

# Contribution of Employee's Job Satisfaction on Organization Performance: A Case Study of Mkombozi Bank, Dar es Salaam

Sabina Mziwao\*, Crispin John Mbogo

St. Augustine University of Tanzania, School of Postgraduate Studies, Dar es Salaam Centre, Tanzania  
sabina.mziwao@mkombozibank.co.tz (S. Mziwao), selehemu@gmail.com (C. J. Mbogo)

\*Corresponding author

Received: 26 Jun 2022; Received in revised form: 15 Jul 2022; Accepted: 23 Jul 2022; Available online: 31 Jul 2022

©2022 The Author(s). Published by AI Publications. This is an open access article under the CC BY license

(<https://creativecommons.org/licenses/by/4.0/>)

**Abstract**— *In recent times, the issue of employee job satisfaction has been crucial for developing and achieving the aims and goals of organizations. This study examines contribution of employee's job satisfaction on organization performance with particular reference to Mkombozi Bank in Dar es Salaam. Specifically, the study aimed to investigate the impact of talent development, to determine how reward influences employee job satisfaction and lastly the study examined how career promotion of employees affected Mkombozi Bank performance. Descriptive research study was carried out, the research used a sample size of 30 workers. The data for the study is largely obtained via semi-structured questionnaires. The study employed analytical descriptive statistical approaches for analyzing the relationship between the indicators of employees' job satisfaction and organization performance. Inferential statistics, particularly correlation matrix and multi-regression were the statistical instruments employed for the study analysis. Findings of the study document a weak or no relationship between employee job satisfaction and organization performance. These findings might contravene by other background variables like age of employees, gender, experience, type of jobs, education, etc.) or measurement methods. Depending on the outcomes of this study, the management need to understand that, there is a connection between employee job satisfaction and organization performance. Even though the link has been found to be weak here, it was simply contravened by other variables and measurement methods employed. The management is advised to look at these findings as an eye opener for it to reflect and work on the employee job satisfaction factors in the efforts of improving organizational performance.*

**Keywords**— *Contribution, Employees' Job Satisfaction, Organization's performance*

## I. INTRODUCTION

Every company and business wishes to be competitive and to make constant progress. The most important part of all human resources or workers in a company is to be influenced and persuaded to perform their tasks. Organizations develop and implement various strategies to compete with competitors and improve organizational performance in order to achieve prosperity (Wright, 2018). A successful company aims to discover a high degree of assurance, teamwork, employee happiness, connectivity, and temptation levels among its workers so

that they are more motivated to fulfill their job obligations and achieve overall organizational goals. Employee job satisfaction is related to how people view, think about, and feel about their work. Any organization's performance depends greatly on its workers' performance. Nothing less depends on its workers, their decisions and their behavior, notwithstanding the organization's nature, its activities and the environment in which it works (Mello, 2014).

Employee job satisfaction is becoming increasingly difficult for companies, including those in the banking industry, due to a variety of factors, including the

availability of the right talent in certain fields, manager-employee relations, competition, differences in the level of employer-employee expectations, and high costs associated with hiring new talents, among others. Proactive efforts aimed at delighting existing workers are now more important than ever for businesses looking to improve retention rates and cut associated high turnover costs. For many organizations, voluntary turnover is a major challenge (Mitchell et al., 2015)

Employees have always been valued assets in businesses, since their departure might have a significant impact on the organization's capacity to achieve business goals, ultimately resulting in a decrease in productivity. As a consequence, employee satisfaction is vital to the company's long-term success. Employee happiness would guarantee customer pleasure and effective succession planning (Jain, 2020).

Work climate is a primary determinant of employee engagement or disengagement. Study shows that improving the working environment decreases complaints and absenteeism while increasing efficiency and productivity (Mohamed & Shah, 2016). However, in Tanzania, employees have faced low and inadequate wages, lack of decent accommodation, insufficient work facilities, low status and minimal opportunities for career advancement. The purpose of this study is to make assessment on employee's job satisfaction on how contributes organization performance specifically at Mkombozi commercial banks in Tanzania as a case study. Specifically, the study aimed to assess the influence of organization structure together with working environment, on employee's satisfaction and performance, to examine the extent to which reward have an impact on employee satisfaction and performance, to evaluate the influence of the availability of career promotions on employee job satisfaction resulting to performance of Mkombozi Commercial Bank-Tanzania.

## II. LITERATURE REVIEW

The working environmental conditions influence job satisfaction, as the employees would want their physical working environmental conditions to be comfortable. The working conditions include the office equipment, chairs, furniture, machines, tools, and so forth. The employees feel satisfied with their jobs, when the productivity levels goes up, because of the working environmental conditions. When an employee gets hired, he always desires the working conditions that would contribute in enhancing his job performance.

It is important for an individual to feel safe and secure within the employment setting. The aspects such as

vulnerability, susceptibility, weakness and helplessness do not arouse job satisfaction. The job security is affected by the factors such as, effective communication and good terms and conditions with the superiors and the subordinates, safe working environmental conditions, safe condition of the machines, equipment and other devices that individuals make use of for production and manufacturing, availability of incentives and benefits and good salary in accordance with the performance of job duties. Overall job satisfaction is slightly related to job security (Hamid et al., 2013).

Compensation is defined as the monetary benefit given to the employees by the company in return for the services that the employees render towