
SPSS	Statistical Package of Social Science

ABSTRACT

This study preliminary examines the mediating effect of employee positive mood in the relationship between employee job satisfaction and employee performance. This study also compare the job satisfaction among technical and non-technical officers in NEA. Philosophical foundation of this research is based on positivist research paradigm. Based on the philosophical foundation, this research has used quantitative research approach and descriptive cum explanatory research design. Using simple random sampling method, the responses were collected from 320 officer of NEA through close-ended structured questionnaire based on five point Likert's scale. The collected data were organized, analyzed and tabulated using Microsoft Excel and SPSS software. Both descriptive and inferential statistic has used to meet the objectives of this study. In order to test the mediating effect, regression analysis has done based on Baron and Kenny model. For further confirmation of mediating effect, Hayes Process is also used. Summated mean based on five point Likert's scale is used to find the job satisfaction, employee performance and positive mood of officer. This study revealed that employee job satisfaction and employee positive mood is correlated and correlation coefficient between them is 0.36. Correlation coefficient between job satisfaction and employee performance is 0.35. Also, employee positive mood and employee performance is correlated and correlation coefficient between employee positive mood and employee performance is 0.73. Similarly, employee job satisfaction has positive impact in mood of the employee and employee positive mood has positive impact in employee performance. It has also found that direct and indirect effect both were statistically significant. As a whole, this study has concluded that employee positive mood partially mediates the relationship between employee job satisfaction and employee performance. This study also shows that job satisfaction of technical officer in NEA is slightly higher than the non-technical officer and technical as well as non-technical officer both are less satisfied with pay and incentives provided by NEA as compared to working environment, job security and interpersonal relationship. Based on this fact, it can be concluded that officer of NEA are more satisfied with non-monetary factor rather than monetary factor provided by NEA. This study also conclude that performance and mood of officer in NEA is good as their respective mean is greater than point 4. Finding from this research is applicable for academician, practitioner as well as policy makers.

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Employee job satisfaction and its impact on employee performance is one of the most researched issues in the area of human resource management. Job satisfaction issues are interesting issues for both researchers and practitioner. Particularly, employee job satisfaction is delightful feeling of employees towards their job related issue. Job satisfaction is positive feeling of employee towards each aspects of the job. Wilkinson et al.(2010)define job satisfaction as the attitude and feelings of employee towards their job. Thus job satisfaction is positive and favorable attitude towards the job. Also Vroom explained job satisfaction as people's emotional direction toward the role and responsibility they play at work (as cited in Wahid & Fadlallh, 2015).One of the most popular explanation of job satisfaction given by Locke is that “ job satisfaction is a positive emotional feeling, a result of one’s evaluation towards his job or his experience by comparing between what he expects from his job and what he actually gets from it” (as cited in Korir & Ndegwa, 2020).In this competitive era human resource of organization should satisfied with their job to increase profitability and better service delivery. Job satisfaction is the concept of measuring the psychological and physical comfort or discomfort of employee. If the employee is feeling comfort in his given work task, employee is said to be satisfied. (Miah, 2018) states that satisfied employee can make citizen happy by effective service delivery .So it is important to coordinate adequate resources for employee satisfaction programs. Job satisfaction is considered as part of life satisfaction and it helps to maintain life of employee very pleasurable. Employee job satisfaction can view through both humanistic and financial point of view (Korir & Ndegwa, 2020).Job satisfaction depends upon number of variables, conditions and psychological attributes. Employee job satisfaction help to increase employee commitment towards organization, reduce turnover, reduce absence rate, increase productivity and efficiency and improve image of the organization (Ndulue & Ekechukwu, 2016),(Korir & Ndegwa, 2020), (Khosrowshahi & Nejad, 2020).

Job satisfaction depends upon various factor of organization. Different researcher point out various factors that influence on job satisfaction of employee. Working

environment, remuneration of employee, training and development, reorganization at work, promotion, relation with supervisor and colleagues ,job content are factor influencing on job satisfaction .Wilkinson et al.(2010)identifies three factors that affect the job satisfaction which are intrinsic motivating factor, the quality of supervision and success or failure in work. Biason(2020) identifies the job task, value given by community, freedom in decision making, relation with supervisor, behavior of leadership and chance of promotion are major influencing factors for job satisfaction. Robbins & Judge(2013)identifies training, variety in job, independence; social support and interaction with co-workers are major factors for employee satisfaction. Miah(2018) include remuneration, quality of work life, promotion, supervision and teamwork as major factor for job satisfaction. Subedi & Chaudhary (2014) recognize salary and facility, supervision, promotion, work opportunity and human relations are the main factor for job satisfaction. Pathak (2016) found that job satisfaction also varies with demographic variable like age and sex also. Job satisfaction affect the physical and psychological capability of employees. A satisfied employee is better in mental and physical condition as compared to dissatisfied employee. So satisfied employee can contribute for the betterment of organization.

In any organization there are different task to be performed by the employee. According to Nmadu(2013) employee work performance is defined as ability of perform given task of job properly or successfully (as cited in Ndulue & Ekechukwu, 2016). Job performance is also considered as result of action performed by employee. Employee performance is related to job related activities of employee and how the employee executes these activities (P. Adhikari, 2019). (Motowidlo et al., 1997) states that job performance is evaluative as well as multidimensional in nature. Borman and Motowidlo(1993) identified task and contextual performance (as cited in Jankingthong & Rurkkhum, 2012). Task performance related to the activities that is included in daily routine of employee while contextual performance is related to situational activities performed by the employee. These two type of performance are positive performance of employee. Robins and Judge (2013) describe about counter productive performance of employee which is related to negative behaviour of employee like stealing, damage of organization property ,behaving rudely with co-workers and manager(as cited in Okolocha et al., 2021).Korir& Ndegwa (2020) consider employee loyalty, duration of stay, employee attitude and employee

engagement as the major factor of employee performance. Here in this research, I mainly focus on task performance and contextual performance. Performance of employee is one of the significant factors for the sustainability, growth and to increase the productivity of any organization. So work performance is also one of the important aspects for research in the field of human resource management. Job satisfaction affect the physical and psychological capability of employees. A satisfied employee is better in mental and physical condition as compared to dissatisfied employee. So satisfied employee can contribute for the betterment of organization.

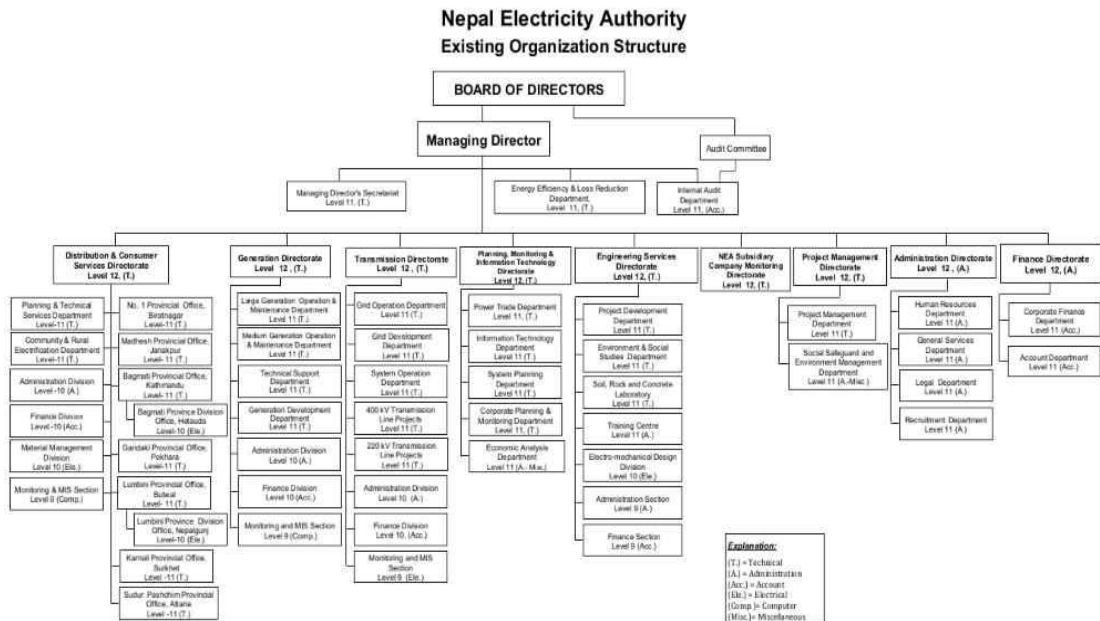
Beedie et al.(2005) define mood is long term state of mind and it can go for hours, days or more than these time and it is general feeling not a reaction to a particular situation. Sedikides defined mood as “ General and pervasive feeling state that is not directed toward a specific target. Mood states are frequent, relatively long and pervasive, but typically milder in intensity than emotions.” (as cited in Luomala & Laaksonen, 2000, p.200).These definition of mood shows that mood is long term state of mind and not quick responsive as compared to emotion. Beedie et al.(2005) gives the example as:

Most English-speaking people use the words emotion and mood in every day language, where for example the phrases “he’s a very moody person” and “he’s a very emotional person” could have distinct meanings. For example, Damasio (1999) proposed that a moody person is one whose reactions to an event are likely to be more consistent with the (usually negative) nature of his or her mood than with the actual nature of the event. Such a person in a hostile mood, for example, is unlikely to be friendly even in response to a friendly greeting. Further, a moody person is often defined as being “sullen and gloomy” (Sykes, 1982) and is “usually prone to bad temper or depression” (Parkinson et al., 1996, p.3). An emotional person, on the other hand, is one who “often reacts in a manner consistent with the nature of the immediate event or situation, whether positive or negative” (Alston, 1967; Sykes, 1982) but in an intense even extreme way; someone who perhaps cries while watching a sad film, or who is easily and demonstrably angered by minor irritations. Moreover, someone who does not feel “in the mood” is generally disinclined to do something (Lormand, 1985; Ortony et al., 1987), possibly for reasons of which he or she is not fully aware, perhaps

relating to general perceptions of available physiological resources, ability or urgency. In contrast, someone who is “too emotional” to do something, has some more pressing concern, perhaps relating to a significant event or situation in his or her life such as a family bereavement or illness(p.5-6).

Nepal is rich in hydro-resources and Nepal has estimated theoretical power potential is approximately 83,000 M.W but economic as well as technical potential of generation is about 43,000 M.W(Adhikari, 2006). Adhikari(2006)states that first hydropower plant in the world was established in USA in 1882 and first hydropower plant of Nepal was established in 1911 after 29 years of first hydropower plant establishment of world.“ The Pharping power plant was inaugurated by His Late Majesty King Prithvi Bir Bikram Shah on May 1911(Jestha 9,1968 B.S, Monday, at 6:30 PM)” (Adhikari, 2006,p.73). Capacity of first hydropower plant (Pharping) of Nepal was 500 K.W and electricity from this power plant was distributed to Rana family only. “ Nepal Electricity Authority (NEA) came into subsistence on August 16, 1985 following the consolidation of the Department of Electricity (Ministry of Water Resources), Nepal Electricity Corporation and several Boards in the power sector” (NEA, 2018). NEA gets its directive from the Nepal Electricity Authority Act ,1984and takes policy direction from the Government of Nepal. NEA Act(1984) state that main responsibility of NEA is generation, transmission and distribution of electricity in efficient and reliable way. NEA is policy advisor of government of Nepal about electricity sector in Nepal(NEA Act, 1984).NEA board of director which is headed by minister of energy ,water resource and irrigation is supreme management team of NEA which take the policy decision related to NEA(NEA Act, 1984). NEA(2022) shows that there are 8,647 permanent employee working currently in this organization and out of total employee 1860 are officer employee. In NEA, there are nine directorate headed by Deputy Managing Director of level 12. Among these directorate, administration directorate of NEA is responsible directorate for all the issues related to employee of NEA. This directorate of NEA have four department as human resource department, law department, general service department and recruitment department. Among them human resource department is responsible department for making policy and plan related to human resource of NEA. All over the country, there are 129 distribution center of NEA which are focused on distribution of electricity to consumer. Now NEA employees are delivering electricity

service for 54,19,753 consumers all over the country. Since NEA has large number of employee and its working area is so huge, employee job satisfaction may be one of the leading factors for enhancement of the employee work performance as well as organizational productivity. Existing organizational structure of NEA is as follows:



Source: (www.nea.org.np, visited date 7/14/2023)

1.2 Statement of the Problem

Every organization in present situation is looking for high productivity. For the higher production of organization, employee related issues are very sensitive and remarkable. Since employees are the assets of organization, management should always serious about the issues of human resource. In present context there are lots of issue related to human resource management like recruitment ,training and development, dispute settlement, issue related to retirement, management of workforce diversity, conflict management, employee satisfaction, performance of employee, employee retention, succession planning and other many issues. All of these issues are important issue in the field of human resource management and lots of studies have been done in these topics by the different researcher.

NEA is leading organization of Nepal in the field of electricity sector and 8,647 permanent employees working in this organization. “ With recent operational and

managerial improvements and the elimination of the chronic load shedding that had been hampering the country's economy for almost a decade, brand name and good will of NEA has improved" (Shiwakoti & Regmi, 2022,p.9). Financial performance of NEA is also increasing from last seven fiscal years as NEA is earning profit from fiscal year 2016/17 to fiscal year 2022/223 and it may continue in upcoming fiscal year. As the organizational performance of NEA is growing, in this context "Employees of NEA are satisfied?" this question always hit in researcher mind. So study about employee job satisfaction and performance is quiet interesting in the present situation. Since present situation is complex, competitive and conflicting in nature, issues related to human resource management in NEA is becoming very top. Since organizational performance and reputation of NEA is increasing from last seven fiscal years, at that condition, researcher tries to identify the status of employee job satisfaction as well as performance. Korir& Ndegwa(2020), recognize that employees are very critical resources in any organization and most of the organizations are focusing on the determinant that improves on job satisfaction. Factor affecting job satisfaction may differ with in the individual, organization and country also. Korir& Ndegwa (2020)take work environment, remuneration, promotion and training as leading influencing factor for job satisfaction. Ndulue & Ekechukwu (2016) take money, work interest, rewards, level of stress and job security as the impact factor for job satisfaction .Wahid & Fadlallh(2015) identifies pay and promotion, work relationship, job security, reorganization and appreciation, demographic factor and work situation as most important factor for the job satisfaction. All of these research works shows that relationship between job satisfaction and employee performance is positive. Most of the research tries to identify the direct relationship between job satisfaction and employee performance. Same type of research cannot give great contribution in the existing body of knowledge. In this context Judge et al.(2001) suggest to introduce mediating variable in job satisfaction and performance relationship to make the research more richer. Judge et al.(2001) proposed that employee positive mood can mediate the job satisfaction and performance relationship. Therefore there is need to examine the impact of job satisfaction on employee performance with the mediating variable employee positive mood to make the research more valuable.

1.3 Research Question(s)

On the basis of the statement of the problem, following are the research questions of this study:

- i. What is the present status of job satisfaction among officer of technical and administration service?
- ii. What is the relationship between employee job satisfaction, employee positive mood and employee performance?
- iii. Does employee positive mood have mediating effect in the relationship between job satisfaction and employee performance?

1.4 Objective(s) of the Study

On the basis of the research questions, objectives of this study are as follows:

- i. To assess the status of job satisfaction among officer of technical and administration service.
- ii. To examine the relationship between employee job satisfaction, employee positive mood and employee performance.
- iii. To determine the mediating effect of employee positive mood in the relationship between job satisfaction and employee performance.

1.5 Hypothesis of the Study

Hypothesis of this study are as follows:

- i. H₁: There is positive impact of job satisfaction on employee performance.
- ii. H₂: There is positive impact of job satisfaction on employee positive mood.
- iii. H₃: There is positive impact of employee positive mood on employee performance.
- iv. H₄: There is partial mediating effect of employee **positive** mood in the relationship between job satisfaction and employee performance.

1.6 Rationale of the Study

Assessing the job satisfaction of officer working in NEA and determining the mediating effect of employee positive mood in the relationship between job satisfaction and employee performance is main objectives of this study. So it is expected that this study will make good contribution on the existing literature of employee job satisfaction and employee performance because employee positive mood is first time used as mediating variable in the relationship between job satisfaction and employee performance. Since this article is related to the employee job satisfaction and employee performance of NEA, this study will be very fruitful for management of NEA. From this research NEA management can understand the factor affecting job satisfaction and current status of job satisfaction as well as relationship between employee job satisfaction and employee performance. So this research work is useful in decision making and policy formulation of job satisfaction issues in NEA. As NEA is the government owned public enterprises , result from this research work is also useful for government of Nepal to take policy decision about NEA. This study can give the significant ideas and technique as well as base who wish to conducts further research on the area of job satisfaction and employee performance with mediating variable.

1.7 Scope of the Study

This study deals with the job satisfaction and employee performance in NEA with mediating variable employee positive mood. In NEA, there are assistance level and officer level employee but this study takes officer level employee as respondent. Relevant information and primary data on job satisfaction, employee performance and employee positive mood have collected from the help of e-mailed questionnaire and self distributed structured questionnaire. Job performance is delimited to task and contextual performance. Baron and Kenny model as well as Hayes Process method is used to test the mediating effect of employee positive mood in the relationship between job satisfaction and employee performance.

1.8 Limitations of the study

Today's globe is dynamic in nature. All thing available here are of restricted

characters. Every hypothesis, function, policy and provision is applied within limitations. Similarly, this study cannot run off from limitation. Therefore, the limitations of this study are as follows :

- i. This study has used self-reported measures only to measure employee performance.
- ii. This study has take only four variables (working environment, pay and incentives, interpersonal relationship, job security) for job satisfaction factors.
- iii. Data has collected from present employees of NEA. So result may vary in future.
- iv. This research has included only one mediating variable.
- v. This research has used only officer employee of NEA as respondent.

1.9 Structure of the Study

There is preliminary section consists of title page, plagiarism test report, declaration of authenticity, viva-voce sheet, acknowledgement , table of contents, list of tables, list of figures, abbreviations, appendix and executive summary. This study is organized into five main parts and they are as follows:

Introduction

The first chapter deals with the introduction of this study. It includes general background of the topic, statement of problem, research questions, objectives of the study, rationale of the study, research hypothesis, scope, limitations and structure of the study . It provides overall introduction about this research work.

Literature Review

The second chapter deals with the review of past literature that applies to the research objective and problem of the study. It includes theoretical review, empirical review and policy review related to the current study. After the literature review, research gap is found out and theoretical framework for the study is constructed. Definition and operationalization of variables is also included in this chapter.

Research Methodology

The third chapter deals with the methodological aspects applied in this study. It includes the philosophical foundation, research design, sampling process (population of the study, determination of sampling frame, determination of sampling design, determination of appropriate sample size) data collection technique, data presentation and analysis, reliability and validity as well as ethical consideration of the study.

Data Analysis and Presentation

The fourth chapter presents the analysis of data using various statistical tools and techniques. It tries to explain the relationship between variables by using descriptive as well as inferential statistic and presents the result in the form of tables. Hypothesis of the study have been tested in this chapter and major finding from this study is list out in specific manner. Discussion section is also included in this chapter. This includes discussions about the authentication of the major findings of the research work with the prior studies on the related subject

Summary and Conclusion

The fifth chapter is organized into four sections. Summary section provide an overview of the whole study .Similarly, the conclusion is drawn in second section from result obtained from data analysis where third section deals with theoretical and practical implications of the study. This chapter end with presentation of scope for future research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Review of literature is defined as focused, concise, comprehensive, systematic and critical review of scholarly publication, unpublished scholarly print material, audio visual materials and personal communication. Literature review provide an overview of the literature on related study and it familiarize researcher to the current state of knowledge. Literature review also helps in identification of research gap and development of theoretical framework for the study. It reviews the literature received from various sources and examines the theoretical and conceptual aspects of study. This chapter consist of theoretical review, empirical review and policy review related to the study. In theoretical review different theory related to the study is reviewed .Empirical review deals with the different research article related to the current study and policy review deals with the different policy related to the present study .Based on the review of literature , research gap is identified and theoretical framework is also developed. This chapter ends with conceptual definition and operationalization of variables.

2.2 Theoretical Review

Scientific management theory had a significant impact on the study of job satisfaction (Mishra, 2013). “Incentives can be given in the form of rapid promotion, higher wages and some special bonus which leads to employee happy and productive. This management technique named as management of Initiative and incentives” (Taylor, 1911, p.34).This shows that pay and incentives is one of the major factor for the job satisfaction of employee. The piece work pay system ensured that a employee should awarded a higher rate if he worked according to the selected method, and a lower rate if he chose to work according to a different method(Spender & Kijne, 1996).Taylor, the originator of scientific management brought a revolution in the twentieth century by introducing scientific method by replacing traditional rule of thumb method. Scientific management focuses on profit maximization by utilizing the workers through controlled mechanism, scientific selection and training , monetary incentives, effective division of labor and harmonious relationship between employee and management . However it has been scrutinized and criticized highly for its short term

focus on profit and treating workers as a machine (Uddin & Hossain, 2015). Scientific management theory focus on mechanistic approach of management and it ignore human aspect in an organization.

Another theory related to job satisfaction is human relation theory given by Elton Mayo. Human relation school of thought is under neo classical theory is paradigm shift in management thought because it focus on humanistic approach of management rather than mechanistic approach. Human relation theory gave greater emphasis to individual and group relationship in the workplace with its main focus on interpersonal relationship in informal way (Emmanuel, 2021). One of the biggest effort to the study of job satisfaction was Hawthorne experiment (Mishra, 2013). Hawthorne experiment was conducted by Elton Mayo and his research group in (1924-1933) in western electric company. In this experiment ,they conduct major four experiment: The illumination experiment, Relay assembly test room experiment, Mass interviewing programmer and Bank wiring test and observation. The main conclusion of the Hawthorne experiment was: Organization is not only physical unit ,it is also social unit and management should focus on the employee feeling, value, attitude, perception ,thought ,job security , good human relation to make employee satisfied and motivated for better productivity of employee(Emmanuel, 2021). Classical theory focus on monetary incentives for the employee satisfaction but human relation theory focus on good interpersonal relationship between employee in informal way. In other words human relation theory emphasis on humanistic approach in management. Human relation theory focus on social and psychological factors at the workplace, not the physical environment of the workplace conclude the employees' morale and satisfaction (Kumar, 2016). Human relation theory focuses on psychological factor of employee that influence in job satisfaction. According to human relation theory management of organization should always sensitive towards psychological and social needs of employee. And for the satisfaction of employee, management should fulfill psycho-social needs of employee.

Maslow's theory of motivation is one of the most important theories related to job satisfaction of employee. Maslow's theory states that employee satisfies in fulfilling the hierarchy of needs namely physiological needs, safety needs, social needs, esteem needs and self-actualization (Korir & Ndegwa, 2020).Physiological needs include

(food, shelter, clothing, pay), safety needs include (job security, protection against any kinds of harm and threat),social needs include (affection, belongingness, acceptance, friendship),esteem needs includes(needs of recognition, respect, autonomy) and self-actualization needs include (self respect, feeling of proudness) which is highest level of needs (Wahid & Fadlallh, 2015).This theory explains that when the employee fulfill one level of needs then he want to fulfill another level of needs. This process continues and employee becomes satisfied in achieving next level of needs.



Fig.2 Maslow's Hierarchy of Needs

(Fig.addpted from Maslow's hirerarchy of needs)

Herzberg's two factor theory (1959) is also remarkable theory related to job satisfaction. This theory focuses on motivator factor and hygiene factor for motivation of workforce. Hygiene factor is also known as maintenance factor. These factors are not responsible for satisfaction but they prevent from dissatisfaction of employee. Hygiene factors are company's policy, supervision, and relationship with supervisor, relationship with peers, personal life, and security of job, salary, work condition and status. Hygiene factors do not motivate employee directly but these factor create base for satisfaction or prevent of employee from dissatisfaction. Another factor is motivator factor which is direct related to the satisfaction of employee. Motivator factors are achievement, recognition, growth, work itself, advancement and responsibility. Motivator factor is also known as job satisfier. For the employee satisfaction, management should focus on both hygiene and maintenance factor(Lohani,2014).

ERG theory (1969) given by Clayton Alderfer is most valuable theory related to job satisfaction. This theory grouped the Maslow's list of needs into three categories of needs. These are existence(physiological and security needs) ,relatedness(social and esteem needs) and growth (self-actualization) .(Wahid & Fadlallh, 2015) states that as by Maslow and Herzberg, Alderfer doesn't suggest that lower level need must be fulfilled before a higher level need. This theory focus that need of human being can not in hierarchical order as explained by Maslow. ERG theory shows that more than one need can exist at the same time by breaking the hierarchy of needs as explained by Maslow. This theory categorized need of human being in three cluster as mentioned below in figure.

Need of Existence	Need of Relatedness	Need of Growth
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Fig.3 Need of Human

(Fig.addapted from ERG theory)

Equity theory (1963) given by J.Stacy Adams suggests that employee always compares his facility with another employee. If the employee find his facility relevant with other employee, then employee becomes satisfied otherwise leads to employee dissatisfaction. According to this theory, management should perform equitable behavior with their employee. Equitable behavior of management towards their employee leads to job satisfaction. The idea of this theory is that people want to be treated unbiased in terms of behavior and remuneration. Management should not differentiate them. Their effort should be evaluated without any discrimination. Employee judge against themselves with a person (referent) who is in a similar position in the organization. So equitable behaviour in organization leads to job satisfaction in organization which leads to better performance of employee.

Vroom's expectancy theory (1964) is another most important theory related to job satisfaction. This theory is based on three major variables. These variables are valence, expectancy and instrumentality. Wahid & Fadlallh(2015) defines valence is strength of individual preference for a particular output, expectancy is probability that a particular effort will lead to a particular first level outcome and instrumentality is

the degree to which a first level outcome will lead to a desired second level outcome. Lohani(2014) states that the expectancy theory based on these assumption has three major elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that (a) exertion will lead to good enough performance (expectancy), (b) performance will be pleased (instrumentality), and (c) the value of the rewards is extremely affirmative (valence).

Goal- setting theory (1968) given by Edwin Locke asserts that goal can be major source of satisfaction of employee. Some specific goal (intension) accepted by employee lead to satisfaction and higher production. Goal should be clear and challenging and must be accepted by employee happily not forcefully . Employees involvement in setting goals increases acceptance of goals and may also result in elevated performance (Lohani, 2014).The major points that Locke made was that motivational goals requisite to have these scope: clarity, challenge, dedication, feedback and complexity but not overwhelming. Job characteristic theory (1980) postulated by Hackman and Oldham focus on clarity of job task. If the employee job task is clear, then clarity in job task help to increase the job satisfaction.

J.P Campbell theory of employee performance(1990) is one of the most popular theory on the field of employee job performance. According to this theory “Job-specific task proficiency ,non-job-specific task proficiency ,written and oral communication proficiency ,demonstrating effort , maintaining personal discipline, facilitating peer and team performance , supervision and leadership, management and administration are the major component of employee job performance " (Rrnt & Lvk, 2020). Borman and Motowide theory of job performance (1993) categorize employee performance in task and contextual performance. Task performance focus on organizational core technical activities which is mentioned in job description while contextual performance related to the work which is done according to the situation of the organization (Motowidlo et al., 1997).Employee performance is multidimensional in nature and task performance related to formally recognized as part of the job and contribute to the organization’s technical core while contextual performance is discretionary in nature (Rrnt & Lvk, 2020). Abilities and proficiency tend to predict task performance while personality and related factor tend to predict contextual performance (Sonnentag& Frese, 2005). Task performance is formal daily work

which is performed by employee while contextual performance is situational in nature.

To measure the performance of employee various method, tool and technique are developed. Traditional method of performance evaluation is based on supervisor judgment only but in modern era performance appraisal method is oriented towards multi evaluator approach. One of the multi-evaluator approach is 360 degree evaluation. It is also known as full circle evaluation. According to Shea (1999) term 360 degree is derived from pilot's visual checks before take off (as cited in Kanaslan &Iyem,2016). Ward(2004)states that senior manager, supervisor, peers, subordinates, customers and employee himself are the major evaluator of employee performance in 360 degree performance appraisal system (as cited in Kanaslan &Iyem,2016). This shows that 360 degree evaluation system is multi source evaluation system, so the result of performance evaluation may reliable as compared to the traditional method of evaluation.

Mood management theory(1988)given by Dolaf Zilman is one of the popular theory in the study of mood. This theory is based on the idea that individual unconsciously or with low level of cognitive involvement choose music to optimize their mood in positive way or to make the mood positive(Stefan, 2017). However some researcher used mood and emotion in same way but they are very different construct. Emotion is short time affective state whereas mood is long time affective state and you cannot control your emotion as you can control your mood (Beedie et al., 2005).So there is clear distinction between emotion and mood and we should have conceptual clarity about emotion and mood. Mood is long term state of mind and it can go for hours, days or more than these time and it is general feeling not a reaction to a particular situation (Beedie et al., 2005). Employee positive mood can make measurable by using Positive and Negative Affect Schedule (PANAS) scale developed by David Watson and Lee Clark (1988). The positive and negative affect scale(PANAS) include 20 items where 10 item refer to positive affect(PA) and 10 item refer to negative affect (Salavera et al., 2020). Ten item for measuring positive mood are attentive, interested, alert, excited, enthusiastic, inspired, proud, determined, strong and active (Beedie et al., 2005). Theory of positive affect focus that positive affect helps to solve problem in the work place in creative way which leads to best performance (Isen et

al., 1987). Prior research has used theories of motivation to show the relationship between positive mood and employee performance (Tsai et al., 2009). Also positive affect occupy the field of pleasant emotion(motivation, desire for affiliation, achievement or success)(Salavera et al., 2020). Mood is psychological factor which is not specific in nature and it has major two dimensions as positive and negative affect . Positive mood leads to the better performance. If the mood of employee is not positive for long time it leads to mood disorder and ultimately falls into depression and chronic stress. This situation certainly decrease the performance of employee. So employee mood is one of the most important factor that affect the performance of employee in any organization.

2.3 Empirical Review

In this section, related empirical studies that have some relation with the present study were reviewed. Korir & Ndegwa (2020) conducted a study on Nigeria to identify the relationship between job satisfaction and employee performance at Finlays Kenya limited. In this research, researcher used descriptive research design and use stratified random sampling method for sampling. This study concluded that job satisfaction has direct influence on employee's performance. This study also found that salary and other rewards are most important factor for job satisfaction as compared to work environment, promotion and training and development.

Ndulue& Ekechukwu(2016) done a study in Nigerian Breweries to understand impact of job satisfaction on employee performance. In this study researcher used survey research design and take sample size of 357.Multiple regression method used as methodological tool in this research. Researcher takes nature of job, job reward and job security as major factor for employee satisfaction. This study shows that there is significant relationship between job satisfaction and employee performance. Wahid & Fadlallh(2015) conducted a research on faculty of science and humanity at university of Salman Bin Abdul-Aziz-Al Aflaj to identify impact of job satisfaction on employee performance. Researcher takes working condition, pay and promotion potential and working relationship as major factor for job satisfaction. Chi square test and regression is used as methodological tool to identify relationship between job satisfaction and employee performance and impact of job satisfaction on employee performance. From this research, researcher examined that there is positive

relationship between job satisfaction and employee performance and most important factor that influence on employee performance is work relationship. Similar study was conducted by Miah(2018) in Malaysia to understand impact of job satisfaction on organizational performance. In this study quantitative research design is used and estimate sample size of 157. Reliability test is used by Cronbach Alpha test and found this value 0.824. This value shows that reliability in data. Remuneration, quality of work life, promotion, supervision and teamwork as the major influencing factor for job satisfaction of employee. From regression analysis it was concluded that promotion is most influencing factor for job satisfaction and hence employee work performance. On the other hand this research shows that quality of work life is weakest factor for job satisfaction. Overall conclusion of this study was there is strong positive relationship between employee job satisfaction and organizational performance.

Okolocha et al.(2021) has done a research on Nigeria on the issues of job satisfaction and employee performance about university lecturers. For this study researcher conducted a survey research design with sample size of 1780. Data were collected from the questionnaires with five point Likert's scale. Pearson correlation was used to identify the relationship between job satisfaction and employee performance. Also multiple regression method is used to identify the effect of independent variable on the dependent variables. Here independent variable is job satisfaction and dependent variable is employee performance. Researcher take responsibility and carrier advancement as the factor for job satisfaction. This research found that responsibility and carrier advancement has positive significant effect on employee performance. Pathak (2016) conducted a study on the topic of employee job satisfaction in commercial bank of Nepal. Research design was descriptive and researcher use purposive sampling method for collection of sample with sample size 260 from Kathmandu valley. This study includes gender, age and year of experience as influencing factor for job satisfaction of employee. This study concludes that there is no significant difference in satisfaction between male and female employee of commercial bank of Nepal. The study also shows that there are significant difference in level of job satisfaction among various age group of employee and different period of job experience.

Inayat& Jahanzeb Khan (2021) conducted a study that effect of job satisfaction on the performance of employee in private sector of Pakistan, Peshawar. This study used descriptive research design and use sample size of 180 taken from hospital, bank and university of Peshawar. Random sampling method is used for sampling and Minnesota satisfaction question developed by Weiss in 1976 is used for measurement of satisfaction. Also self constructed performance evaluation form is used to measurement of performance. This study concluded that there is significant correlation between type of occupation and job satisfaction. Similarly, the positive relationship of job satisfaction with performance of employee was also confirmed.

(K. P. Subedi & Chaudhary, 2014) have done a research about job satisfaction status of civil service employee of Nepal. In this study, researcher took the sample size of 300 civil servants from all over the country. Descriptive research design is used in this study. This study takes job satisfaction factor as salary and facility, supervision, promotion, work opportunity and human relation. This study confirms that civil servant of Nepal are moderately satisfied and very less satisfied with salary and facilities provided by government of Nepal.(P. Adhikari, 2019)conducted a study to identify determinant of job satisfaction and to examine impact of job satisfaction on employee performance in Nepalese Commercial bank. This study used descriptive research design and used correlation to identify relationship between job satisfaction and employee performance. This study also used regression model to examine the impact of job satisfaction on employee performance. Sample size was of 250 from different commercial bank from Kathmandu valley. This study concluded that there is positive relationship between employee job satisfaction and performance. Also this study confirm that employee empowerment, job loyalty and work environment plays major role in determining the job satisfaction.

Shah& Pokhrel(2022) conducted a study to find out the impact of job satisfaction on employee performance on Nepalese life insurance company. Researcher used descriptive and causal-comparative research design. Data have been collected from 240 respondents by using stratified sampling technique. The correlation calculation showed that there was positive relationship between employee job satisfaction and employee relationship. Regression results shows that salary have higher influence on employee performance as compare to interpersonal relationship. Besides, this study

also concluded that work environment and employee performance have insignificant relationship. Silwal(2021) found that reward as one of the most important factor for job satisfaction in Nepalese commercial bank.(Pantha, 2020) conducted a research about job satisfaction of employee in Nepalese banking sector. This research took employee's work life, work environment, promotion and reward, recognition, training and development as major factor for the job satisfaction. Study used sample size of 166 from different bank of Kathmandu valley. This research concluded that job security and work environment were most important influencing factor for job satisfaction in Nepalese banking sector.

(Bhavya & Satyavathi, 2017)conducted study on job satisfaction of employee working on telecommunication, banking sector and educational institute of Hyderabad, India. Quantitative research design was used in this study and takes80respondent from different sector as mentioned above. This research confirmed that working environment and employee performance had positive relationship. So the management of organization should serious about working environment of organization. Well working environment of any organization helps to increase employee performance and employee performance has positive relationship with productivity. Laosebikan et al.(2018)found that impact of job satisfaction on employee performance in microfinance bank of Nigeria was positive. In this research, researcher used sample size of 120 from different microfinance of Osogho city. Researcher used descriptive research design and regression model is used to understand impact of job satisfaction on employee performance. This study concluded that employee personal characteristic; pay package and supervisor of employee as main factor for influence on employee job satisfaction. Unzicker(2012) found that salary is most influencing factor for the job satisfaction in Nebraska school's superintendents. Rodrigo et al.(2022) had done a study in Shrilanka to understand the impact of job satisfaction on employee performance at ABC manufacturing company. This study used descriptive research design and correlation and regression as the statistical tools .From this research, researcher concluded that pay and benefit are most influencing factor for the job satisfaction and also found that there was positive relationship between job satisfaction and employee performance in ABC manufacturing company Shrilanka.

Mishra (2013) had done a research work about job satisfaction of employee on pharmaceutical company in Sikkim, India. This research used descriptive research design and take working hours, pay, training, physical layout of the department, motivation, performance feedback, teamwork and welfare benefit as the factor influencing on job satisfaction of employee. This study concluded that overall job satisfaction of employee in pharmaceutical company in Sikkim was not satisfactory and employee were highly dissatisfied with welfare benefit provided by pharmaceutical company in Sikkim, India. Dziuba et al.(2020) conducted study to understand job satisfaction of employee in metallurgical industry. Researcher took sample size of 47 and used descriptive research design. Research was conducted in ten point Likert's scale with total twenty standardized question about job satisfaction. This research confirmed that there is good but not satisfactory employee job satisfaction at metallurgical industry. Research also concluded that training and development as the most significant factor for employee satisfaction as compared to other factors. Robbins,&Judge(2013) states that it is commonly belief that increase in job satisfaction results in employee performance.

Javed et al.(2014) conducted a study to investigate the relationship between job satisfaction and employee performance as well as turnover intension. Researcher used descriptive research design and take sample size of 200. This study concluded that there is positive considerable association between job satisfaction and employee performance but there is statistically negative relationship between job satisfaction and turnover intension of employee. Hadizadeh Talasaz et al.(2014) had done a study to examine effect of job satisfaction on employee performance among midwives of Teharan, Iran. In this research, descriptive research design had used. Sample size was 90 and multistage sampling method was used. Data was collected by Minnesota Job Satisfaction questionnaire (MSQ) which consists of twenty standard questions about job satisfaction. There was a positive association between job satisfaction and job performance of midwives. Therefore, it is suggested that health care administrators provide managerial supports for midwives to improve their professional performance. Yaya(2019) conducted a research on job satisfaction among librarian in Nigerian public universities. Survey research design was used and sample size was of 923 from different library of Nigerian university. Descriptive and inferential statistical tool were used to analysis of data. This research work took employee recognition,

leadership style, promotion opportunities, remuneration and working environment as leading influencing factors for employee job satisfaction. This research work concluded that there was high degree of satisfaction among librarian in Nigerian public universities. Non-payment of similar allowance payable to other academic studies and lack of employee recognition were major challenging issue of librarian in Nigerian public universities. Raziq & Maulabakhsh(2015) conducted a study to identify the relationship between job satisfaction and working environment. Quantitative research design and self administrated questionnaire were used in this research. Respondent was taken from education institution, banking sector and telecommunication sector of Quetta, Pakistan. Correlation and regression model were used as statistical tool. From this research, it was concluded that there is positive relationship between job satisfaction and working environment. So researcher confirmed that working environment of any organization is one of the leading factors for job satisfaction of employee. So the management tries to make working environment better for job satisfaction of employee.

Beedie et al.(2005) define mood is long term state of mind and it can go for hours, days or more than these time and it is general feeling not a reaction to a particular situation. Sedikides defined mood as “ General and pervasive feeling state that is not directed toward a specific target. Mood states are frequent, relatively long and pervasive, but typically milder in intensity than emotions.” (as cited in Luomala & Laaksonen, 2000, p.200). Some researcher used mood and emotion interchangeably but these terms are different from each other. “The terms emotion and mood represent a conundrum for psychologists. Although the words are frequently used interchangeably, most academics agree that the constructs they represent are closely related but distinct phenomena”(Beedie et al., 2005). Emotion and mood can distinguished based on the following criterion:

Criterion	Emotion	Mood
Anatomy	Related to the heart	Related to the mind
Awareness of causes	Individual is aware of cause	Individual may be unaware of cause

Cause	Caused by specific object or event	Cause is less defined
Clarity	Clearly defined	Nebulous
Consequences	Largely behavioral and expressive	Largely Cognitive
Control	Not controllable	Controllable
Display	Displayed	Not Displayed
Experience	Felt	Thought
Intensity	Intense	Mild
Intentionality	About something	Not about anything in particular
Physiology	Distinct Physiological Patterning	No distinct physiological patterning
Stability	Fleeting and Volatile	Stable
Timing	Rises and dissipate quickly	Rises and dissipates slowly

Sources: Beedie et al, 2005,p.47

Above table shows that emotion and mood are two distinct psychological attributes based on the criterion timing, stability, physiology, intentionality, intensity, experience, display, control, consequences, clarity, cause, awareness of cause and anatomy. From this table it is clear that emotion and mood are distinct from each other and can draw boarder line between emotion and mood based on above criterion.

Watson & Clark (1988) states that mood have two major dimension as positive and negative. Watson& Clark(1988) define positive mood as the extent to which a person feels enthusiastic, active, and alert. Positive mood is a state of high energy, full concentration, and pleasant engagement, happiness whereas negative mood is

characterized by sadness and laziness. (Watson & Clark, 1988) state the final list of 10 descriptors for the measurement of the positive mood as attentive, interested, alert, excited, enthusiastic, inspired, proud, determined, strong and active and negative mood as just opposite of these descriptor. Tsai et al., (2009) mentioned that Locke and Latham (1990) use goal setting theory to explain that employees in a positive mood will set more complex goal and take those as a challenge to get a higher performance and George & Brief (1996) used expectation theory (Vroom 1964) to argue that positive moods will boost the personal effort to meet expectations for employee performance. Judge et al.(2001) states that employee positive mood mediates the relationship between job satisfaction and employee performance but the level of mediation is not mentioned in the research work. Employee positive mood has positive impact on employee performance (Tsai et al., 2009),(Totterdell 1999,Erez&Isen 2002 as cited in Tsai et al., 2009,p.209), (Salavera et al., 2020) and (Ameen & Isaac, 2019). Totterdell (1999) conduct a study to check the impact of positive mood on performance of thirty three cricketer and found that cricketer with positive mood have better output in cricket (as cited in Tsai et al., 2009, p.209).All of these research shows that employee positive mood has positive impact on employee performance.

2.4 Policy Review

Public policy is defined as “ Statement by government at-whatever level, in whatever form-of what it intends to do about a public problems” (Birkland, 2016,pp.9).Public policy always oriented towards solution of problems and to grab the opportunities. Public policy is also known as the output of political system and it influence in the society. In this research work I have reviewed following policy, related to employee job satisfaction and employee performance of NEA.

2.4.1Budget

Budget is also considered as the policy of government which deals with income and expenditure of government for one year. Government of Nepal has present budget of fiscal year 2022/23. Budget Speech(2022) has decided to increase the basic salary of employee by 15 percent to be effective from 17 July 2022 in order to enhance the service spirit by motivating all the public servants. From this it is clear that

government focus on the economic factor to increase the satisfaction of employee. On the basis of this budget, NEA has also increase the salary of employee by 15 percent in this fiscal year 2022/23. Also budget speech(2023) has commitment to improve the facilities of government employee on the basis of suggestion given by high level pay benefit commission, 2023 headed by Lila Mani Paudel.

2.4.2 NEA Employee Service Bylaws, 2075

Employee service bylaw of NEA is major legal provision for NEA employees. NEA Employee Service Bylaw(2075) related to service condition, security of service, monetary and non-monetary facilities, recruitment, promotion and transfer, code of conduct and other so many issues related to employee. However in this review, I have only reviewed provision related to employee job satisfaction directly or indirectly. Section 10, of this bylaws related to pay and allowances of employees. Employees of NEA are receiving pay as equal to employees of government of Nepal and different kind of allowances like EPR, overtime allowance, shift allowance, counter allowance, risk allowance. Section 11, of this bylaws has the provision of pension and gratuity and section 12, related to medical expenses, insurance and other various facilities for the employees. From this it is clear that, NEA is also focusing on monetary benefit as well as non monetary benefit for the motivation and satisfaction of employee.

2.4.3 NEA Financial Administration Bylaws, 2068

Financial Administrative Bylaws (2068) of NEA has the provision of overtime allowance for the employee at schedule 2. This bylaws gives authority to budget center chief to approval of overtime allowances for employee based on the work load of employee. This allowance is related to monetary benefit for the employee and may be one factor for job satisfaction.

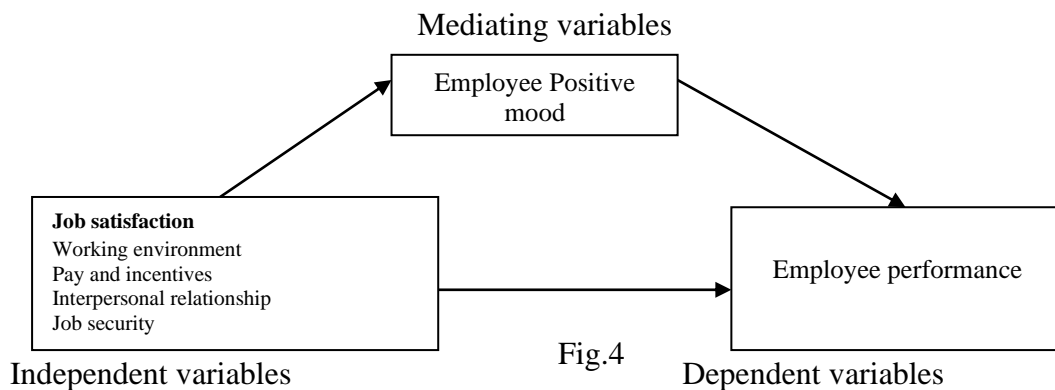
2.5 Research Gap

Lots of researches have been done on the topics of employee job satisfaction and employee performance. The purpose of this study is to see what new contribution can be made on the field of employee job satisfaction and employee performance. However, the previous studies cannot be ignored because they provide the foundation for the present study. This study is continuity in research and is ensured by linking the

present study with the past research studies. In above chapter, literature from different part of the world have reviewed briefly. Among them, some of the research have done in Nepalese context on the topics of relation between job satisfaction and employee performance. In case of Nepal, most of the research about job satisfaction and employee performance have done in banking sector of Nepal and few studies have done in other sector like insurance company and civil service .But no study have done till now about job satisfaction and employee performance in the context of NEA. Also, mediating effect of employee positive mood in the relationship between job satisfaction and employee performance is not conducted by previous research in context of Nepal as well as other part of world also. Hence this gap has fulfilled by this research.

2.6 Theoretical Framework

Based on the literature review and research objectives, theoretical framework of this research is as follows:



Source: Self Constructed (2023)

Figure 4. show the theoretical framework, which include working environment, pay and incentives, interpersonal relationship and job security are factor influencing job satisfaction as independent variables ,employee performance as dependent variables and positive mood of employee as mediating variable. Theoretical framework is based on scientific management theory, human relation theory, Maslow’s theory of needs, Borman and Motowide theory of job performance(1993)and (Judge et al., 2001)model.

2.7 Conceptual Definition of Variables

In this research work independent , dependent and mediating variables are used . Independent variables are those variables which influence on dependent variable and dependent variable are those variable which are influenced by independent variable while mediating variable are those variable which links the relationship between independent and dependent variable (Uma & Bougie, 2016). Here job satisfaction is used as independent variable, employee performance is used as dependent variable and employee positive mood is used as mediating variables.

Job Satisfaction (Independent variable)

Spector (1997) defined job satisfaction as how people think and feel about their job and Locke (1976) defined job satisfaction as enjoyable state of human resource working in any organization towards their job factor(as cited in Laosebikan et al., 2018). From this definition it is clear that job satisfaction of employee is pleasurable feeling towards the various factors of job like working environment, pay and promotion, interpersonal relationship, organizational policies , recognition and other various factor related to job. Sattarand Ali (2014) found that behaviour of management team and promotion strongly affect the job satisfaction (as cited in Laosebikan et al., 2018). Job satisfaction is attitude and feeling of employee towards their job(Mishra, 2013). Job satisfaction of employee directly related to productivity of organization as well as personal satisfaction of employee life (Dziuba et al., 2020).This means that employee job satisfaction is not only the matter of organization but the personal issues of employee for healthy and happy life. Job satisfaction is one important part of life satisfaction. Satisfied employee perform best in organization, less absenteeism and turnover and it is believed that dissatisfied employee may be militant in their attitude, low performance and high absenteeism (Bhavya & Satyavathi, 2017). Working environment, pay and incentives, respect and recognition ,autonomy to employee , interpersonal relationship, job security, communication style and decision making, organizational policy are the major factor that influenced the job satisfaction(Bhavya & Satyavathi,2017; Dziuba et al,2020; Laosebikan et al., 2018; Mishra, 2013).

Employee Performance(Dependent variable)

Employee performance is defined as whether an employee performs his / her duty well or not and in other ways performance of an employee can be defined as how the employee executes his task (Laosebikan et al., 2018). Therefore, Employee work performance can be defined as the ability to perform given tasks of a job properly or successfully. Employee performance depends upon the satisfaction level of an employee working in any organization (Shah & Pokhrel, 2022). Employee performance is related to job-related activities of an employee and how the employee executes these activities (P. Adhikari, 2019). (Motowidlo et al., 1997) states that job performance is evaluative as well as multidimensional in nature. Borman & Motowidlo (1993) identified task and contextual performance (as cited in Jankingthong & Rurkkhum, 2012). Task performance is related to the activities that are included in the daily routine of an employee while contextual performance is related to situational activities performed by the employee. These two types of performance are positive performance of an employee. Robins and Judge (2013) describe about counterproductive performance of an employee which is related to negative behavior of an employee like stealing, damage of organization property, behaving rudely with co-workers and manager (as cited in Okolocha et al., 2021). Ndulue & Ekechukwu (2016) defined employee performance as individual ability and skill to complete given tasks of activities. As a summary, employee performance is the ability of an employee to complete given tasks of a job in an effective and efficient way.

Employee Positive Mood (Mediating variable)

Mood is a long-term state of mind and it can last for hours, days or more than these times and it is a general feeling not a reaction to a particular situation (Beedie et al., 2005). Isen and Baron (1991) states that employees with positive mood have been found to be more helpful and creative (as cited in Tsai et al., 2009). Although the words emotion and moods are used frequently interchangeably but they are distinct in nature. Parkinson et al. (1996) defined that “emotions are caused by specific events localized in time, whereas moods build up as a consequence of either a concatenation of minor incidents, persistent conditions in the environment, and/or internal metabolic or cognitive processes” (as cited in Beedie et al., 2005, p.17). Employee positive mood can be measurable by using Positive and Negative Affect Schedule (PANAS) scale developed by David Watson and Lee Clark (1988). Watson & Clark (1988) present ten

descriptors for measuring positive mood are attentive, interested, alert, excited, enthusiastic, inspired, proud, determined, strong and active.

2.8 Operationalization of Variables

Uma and Bougie (2016) define that reduction of abstract concepts into observable and measurable element is called operationalization of variable. Wilkinson et al.(2010) defined job satisfaction as the attitude and feelings of employee towards their job. Since job satisfaction is abstract in nature it can be made measurable based on the definition of variables and literature review. Working environment, incentives and pay, interpersonal relationship and job security as mentioned in above theoretical framework is used to measure the job satisfaction variables. I have further turned these variables into measurable items to measure the employee job satisfaction adequately. I have constructed total twenty items to measure the job satisfaction of employee. Employee work performance is defined as ability of perform given task of job properly or successfully by an employee. Job performance is also considered as result of action performed by employee. Motowidlo et al.(1997) states that job performance is evaluative as well as multidimensional in nature. Borman and Motowidlo theory of job performance(1993) categorized performance into task and contextual. Task performance related to routine job of the employee which is mentioned in the job description while contextual performance is situational in nature. To measure the employee performance based on the task and contextual performance, I have used adapted items from(Thomas, 2015) and contextualized. Beedie et al.(2005) define mood is long term state of mind and it can go for hours, days or more than these time and it is general feeling not a reaction to a particular situation. Employee positive mood can be made measurable by using Positive and Negative Affect Schedule (PANAS) scale developed by David Watson and Lee Clark (1988). Watson & Clark(1988) present ten descriptors for measuring positive mood are attentive, interested, alert, excited, enthusiastic, inspired, proud, determined, strong and active.

CHAPTER 3 :RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is just like weapon to solve the research question of any study. Based on the research question and objective of the study, proper methodology should be selected to answer the research question accurately. Research methodology makes the research more scientific. This chapter begins with philosophical foundation and followed by research design, nature and source of data, sampling process, data collection technique, data analysis and presentation, reliability and validity and ends with ethical consideration of the research.

3.2 Philosophical Foundation

Every research work based on the philosophical foundation which clears the way of research work. Without philosophical foundation, research work cannot take the proper direction. Akbar(2011) states that philosophical foundation provides the outline for the selection of research methodology and methods of research. It provides broad framework within which all researchers conduct their studies. Philosophical foundation has main three areas which are ontology, epistemology and axiology. Sapkota(2014)define ontology as the assumption about the nature of reality. Ontology is the branch of philosophy which deals with the reality or what exists. There are four fundamental nature of reality as realist, nominalist, pragmatism and critical. Realist deals with single or objective reality which can observe and measure quantitatively. On the other hand nominalist deals with multiple or subjective reality and can not measure numerically as in realist. Pragmatism assumes that reality is constantly debated and interpreted in the light of its usefulness in the new unpredictable situation which means that pragmatism is mixed of both realism and nominalism or mixed of both objective and subjective reality. Critical reality is socially constructed that is under constant internal influences. For this research work, my ontological position is that there is objective or singular reality about job satisfaction, employee performance and employee positive mood. Epistemology is known as theory of knowledge and it concerned with the nature, source and validity of knowledge. Epistemology answers the question of how can we know the reality. Creswell(2014)states that knowledge builds up through cautious observation and measurement of the objective truth that subsist in the globe. In this research work, I have collected data by using well

validated instrument and analyze them by various statistical methods and hypothesis is also test to generate the knowledge. Axiology is the partition of philosophy that deals with the values. Axiology of this research work is totally value free because ontology of this research is based on the objective reality. Hence the whole research is based on positivist research paradigm. Philosophical aspect of positivism which is used in this research work is as follows:

Philosophy	Explanation
Ontology	Singular or objective reality
Epistemology	For the objective reality we can measure the phenomena quantitatively. So, objectively collected data through the validated instrument. Different statistical tool and technique has used for analysis of data. Hypothesis is also tested. Then required knowledge is obtained.
Axiology	Unbiased or value free.
Methodology	Quantitative approach, Descriptive Cum Explanatory research design has used in this study.

3.3 Research Design

Uma & Bougie (2016) define research design as the blueprint of the research to answer the research questions. Research design is interlinked with the research questions and objectives. Greener (2008) describe research design as the grand plan for the research work which guide the researcher to answer the research questions. Based on the philosophical foundation, the whole study plan is based on the quantitative approach. Descriptive cum explanatory research design is considered an appropriate research design for this study. Descriptive research design is used in this study to collect facts and identify relevant information about job satisfaction, employee positive mood and employee performance. Descriptive study provides current status about the phenomena being researched. Explanatory design is used to explain about the phenomena or to explain the causal relationship between variables. Correlation has used to understand the relationship between the independent, dependent and mediating variable. On the other hand, Baron & Kenny (1986) model is use to test the mediating effect of employee positive mood in relationship between job satisfaction and employee performance. Baron and Kenny (1986) regression model to test the mediating effect by using four path method is as follows and this model is

adapted from (Khadka, 2021). Hayes process method is also used for further confirmation of mediating effect.

Step 1 - path c: Independent variable as predictor and the dependent variable as the outcome variable – this step set up that there is a significant effect that may be mediated.

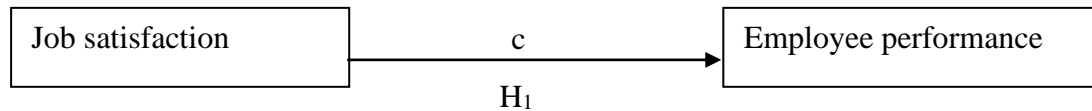


Fig. 5

Step 2-Path a: This confirms the significance of the relationship between the independent variable and the mediating variable– mediator is outcome variable.

Step 3- Path b: It shows that the mediating variable affects the dependent variable. This study assumed that there are significant relationships from Steps 1 to 3, and we can make an assumption that mediation effect is possible.

Step 4-Path c': Mediating variable and independent variable are used simultaneously to predict the dependent variable where mediating variable mediates the IV–DV relationship. Baron and Kenny model to detect the mediating effect in this study is as follows:

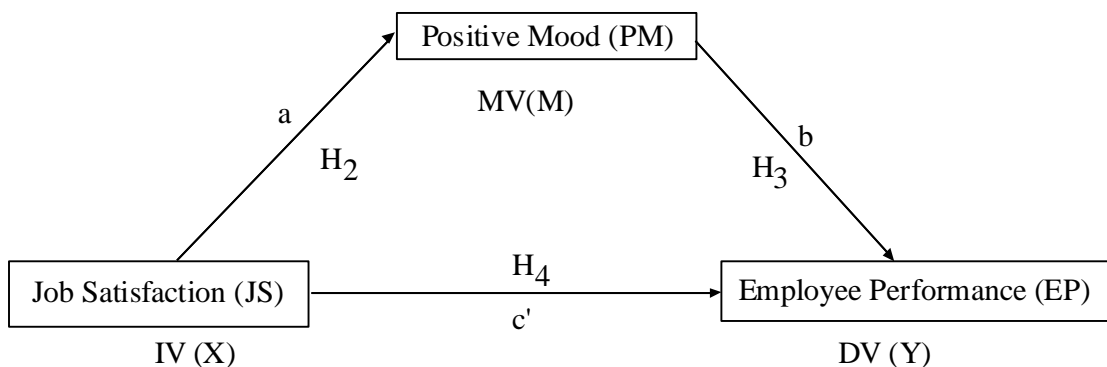


Fig. 6

Baron and Kenny (1986) Model

Model : As per the mediation model proposed by Baron and Kenny (1986), independent variable X is assumed to cause the mediator M, which, in turn, causes dependent variable Y, where the effect of X on M, and of M on Y also accounted for

the influence of X on Y either partially or completely.

To detect the mediating effect we will use following regression model:

1. Step 1 (Path c): Simple regression analysis, where independent variable (JS) predict the dependent variable(EP) to test the significance of the effect that may be mediated.

$$EP = \beta_0 + \beta_1 JS + \varepsilon$$

Where, EP= employee performance

β_0 = Estimated intercept

β_1 = Regression coefficient for job satisfaction

ε = Standard error

If the regression is significant ,hypothesis H₁ will accept.

Step 2 (Path a): Simple regression analysis, where independent variables (JS) predict the mediating variable (PM) to test the significance of the relationship between X and M.

$$PM = \beta_0 + \beta_1 JS + \varepsilon$$

Where,

PM = Positive mood

β_0 = Estimated intercept

β_1 = Regression coefficient for JS

ε = Standard error

If this model is significant, then Hypothesis H₂ will significant.

Step3 (Path b): Simple regression analysis with mediating variable (PM) predicting outcome variable (EP) to test the significance of the proposed relationship between M and Y.

$$EP = \beta_0 + \beta_1 PM + \varepsilon$$

Where, EP = Employee Performance

β_0 = Estimated intercept

β_1 = Regression coefficient for PM

ε = Standard error

If this model is significant, hypothesis H₃ will be significant and we can conduct step four to test the mediation level.

Step 4 (path c'): Multiple regression analysis with the predictor variable (JS) and mediating variable (PM) predicting outcome variable (EP).

$$EP = \beta_0 + \beta_1 JS + \beta_2 PM + \varepsilon$$

Where, EP = Employee performance

β_0 = Estimated intercept

β_1 = Regression coefficient for JS

β_2 = Regression coefficient for PM

Path c' will be calculated by controlling the mediating variable. If this model is significant, hypothesis H₄ will be significant. Further confirmation of the mediation effect, I have also used Hayes Process for mediation effect analysis.

3.4 Nature and Source of Data

In this research work, both primary and secondary data sources are used to collect the data. "Primary data is defined as data collected first-hand for subsequent analysis to find a solution to the problem researched." (Uma & Bougie, 2016, p.395). This shows that primary data means those data which are collected by the researcher from the original source and not used by others previously. To collect the primary data, a questionnaire was used. The questionnaire is a widely used tool to collect data from respondents. Collin & Hussey (2003) defined a questionnaire as a catalog of carefully prepared questions, chosen after considerable testing, with a view to eliciting consistent responses from a chosen sample (as cited in Lohani, 2014). In this research, a close-ended questionnaire was used to collect the primary data. Hox & Boeije (2004) defined that secondary data are those data which are already collected by someone for a specific purpose and reused by others. This shows that secondary data are not first-hand data but they are the data previously collected by others. Secondary data can be present on both published and unpublished forms. In this research work, both

published and unpublished document has used to collect the secondary data. Published document used in this research work are various research article, books, government report and document as well as published dissertation whereas unpublished dissertation from library is also used as source of secondary data.

3.5 Sampling Process

Uma & Bougie (2016) define sampling process means the method of selecting a proper number of right elements from the population. Altman (2014) states that sampling procedure is definite plan for getting a sample from the sampling frame(as cited in Laosebikan et al.,2018) . From these definition , it is clear that sampling process is related to the selection of adequate sample from the entire population. To make the researche systematic and relaiable ,sampling process must be standard . To make the sampling process more standard, I follow the step as mentioned by (Uma & Bougie, 2016,p.266).

3.5.1 Defining the Population

A population is the entire group that the researcher wants to make inference about it and sample is the representative part of the population (Uma & Bougie ,2016). In other words, population means whole and the sample means parts of the whole. Laosebikan et al.(2018)define population as the collection of all the elements or object having same characteristics. From this it is clear that ,similar character of element is one of the important character of population. Population for this study is all officer of NEA .Since there are 1860 officer currently working in NEA, so population for this study is 1860.

3.5.2 Determination of Sampling Frame

“ The sampling frame is a (physical) representation of all the elements in the population from which the sample is drawn”(Uma & Bougie, 2016,p.266). For the determination of sampling frame, I have used the centralized pay roll system of NEA as well as central employee administration record system of NEA because these two unit accurately provide the sampling frame for this study.

3.5.3 Determination of Sampling Design

There are two major type of sampling design: probability and non probability sampling design. In research, both of the design are widely used by the researcher . As compared to the non- probability sampling design, probability sampling design has equal chance of selecting all item from the population and of high generalizability of finding (Uma & Bougie, 2016) . Due to this important reason , I have used probability sampling design for this research work. In probability sampling design there are simple random sampling method, cluster sampling, systematic sampling and stratified sampling method. Among them ,I have selected simple random sampling method for this research work because in simple random sampling , every element in the population has well-known and the same chance of being selected . So the research become more scientific and reliable. By using the random table generated from the excel, I have selected the required sample unit for this research work. Random table is added in annex of this dissertation.

3.5.4 Determination of Appropriate Sample Size

Appropriate sample size for this study was determined by using Krejcie and Morgan(1970) table as mentioned by (Uma & Bougie 2016,p.290). According to Krejcie and Morgan (1970) table of determining sample size, sample size for this study is 320. According to Roscoe (1975),sample size larger than 30 and less than 500 are appropriate for most research (as cited in Uma & Bougie,2016). From this fact, appropriate sample size for this study is 320 officer of NEA. Krejcie and Morgan (1970) table of determining sample size is presented in annex section of this dissertation.

3.6 Data Collection Technique

Close ended structured questionnaire in English language is used to collect the primary data for this study. Questionnaire is used to generate information about personal background of employee, job satisfaction, employee positive mood and employee performance . To measure the job satisfaction, I used self developed item. I finalized these item after discuss with peers and subject expert. I considered all suggestion and constructive comment given by peers and professional to improve the worth of items. For the measurement of positive mood I used PANAS scale developed by Watson and Clark in (1988). For the measurement of employee performance , I

used adapted items from(Thomas, 2015) and contextualize. Questionnaire is divided into four main sections . Section A is related to personal background of the employee which includes information about gender, age, marital status and service group of employee. Section B of the questionnaire related to job satisfaction factor of employee which consist of four variable working environment, pay and incentives, interpersonal relationship and job security. Then each of these variables is operationalize to make them measurable. All total twenty items are used to measure the job satisfaction factor. Section C of the questionnaire is related to employee positive mood. Total ten items are used to measure the employee positive mood. Section D of the questionnaire is related to employee performance. Employee performance is based on two variables ,task and contextual performance. These variables are further operationalize to make measurable by using total twenty items. Primary data related to job satisfaction, employee positive mood and employee performance has collected from officer of NEA by questionnaire graded on a five-point Likert's scale, with 1 represent strongly disagree, 2 represent disagree, 3 correspond to neutral, 4 represent agree and 5 correspond to strongly agree. Hence all total fifty items are used to measure independent , dependent and mediating variables. To collect information from the respondents ,questionnaires were e-mailed and personally distributed to individual respondents. Out of 320 questionnaire ,67 questionnaire were e-mailed and remaining questionnaire were personally distributed. Secondary data for this research has mainly collected from website of NEA. All of the data were collected between April and May 2023.

3.7 Data Presentation and Analysis Method

Collected data has presented, analyzed and interpreted using descriptive and inferential statistics. Excel and SPSS version 20 was used to analyze collected data. Mean, standard deviation, percentage has used to identify the job satisfaction of employee, employee positive mood and employee performance. Correlation is used to identify the relationship between independent , dependent and mediating variables . Also, regression analysis based on Baron and Kenny (1986) model has used to identify mediating effect of employee positive mood in the relationship between job satisfaction and employee performance.. Hayes process for mediation effect analysis was also done for further confirmation of mediation effect.

3.8 Reliability and Validity

Reliability relates to the consistency of measures. In other words, reliability is the degree to which a research tool consistently gives the alike result if it is used in the similar situation on repetitive occasion. Uma & Bougie(2016,p.223)define that “reliability is a test of how consistently a measuring instrument measures whatever it is measuring.” Reliability focus on maintaining consistent result under the same condition over a period of time. Akbar (2011) argue that an instrument is reliable if it shows consistent result. To test the reliability I have used inter item consistency reliability test which is known as Cronbach’s alpha test. If the value of Cronbach alpha will greater than 0.70, reliability is acceptable for the research(Oyugi, 2015).Creswell(2014)defined validity as the extent to measure what it intended to measure .Validity refers the appropriateness of a test or instrument in measuring what it is designed to measure. There are various types of validity that are used in research. In this research, I used face and content validity. I used content validity index (CVI) to test the content validity of the items as used by (Oyugi, 2015).Content Validity Index (CVI)=Number of items declared valid / Total number of items on the questionnaire. Content validity index should be greater than 0.7 for validity of the items.

3.9 Ethical Consideration

Ethical issues in any research work is very important factor. Research ethics means moral principles and standards of research work that should be followed by the researcher. In this research work, I have followed ethical norms and guidelines as: I took permission from participants for the collection of data and I had respect participant rights to refuse answer of any questions. Also, I followed ethical code of conduct of university and I followed existing laws. I had maintain objectivity during data collection, analysis and report stage and I had maintain confidentiality of respondent’s information. Also, I had respect intellectual property right.

CHAPTER 4 : DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter provides organized analysis and presentation of primary data used in the study. The outcome of the descriptive analysis and inferential statistics has been presented in this chapter. Further, in this portion, the outcomes of the statistical analysis are presented along with the pertinent findings. Firstly, the chapter presents the response rate followed by reliability ,validity and descriptive analysis of the response collected. The second part provides the inferential analysis which includes regression analysis on the foundation of Baron and Kenny model and Hayes process has also used to corroborate the mediation level. Lastly, the chapter terminate with presentation of relevant major findings and discussion to meet the purpose of the study.

4.2 Response Rate

Primary data for this research has collected from the closed ended structured questionnaire based on five point Likert's scale. These questionnaire were e-mailed and personally distributed to respondents from the date of last week of march, 2023 and responses were collected at last week of April and first week of May. Status of the total delivery and total response rate is as follows:

Table 1.Composition of total delivery and total response

Item	No.of respondents	percentage
Questionnaire issued	320	100 %
Questionnaire not returned	10	3.2 %
Response received	310	96.875%
Incomplete response	7	2.25 %
Net response	303	94.70 %

Source: Field survey, 2023

Table.1 shows that out of 320 questionnaires delivered,310 questionnaire were returned where ten questionnaire were not returned. Total response received was 310 out of 320 which is (96.875 %). This table shows that incomplete response were 7 ,so

the incomplete response is discarded and net response is 303 for this research work. The subsequent statistical analysis is based on the net response of 303(94.70%).

4.3 Measurement of Reliability

To test the reliability of items used to measure independent ,dependent and mediating variable ,Cronbach alpha has used . Table .2 shows that Cronbach alpha value of job satisfaction is 0.85 which is greater than 0.7. Similarly Cronbach alpha value of employee performance and employee positive mood is 0.877 and 0.86 respectively. Since all of these values are greater than 0.7, data is reliable and fit for further statistical tests.

Table 2 .Reliability test of item

Variables	Number of items	Cronbach's alpha coefficient
Job satisfaction	20	0.85
Employee positive mood	10	0.86
Employee performance	20	0.87

Source: Field survey, 2023

4.4 Measurement of Validity

To appraise the validity of items, face and content validity has utilized. “ Face validity indicates that the items that are intended to measure a concept, do, on the face of it, look like they measure the concept”(Uma & Bougie, 2016,p 222).To test the face validity of item , I request my peers of MPhil and research supervisor to look after item used in this research .According to my peers of MPhil and research supervisor, items used in this research look like measure the variables used in this research. From this evidence face validity of item seems to very good. “ Content validity ensures that the measure includes an adequate and representative set of items that tap the concept” (Uma & Bougie, 2016,p 222). Content validity of item is assessed by subject specialist. To test the content validity of items, I have requested two scholastic experts and one practitioner from NEA. Item related to employee positive mood were already validated because I have adopted these item from PANASA scale developed by Watson and Clark in (1988). To measure job satisfaction factor , I have initially made

22 item. But from the suggestion of expert and practitioner, I have exclude two question because these question were inadequate to measure the job satisfaction. Similarly to measure the employee performance,I have used the 20 item adopted from Thomas(2015) and contextualize. According to subject expert and practitioner , all of the item related to employee performance seems to valid. From this procedure of content validity ,fifty items out of fifty two items were declared valid .This shows that the validity index is 0.96. According to Amin (2005) if the content validity index is greater than 0.7,the item used in the research work is said to valid (as cited in Oyugi, 2015). As content validity index is larger than 0.7 , this shows that items used in this study is valid . So we can move for further statistical test of data.

4.5 Descriptive Profile of the Respondents

Descriptive statistics were used to describe the basic features of the data in the study. It helps to understand the data. It provides simple characteristic about the sample .The descriptive statistics includes the frequency of the responses on the particular questions. The questionnaire has a total of four questions that focused on the descriptive profile of the respondents. Gender, Age , marital status and service group of employee are used to explain the descriptive profile of respondents.

Table 3. Distribution of Gender

Gender	Frequency	Percent
Male	217	71.6
Female	86	28.4
Total	303	100.0

Source: Field survey,2023

Table 3. shows that among 303 respondents, number of male respondent is 217 which is 71.6 percent of total respondents. This table also shows that number of female respondents is 86 which is 28.4 % of total respondents. This shows that majority of respondents were male in this research work.

Table 4. Distribution of Age

Age	Frequency	Percent
20-25	12	4.0
26-30	49	16.2
30-35	106	35.0
36 above	136	44.9
Total	303	100.0

Source: Field survey, 2023

Table 4 shows that number of respondent of age group (20-25) years is of 12 which is 4 % of total respondents and the number of respondents of age group (26-30) years is of 49 which is 16.2% of total respondents. Similarly number of respondent of age group (30-35) years is of 106 which is 35.0 % of total respondents and the number of respondents of age group 36 above is of 136 which is 44.9 % of total respondents. This distribution reveal that greater part of respondents were 30 years over. So they may have a lot of experience about job satisfaction, employee performance and positive mood. From the experienced respondent , information about the variable can get more accurate as compared to the less experienced respondents.

Table 5. Distribution of Marital Status of Respondents

Marital Status	Frequency	Percent
Married	271	89.4
Unmarried	32	10.6
Total	303	100.0

Source: Field survey,2023

Table .5 reveal that married respondent were very elevated as compared to unmarried respondents because the number of married respondents is 271 which is 89.4% of entire respondents and residual number and percentage is unmarried respondents.

Table 6. Distribution of service group of respondents

Service group	Frequency	Percent
Technical	145	47.86
Administration	158	52.14
Total	303	100.0

Source: Field survey,2023

Table.6 reveal that number of technical respondent is 145 and number of non-technical respondent is 158 .From this it can be come to an end that number of administrative respondent is a little higher than technical respondents.

4.6 Job Satisfaction of officer (Technical Service)

To measure the job satisfaction level of technical officer, I have used working environment, pay and incentives, interpersonal relationship and job security of employee . Working environment is further operationalize into five items. Joshi &et al(2015) states that “ Items may be combined to construct a composite index which measures the collective stance of the participants towards phenomenon under study and may represent as an example of Likert’s scale”(as cited in Subedi, 2016). In Likert’s scale, combined items are used to provide a quantitative measure of a character (Boone & Boone, 2012). Subedi(2016) states that Likert’s scale generate interval scale and we can calculate mean, standard deviation as well as other parametric test. Based on this proof, I have calculate mean for each variable as shown in this table. The mean value is compared with ideal mean 3 as per Likert’s (1-5) scale.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Working Environment	145	Q1	The hygiene of the organization is good.	3.81	3.69
	145	Q2	Necessary resource for work is easily available.	3.56	
	145	Q3	Infrastructure of organization is good.	3.60	
	145	Q4	The organizational policies are	3.48	

			supportive to staff.		
	145	Q5	Relation between colleagues is good.	3.97	

Above table shows that mean of working environment is 3.69 ,which is above the average. From this it can wind up that technical officer of NEA are moderately satisfied with working environment of NEA but not extremely.

Similarly, pay and incentives is further operationalize into five items and mean is calculated based on the above evidence. Table presented below shows that mean of pay and incentives.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Payand incentives	145	Q6	Salary of my organization is satisfactory to me.	3.52	3.51
	145	Q7	I am satisfied with the benefit that I receive from my organization(insurance,leave, medical expenses,festival allowances)	4.06	
	145	Q8	I am satisfied with my overtime payment.	3.23	
	145	Q9	Incentives in my organization is satisfactory to me.	3.82	
	145	Q10	Salary and incentives is fair	3.57	

Above table shows that mean of working environment is 3.51 ,which is above than average. From this it can wind up that technical officer of NEA are less satisfied with pay and incentives provided by NEA as compared to working environment of NEA .

Interpersonal relationship is further operationalize into five items. Joshi & et al(2015) states that “ Items may be combined to construct a composite index which measures the collective stance of the participants towards phenomenon under study and may represent as an example of Likert’s scale”(as cited in Subedi, 2016). In Likert’s scale, combined items are used to provide a quantitative measure of a character (Boone & Boone, 2012). Subedi(2016) states that Likert’s scale generate interval scale and we can calculate mean, standard deviation as well as other parametric test. Based on this proof, I have calculate mean for the variable interpersonal relationship as shown in this table.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Interpersonal relationship	145	Q11	Relation with co-workers is good.	4.28	4.09
	145	Q12	Relation with supervisor is good.	4.23	
	145	Q13	Co-workers are supportive to each other	4.23	
	145	Q14	Co-operation among the whole staff is well.	4.07	
	145	Q15	Informal group in organization are supportive to organization.	3.64	

Above table shows that mean of interpersonal relationship is 4.09. From this it can wind up that technical officer of NEA are more satisfied with interpersonal relationship among the employee as compared to working environment and pay and incentives provide by NEA as mean of working environment, pay and incentives is 3.69 and 3.51 respectively.

Similarly, job security is further operationalize into five items and mean is calculated based on the above evidence. Table presented below shows that mean of job security.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Job security	145	Q16	I believe that my job is very secure.	4.33	4.19
	145	Q17	Existing laws are supportive for security of job.	4.17	
	145	Q18	I have no fear of losing my job.	4.01	
	145	Q19	I am satisfied with the job security provided by the organization now.	4.27	
	145	Q20	I believe that my organization will secure my job in future also.	4.16	

Above table shows that mean of job security is 4.19. From this it can wind up that technical officer of NEA are more satisfied with job security provided by NEA as compared to working environment , pay & incentives and interpersonal relationship among the employee as mean of working environment, pay & incentives and interpersonal relationship is 3.69 , 3.51,4.09 respectively.

In summary, job security ,interpersonal relationship, working environment ,pay and incentives have their mean 4.19, 4.09, 3.69 and 3.51 respectively. So the overall mean of job satisfaction of technical officer of NEA is 3.87. This shows that technical officer of NEA are moderately satisfied but not extremely and technical officer employees are satisfied with non-monetary factor rather than monetary factor because mean of pay and incentives is low as compared to working environment, interpersonal relationship and job security of employee.

4.7 Job Satisfaction of officer (Administration service)

To measure the job satisfaction level of officer of administration service , I have used working environment, pay and incentives , interpersonal relationship and job security of employee . Working environment is further operationalize into five items. Joshi &et al(2015) states that “items may be combined to construct a composite index which measures the collective stance of the participants towards phenomenon under study and may represent as an example of Likert’s scale”(as cited in Subedi, 2016). In Likert’s scale, combined items are used to provide a quantitative measure of a character (Boone & Boone, 2012). Subedi(2016) states that Likert’s scale generate interval scale and we can calculate mean, standard deviation as well as other parametric test. Based on this proof, I have calculate mean for each variable as shown in this table.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Working Environment	158	Q1	The hygiene of the organization is good.	3.78	3.63
	158	Q2	Necessary resource for work is easily available.	3.46	
	158	Q3	Infrastructure of organization is good.	3.55	
	158	Q4	The organizational policies	3.44	

			are supportive to staff.		
	158	Q5	Relation between colleagues is good.	3.96	

Above table shows that mean of working environment is 3.63, which is above the average. From this it can wind up that officer of administration service of NEA are moderately satisfied with working environment of NEA but not extremely.

Similarly, pay and incentives is further operationalize into five items and mean is calculated based on the above evidence. Table presented below shows that mean of pay and incentives.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Pay and incentives	158	Q6	Salary of my organization is satisfactory to me.	3.41	3.53
	158	Q7	I am satisfied with the benefit that I receive from my organization(insurance,leave, medical expenses,festival allowances)	3.96	
	158	Q8	I am satisfied with my overtime payment.	3.10	
	158	Q9	Incentives in my organization is satisfactory to me.	3.62	
	158	Q10	Salary and incentives is fair	3.52	

Above table shows that mean of working environment is 3.53, which is above than average. From this it can wind up that officer of administration service of NEA are less satisfied with pay and incentives provided by NEA as compared to working environment of NEA.

Interpersonal relationship is further operationalize into five items. Joshi & et al(2015) states that “items may be combined to construct a composite index which measures the collective stance of the participants towards phenomenon under study and may represent as an example of Likert’s scale”(as cited in Subedi, 2016). In Likert’s scale, combined items are used to provide a quantitative measure of a character (Boone & Boone, 2012). Subedi(2016) states that Likert’s scale generate interval scale and we

can calculate mean, standard deviation as well as other parametric test. Based on this proof, I have calculate mean for the variable interpersonal relationship as shown in this table.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Interpersonal Relationship	158	Q11	Relation with co-workers is good.	4.18	3.98
	158	Q12	Relation with supervisor is good.	4.13	
	158	Q13	Co-workers are supportive to each other	4.10	
	158	Q14	Co-operation among the whole staff is well.	3.91	
	158	Q15	Informal group in organization are supportive to organization.	3.55	

Above table shows that mean of interpersonal relationship is 3.98. From this it can wind up that officer of administration service of NEA are more satisfied with interpersonal relationship among the employee as compared to working environment and pay and incentives provide by NEA as mean of working environment, pay and incentives is 3.63 and 3.53 respectively.

Similarly, job security is further operationalize into five items and mean is calculated based on the above evidence. Table presented below shows that mean of job security.

Variable	Number of respondents(N)	Item		Item Mean	Summated Mean
Job security	158	Q16	I believe that my job is very secure.	4.36	4.2
	158	Q17	Existing laws are supportive for security of job.	4.20	
	158	Q18	I have no fear of losing my	4.03	

			job.	
	158	Q19	I am satisfied with the job security provided by the organization now.	4.27
	158	Q20	I believe that my organization will secure my job in future also.	4.15

Above table shows that mean of job security is 4.2. From this it can wind up that officer of administration service of NEA are more satisfied with job security provided by NEA as compared to working environment , pay & incentives and interpersonal relationship among the employee as mean of working environment, pay & incentives and interpersonal relationship is 3.63 , 3.53, 3.98 respectively.

In summary, job security ,interpersonal relationship, working environment ,pay and incentives have their mean 4.2, 3.98, 3.63 and 3.53 respectively. So the overall mean of job satisfaction of administration officer of NEA is 3.84. This shows that administration officer of NEA are moderately satisfied but not extremely and administration officer employees are satisfied with non-monetary factor rather than monetary factor because mean of pay and incentives is low as compared to working environment, interpersonal relationship and job security of employee. This shows that officer of administration service in NEA are more satisfied with job security and less satisfied with pay and incentives provided by NEA.

4.8 Comparison of job satisfaction between (technical service officer& administration service officer)

Based on the above section, comparative chart of job satisfaction among technical and administration service officer is as follows:

Table 7.Comparative table

Service group	Mean	Standard deviation
Technical	3.9	0.867
Administration	3.83	0.85
Overall mean /s.d	3.86	0.8585

Table 7.shows that the mean of technical service officer is 3.9 with standard deviation 0.86 whereas mean of administrative service officer is 3.83 with standard deviation 0.85. This shows that job satisfaction of technical service officer is little higher than the officer of administrative service .Hence it can be wind up that, technical service officer are more satisfied than officer of administration service. Administration service have low standard deviation as compared to technical service which means that the data of administration service is less spread(more reliable) as compared to technical service. Table 7.also shows that overall mean is 3.86 with standard deviation 0.8585 which shows that officer of NEA are moderately satisfied which means that officer are not extreme point of satisfaction but not dissatisfied.

4.9 Descriptive Statistic of Employee Positive Mood

Following table shows the descriptive statistic related to positive mood of officer currently working in NEA:

Variable	Number of Respondents	Items		Item Mean	Summated Mean
Employee	303	Q21	I am attentive.	4.43	4.32
	303	Q22	I am interested.	4.38	
	303	Q23	I am alert.	4.40	
	303	Q24	I am excited.	4.23	
	303	Q25	I am enthusiastic.	4.35	

Positive Mood	303	Q26	I am inspired.	4.20	
	303	Q27	I am Proud.	4.28	
	303	Q28	I am determined.	4.41	
	303	Q29	I am strong.	4.33	
	303	Q30	I am active.	4.35	

Above table shows that officer of NEA are very determined as the mean of item “ I am determined” is 4.41 which is highest mean as compared to the mean of other items. This table also shows that remaining items related to positive mood of employee as mentioned in above table is also good as the mean of all item Is above 4. Similarly ,overall mean of employee positive mood of officer is 4.32,which means that mood of officer of NEA is good.

4.10 Descriptive Statistic of Employee Performance

Following table shows that the descriptive statistics related to the employee performance of officer of NEA:

Variable	Number of Respondents	Items		ItemMean	Summated Mean
	303	Q31	I attend my office always In time.	4.40	
	303	Q32	I always complete my task in prescribed time	4.35	

			frame.		
Employee Performance	303	Q33	I am delivering best service.	4.43	4.34
	303	Q34	I work overtime to finish my job.	4.10	
	303	Q35	I stay positive even if my work is not appreciated.	4.29	
	303	Q36	I do my job, no matter how difficult it is.	4.40	
	303	Q37	I am ready to learn new knowledge and skill for the best performance.	4.44	
	303	Q38	I always achieve the target	4.13	
	303	Q39	I do not take leave unnecessarily.	4.35	
	303	Q40	I am very happy with my job because my performance is always appreciated	4.03	

	303	Q41	I make meaningful contribution in the workplace.	4.47	
	303	Q42	I feel that my performance is effective and efficient.	4.47	
	303	Q43	I am ready to perform the task which is not mentioned in the job description if needed.	4.37	
	303	Q44	I am always excited because my work is challenging and interesting.	4.31	
	303	Q45	I am disciplined and dedicated to my organization	4.39	
	303	Q46	I always work with positive intension	4.29	
	303	Q47	I have capacity to develop my subordinates.	4.36	

	303	Q48	I have ability to mobilize resources properly.	4.35	
	303	Q49	I have ability to perform my job according to the direction of my supervisor.	4.36	
	303	Q50	I have capacity to handle work pressure.	4.34	

Above table shows that mean of all of the item related to employee performance is above 4 and overall mean of employee performance is 4.34. As the summated mean of employee performance is above 4, it can be conclude that performance of officer in NEA is good.

4.11 Correlation between the Variables

In this research work ,I have used three variables as independent variables(job satisfaction),mediating variables(employee positive mood) and dependent variable(employee performance). Subsequent table shows the correlation among the three variables.

Table 8. Correlations between the variables Job satisfaction(JS), Positive Mood(PM) and Employee Performance (EP)

		JS	PM	EP
JS	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	303		
PM	Pearson Correlation	.362**	1	
	Sig. (2-tailed)	.000		
	N	303	136	
EP	Pearson Correlation	.358**	.734**	1
	Sig. (2-tailed)	.000	.000	
	N	303	303	303

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

The above table shows the correlations between the three variables. It is revealed that there is significant correlation between Job Satisfaction and employee performance with correlation coefficient .35**. Between the job satisfaction and employee positive mood, the correlation coefficient is .362**. Also the correlation coefficient between employee positive mood and employee performance is .73**. If the correlation coefficient between the independent and outcome variable is lower than the correlation coefficient between the independent and mediating variable as well as correlation coefficient between mediating and outcome variable, there might be a mediation effect. Correlation coefficient between independent variable and outcome variable is low as compared to dependent and mediating variable as well as independent and mediating variable. So there may be mediating effect. This correlation analysis also shows that independent, mediating and dependent variables have positive correlation.

4.12 Baron and Kenny (1986) Model to Test the Mediating Effect

Baron and Kenny model use regression model to check the mediating effect as explain in methodology section of this research work. Based on the methodology section , I have used the regression model. This part focuses on the regression analysis between the independent , mediating and dependent variable. The regression analysis has been done to analyze the effect of the variables on each other. Regression analysis

shows how much change in the value of dependent variable is due to the effect of independent variable.

4.12.1 Regression Analysis between Job Satisfaction and Employee Performance (Path c)

This part shows the regression analysis between dependent and independent variable. The table beneath shows the results of the regression analysis.

Table 9. Regression model between Job satisfaction and employee performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.293	.237		13.916	.000
Job Satisfaction	.268	.060	.358	4.437	.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358 ^a	.128	.122	.35283

a. Predictors: (Constant), JOBS

From the table it is seen that 12.8% variance in the employee performance is due to the job satisfaction. Also the model summary shows that this relationship is significant with the p-value below 0.05. So regression model for this study is $EP = B_0 + 0.268JS + 0.0060$. As unstandardized beta coefficient is 0.268 which shows that value of path coefficient(c)=0.268. Ozili (2023) argues that negative R-squared and R-squared between 0 to 0.09 is not tolerable but R-squared between 0.10 to 0.50 is tolerable in social science research when independent variable is significant as it is complicated to perfectly predict the human psychology. Hence it can be wind up that there is significant effect of job satisfaction on employee performance. So the hypothesis H_1 is accepted.

In the pure science, models should have elevated predictive power or a high R-squared. This is because researchers in the pure sciences deal with molecules,

materials, objects or atoms whose properties are known and whose behavior are predictable and do not change over time. As a result, it is reasonable to expect a high R-squared in the models used in the pure science. In contrast, the social sciences deal with human behavior or human relationship that is subject to change from time to time. Human behavior may change due to individual self-interest, group dynamics, feelings and other factors. For this reason, it is difficult to accurately predict human behavior in the social sciences; therefore, the modeling of human behavior will be an imperfect science and it will be difficult for a single model to capture all the factors that predict human behavior at a given time. And even if it is possible to include all the explanatory variables that explain human behavior into the model, some of the included explanatory variables may have a weak or non-linear relationship with the dependent variable thereby weakening the R-squared goodness-of-fit of the model. (Ozili,2023,p.134)

4.12.2 Regression analysis between Job satisfaction and employee positive mood (path a).

This part shows the regression analysis between independent variable and mediating variable .The table below shows the results of the regression analysis.

Table 10.Regression model between Job satisfaction and employee positive mood

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.028	.293		10.324	.000
	JOB Satisfaction	.336	.075	.362	4.497	.000

a. Dependent Variable: positive mood , independent variable: Job satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.362 ^a	.131	.125	.43731

a. Predictors: (Constant), JOB Satisfaction

From the table it is seen that 13.1 % variance in the employee positive mood is due to the job satisfaction .Also the model summary shows that this relationship is

significant with the p-value below 0.05. So regression model for this study is $PM = B_0 + 0.336JS + 0.075$. As unstandardized beta coefficient is 0.336 which shows that value of path coefficient (α)=0.336. Ozili(2023) argues that negative R-squared and R-squared between 0 to 0.09 is not good enough but R-squared between 0.10 to 0.50 is acceptable in social science research when explanatory variable is significant as it is complex to correctly predict the human psychology. So this model is accepted because adjusted R-squared value lies between 0.10 to 0.50. Hence there is significant impact of job satisfaction in employee positive mood which means hypothesis second is accepted.

4.12.3 Regression analysis between employee positive mood and employee performance(Path b)

This part shows the regression analysis between mediating variable and dependent variable .The table beneath shows the results of the regression analysis.

Table 11. Regression model between employee positive mood and performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.773	.206		8.596	.000
	positive	.591	.047	.734	12.495	.000

a. Dependent Variable: Employee performance, independent variable: employee positive mood

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.538	.535	.25680

a. Predictors: (Constant), positive mood

From the table it is seen that 53.8 % variance in the employee performance due to the employee positive mood. Also the model summary shows that this relationship is significant with the p-value below 0.05. So regression model for this study is $EP = B_0 + 0.591 PM + 0.734$. This shows that there is significant effect of employee positive mood on employee performance which means hypothesis H_3 is accepted.

Unstandardized beta coefficient is 0.591 which shows that value of path coefficient (b) =0.591. From above three regression model, it is found that path (c) =0.268 ,path(a)=0.336 and path(b)=0.591 . Also these coefficient are significant as their p value is lesser than 0.05 . Based on Baron& Kenny model it can be accomplished that there is the effect of mediating variable on the relationship between independent and dependent variable. To find out the mediation level, path c' should calculate .To calculate path c'(direct effect), following step 4.12.4 should done.

4.12.4 Multiple regression analysis with the predictor variable job satisfaction and mediating variable positive mood predicting outcome variable employee performance path(c')

This section reveal that regression analysis with the predictor variable job satisfaction and mediating variable positive mood predicting outcome variable employee performance keeping mediating variable as invariable.

Table 12. Multiple regression analysis between the variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.598	.229		6.973	.000
	Positive Mood	.560	.050	.695	11.113	.000
	JOB Satisfaction	.079	.047	.106	1.698	.042

a. Dependent Variable: Employee performance

This model is also significant revealing that path coefficient (c') is 0.079 with p-value less than 0.05. According to Baron and Kenny model if direct effect(c') is less than total effect(c), there exist partial mediation. Partial mediation means the independent variable exerts its influence via mediator as well as directly. Thus the influence is exerted on DV both through the IV and MV.

4.13 Hayes Process for Mediation Effect Analysis

This process is used to ensure the direct and indirect effect of the predictor variable(X) on the outcome variable(Y) when mediated by mediating

variable(M).This method is contemporary method to check the mediating effect. Summary of the result is as follows:

4.13.1 Direct effect of X on Y

Table 13. Direct effect

Effect	SE	t	p	LLCI	ULCI
0.0794	0.0468	1.698	0.042	0.211	0.1791

*Significance at the 0.05 level (2-tailed)

4.13.2 Indirect effect of X on Y

Table 14. Indirect effect

Effect	Boot SE	Boot LLCI	Boot ULCI
.1882	0.509	0.0989	.2986

*Significance at the 0.05 level (2-tailed)

Above two table shows that both direct and indirect effects are significant as p value of direct effect of X on Y is less than 0.05.Khadka (2021)explain that indirect effect of X on Y is significant if there is no subsistence of zero between LLCI and ULCI.As there is no subsistence of zero between lower level confidence interval (LLCI) and upper level confidence interval (ULCI) , it can be wind up that indirect effect of X on Y is statistically acceptable. By using conventional method of mediation analysis (Baron and Kenny) as well as contemporary technique of mediation analysis (Hayes Process), it is wind up that employee positive mood has partial mediating effect in the relationship between employee job satisfaction and employee performance. Hence the hypothesis H₄ is accepted.

4.14 Summary of Hypothesis Testing

Following table 15.shows the result of hypothesis testing based on correlation, Baron and Kenny model and Hayes process.

Table 15. Summary of hypothesis

Hypothesis	Statement	Result	Reason
H ₁	There is positive impact of employee job satisfaction in employee performance.	Accepted	Regression model is significant
H ₂	There is positive impact of employee job satisfaction in employee positive mood.	Accepted	Regression model is significant
H ₃	There is positive impact of employee positive mood in employee performance.	Accepted	Regression model is significant
H ₄	Employee positive mood partially mediates the relationship between job satisfaction and employee performance.	Accepted	Indirect and direct effect both are significant in Baron and Kenny as well as in Process technique.

Significant at the 0.05 level (2-tailed)

4.15 Major Findings

The key finding of this study have been summarized as follows:

- i. Mean of job satisfaction factor of technical officer in NEA is 3.9 and mean of job satisfaction factor of administration service officer is 3.83. Also overall mean of officer employee is 3.86. This shows that technical officer of NEA are more satisfied than non-technical officer of NEA. Since overall mean is 3.86, it can be concluded that officer of NEA are moderately satisfied but not tremendously.
- ii. Overall mean of pay and incentives is 3.58 which is lowest as compared to other variable: working environment, job security and interpersonal relationship whereas mean of job security is 4.19 which is highest as compared to other variables working environment, pay and incentives, as well as interpersonal relationship. This shows that officer of NEA are more satisfied with job security provided by NEA but less satisfied with pay and

incentives provided by NEA as compared to other variables. From this it can be concluded that officer of NEA are more satisfied with non monetary factor rather than monetary factor. This study also shows that mood and performance of officer in NEA is also good as the mean of these both variables is above point 4.

- iii. Job Satisfaction and employee performance is correlated and correlation coefficient between them is .35**. Similarly, Job satisfaction and employee positive mood is correlated and correlation coefficient between them is .362**. Also, employee positive mood and employee performance is correlated and the correlation coefficient between them is .73**. This shows that the association between all of these variable is positive and statistically significant. These facts afford the foundation for justification of hypothesis H₁, H₂ and H₃.
- iv. Regression model based on Baron and Kenny technique as calculated in Table 9,10,11,12,13 and 14 all are positive and statistically significant at 5 percent level of significance. These reveal that all of the hypothesis H₁, H₂, H₃, and H₄ are satisfied and hence employee positive mood partially mediates the relationship between employee job satisfaction and employee performance.
- v. From the Hayes Process method, direct and indirect effect of X on Y are 0.0794 and 0.1882 respectively with 5 % level of significance. This reveal that employee positive mood partially mediates the relationship between job satisfaction and employee performance.

4.16 Discussion

This study found that technical service officer of NEA are more satisfied than officer of administration service as the mean of technical officer is 3.9 and mean of administration service officer is 3.83. As the total mean of officer is 3.86 , it can be wind up that officer of NEA are moderately satisfied . This outcome consistent with the result of (K. P. Subedi & Chaudhary, 2014) as they conducted study about job satisfaction status about civil service of Nepal and comparison with NEA is meaningful as the civil service is umbrella institute. From the result of hypothesis testing , it is wind up that job satisfaction has positive impact on employee performance which is consistent with the result of (Hadizadeh Talasaz et al., 2014), (Javed et al., 2014), (Wahid & Fadlallah, 2015), (Ndulue & Ekechukwu, 2016),

(Miah, 2018), (Laosebikan et al., 2018),(P. Adhikari, 2019),(Korir& Ndegwa, 2020), (Okolocha et al., 2021), (Inayat & Jahanzeb Khan, 2021), (Shah & Pokhrel, 2022),(Rodrigo et al., 2022). All of these result reveal that job satisfaction has positive impact on employee performance which means that if there is increase in job satisfaction which leads to increase in employee performance. Another result of hypothesis testing shows that job satisfaction has positive impact on employee positive mood which is consistent with the assumption made by(Judge et al., 2001). Similarly result of hypothesis testing reveal that, employee positive mood has positive impact on employee performance which is consistent with(Tsai et al., 2009), (Totterdell 1999,Erez &Isen 2002 as cited in Tsai et al., 2009,p.209) and partially consistent with (Salavera et al., 2020) and (Ameen & Isaac, 2019). This shows that positive mood of employee directly influence positively to the performance of employee. Totterdell (1999) conduct a study to check the impact of positive mood on performance of thirty three cricketer and found that cricketer with positive mood have better output in cricket (as cited in Tsai et al., 2009, p.209). This study shows that employee positive mood partially mediates the relationship between job satisfaction and employee performance which is consistent with(Judge et al., 2001).Partial mediation means influence of job satisfaction on employee performance through mediating variable positive mood as well as directly from IV to DV.

CHAPTER 5: SUMMARY AND CONCLUSION

5.1 Introduction

This chapter include summary, conclusion, implication, and scope for future research. Summary of the current study has drawn in first segment which gives overall picture of study . Summary of the study provides an overview of the study by organizing finding of the study in purposeful manner. Summary section answer the research questions, support or reject the hypothesis and lead to the conclusion. The conclusion is drawn in second segment. Conclusion gives crux of finding. And third segment deals with theoretical and practical implications of the study. This chapter ends with the scope for future research.

5.2 Summary

The fundamental purpose of this dissertation is to assess the job satisfaction of officer (technical and administration), to examine the relationship between employee job satisfaction, employee positive mood and employee performance as well as to determine the mediating effect of employee positive mood in association between job satisfaction and employee performance. The whole research work is based on the positivist research paradigm. Descriptive cum explanatory research design is used in this study. Simple random sampling method is used as sampling method and sample size for this study is 320 officer of NEA. Cronbach's alpha test , Content validity index ,Mean, correlation, Baron and Kenny model and Hayes process is used as statistical tool.

Mean of job satisfaction factor of technical officer in NEA is 3.9 and mean of job satisfaction factor of administration service officer is 3.83. This shows that technical officer of NEA are more satisfied than non-technical officer of NEA. Since overall mean is 3.86, it can be concluded that officer of NEA are moderately satisfied but not tremendously. Overall mean of pay and incentives is 3.58 which is lowest as compared to other variable: working environment, job security, interpersonal relationship whereas mean of job security is 4.19 which is highest as compared to other variables.: working environment, pay and incentives as well as interpersonal relationship. This shows that officer of NEA are more satisfied with non monetary factor rather than monetary factor provided by NEA. This study also shows that mood

and performance of officer in NEA is good as the summated mean of both of the variable is above point 4. Job Satisfaction and employee performance is correlated and correlation coefficient between these variable is .35**. Also, Job satisfaction and employee positive mood is correlated and correlation coefficient between these variable is .362**. Also, the correlation coefficient of employee positive mood and employee performance is .73**. This shows that the association between all of the variable is positive and statistically significant. These facts afford the foundation for justification of hypothesis H₁, H₂ and H₃. Regression model based on Baron and Kenny technique as calculated in Table.9,10,11,12,13 and 14 all are positive and statistically significant at five percent level of significance. These reveal that all of the hypothesis H₁, H₂, H₃ and H₄ are satisfied and hence employee positive mood partially mediates the relationship between employee job satisfaction and employee performance. From the Hayes Process method, direct and indirect effect of X on Y are 0.0794 and 0.1882 respectively with 5 % level of significance. This reveal that employee positive mood partially mediates the relationship between job satisfaction and employee performance.

5.3 Conclusion

The objective of this study was to assess the job satisfaction of officer (technical service & administration service), to examine the relationship between employee job satisfaction, employee positive mood and employee performance as well as to determine the mediating effect of employee positive mood in the relationship between job satisfaction and employee performance in NEA.

This study revealed that job satisfaction of technical service officer of NEA is slightly greater than the job satisfaction of administration service officer as the mean of technical officer is slightly higher than the officers of administrative service. As the satisfaction level of employee in same organization is different, there may be probability of differences of service and benefit among the employee. Since overall mean of officer is above the average, it can conclude that officers of NEA are moderately satisfied not strongly satisfied. Officers of NEA are satisfied with job security and interpersonal relationship in the organization as compared to working environment, pay & incentives. Officers are less satisfied with pay and incentives as compared to working environment, interpersonal relationship and job security. From

this evidence it can be concluded that, officers of NEA are satisfied with non-monetary factor rather than monetary factor as mean of pay and incentives is low as compared to working environment, interpersonal relationship and job security provided by NEA. Also, performance and mood of officers in NEA is good.

This study shows that employee job satisfaction, employee positive mood and employee performance are positively correlated which means that these variables varies in same direction. Explanatory variable i.e. job satisfaction have a positive impact in employee performance as well in employee positive mood. Also, it is find that employee positive mood has a positive impact in employee performance. From this it is concluded that employee positive mood mediates the relationship between IV and DV. Similarly direct and indirect effect was also statistically significant in Baron and Kenny model as well as in Hayes process method. This leads that employee positive mood partially mediates the relationship between job satisfaction and employee performance .This means that job satisfaction as well as employee positive mood also plays significant role to increase the performance of employee. Thus, from these conclusion all the research objective of this study have fulfilled.

5.4 Implications

This study has both the theoretical and practical implications. From the theoretical perspective, the literature review, research methodology, discussion and conclusion contributes scholars to gain more insights regarding mediating effect of employee positive mood on the relationship between job satisfaction and employee performance. Also, the study helps future researchers to develop the research idea related to job satisfaction, employee mood as well as employee performance. One of the most important theoretical contributions of this research work is use of employee positive mood as mediating variable. Positive mood as mediating variable in research work is less used all over the world and first in context of Nepal. Thus this research work help to enrich the concept related to mood of human being in modern research. This research work also help to develop knowledge about mediating effect for new researcher who want to research about mediating effect. This research is based on the context of NEA. Future research may done on other sector of Nepal based on this research.

The study has also practical implications for policy architect. First, the result showed that job satisfaction of officer employee of NEA is moderate but not extreme and low satisfaction with pay and incentives provided by NEA. It implies that management of NEA should concern about job satisfaction of employee as job satisfaction is directly related to the performance of employee and ultimately organizational performance. Since officer of NEA are dissatisfied with pay and incentive as compared to working environment, interpersonal relationship and job security, by knowing this fact, policy maker of NEA can make policy to increase the pay and incentives of officer. This study showed that officer of administration service are less satisfied as compared to administration officer. Based on this fact , management of NEA can make the policy to minimize the satisfaction level gap between officer of administration service and officer of technical service. As NEA is state owned enterprises , government of Nepal can make policy about NEA based on the finding of this research work. This study also showed that job satisfaction of employee have positive impact on employee positive mood as well in employee performance. It implies that management of NEA should focus on job satisfaction issues of employee to increase in performance of employee. Also this study showed that employee positive mood have positive impact on employee performance. This indicates that positive mood of the employee is also one of the major factor for enhancement of the employee performance .So the policy architect should concern about job satisfaction as well as mood of the employee to boost the employee performance.

5.5 Scope for Future Research

Present research is based on the officer employee of NEA only. So the future research should be conducted based on the whole employee of NEA. So the research can give the overall picture of NEA about job satisfaction, employee performance and employee positive mood. This study has take only four variables (working environment, pay and incentives, interpersonal relationship, job security) for job satisfaction factors. Other variable like supervisor appreciation ,employee recognition, clear-cut goal, equitable behavior of management can used to measure the job satisfaction. Employee performance is measured through self reported measure only, so in the future research ,employee performance can measure by their behavioral observation as well as from supervisor evaluation. This research is conducted

especially for NEA, based on this methodology, future research can conduct on the other utility sector of Nepal as well as other relevant area all around the world. Present research has used Baron and Kenny model and Hayes process for mediation analysis. Future research can conducted by using more advanced statistical method like SEM(Structural Equation Modeling).Also, same type of research can conduct by using more than one mediating variable.

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APPENDIX

Dear respondents,

I am a student of Mphil in Public Administration at Central Department of Public Administration T.U. I am conducting research on " Mediating Effect of Employee Positive Mood in the Relationship between Job Satisfaction and Employee Performance". This research is done for the partial fulfillment of the course of "MPhil in Public Administration." Your answer here will only be used for the purpose of the academic study only and your answer will be very helpful for success of the study. I would be very grateful if you could share your opinion by filling the questionnaire.

Section A: Personal background of employee

1. Please tick in one blank space only for each variable.

Gender		Age		Marital status	
Male		20-25		Married	
Female		26-30		Unmarried	
		30-35		Others	
		36 above			

2. Please tick in one blank space only for each variable.

Current position		Service	
Officer level		Technical	
		Administration	

Section B: Questionnaire related to job satisfaction factor

3. Please express your level of agreement or disagreement with the following statement.

a) Working Environment

S.N	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The hygiene of the organization is good.					
2	Necessary resources for work is easily available.					
3	Infrastructure of organization is good.					
4	The organizational policies are supportive to staff.					
5	Relation between colleagues is good.					

b) Pay and incentives

S.N	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Salary of my organization is satisfactory to me.					
2	I am satisfied with the benefit that i receive from my organization(Insurance, vacation, sick leave , medical expences, festival allowances)					
3	I am satisfied with my overtime payment.					
4	I am satisfied with my incentives (EPR).					
5	Salary and incentives is fair.					

c) Interpersonal relationship

S.N	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Relation with co-workers is good.					
2	Relation with supervisor is good.					
3	Co-workers are supportive to each other.					
4	Co-operation among the whole staff is well.					
5	Informal group in organization are supportive to organization.					

d) Job security

S.N	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	I believe that my job is very secure.					
2	Existing laws are supportive for security of job.					
3	I have no fear of losing my job.					
4	I am satisfied with the job security provided by the organization now.					
5	I believe that my organization will secure my job in future also.					

Section C. Questionnaire related to Positive Mood of Employee.

Please express your level of agreement or disagreement with the following statement. How you feel over a past few weeks?

S. N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am Attentive.					
2	I am Interested.					
3	I am Alert.					
4	I am Excited.					
5	I am Enthusiastic.					
6	I am Inspired.					
7	I am Proud.					
8	I am Determined.					
9	I am Strong.					
10	I am Active.					

Section D: Questionnaire related to performance of employee

Please express your level of agreement or disagreement with the following statement.

S.N	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	I attend my office always in time.					
2	I always complete my job task in prescribed time frame.					
3	I am delivering best service.					
4	I work overtime to finish my work.					
5	I stay positive even if my work is not appreciated.					
6	I do my job, no matter how difficult it is.					
7	I am ready to learn new knowledge and skill for the best performance.					
8.	I always achieve the target					
9	I do not take leave unnecessarily.					
10	I am very happy with my job because my performance is always appreciated.					
11	I make meaningful contribution in the workplace.					
12	I feel that my performance is effective and efficient.					
13	I am ready to perform the task which is not mentioned in the job description if needed.					
14	I am always excited because my work is challenging and interesting.					
15	I am disciplined and dedicated to my organization.					
16	I always work with positive intension.					
17	I have capacity to develop my subordinates.					
18	I have ability to mobilize resources properly.					
19	I have ability to perform my job according to the direction of my supervisor.					
20	I have capacity to handle work pressure.					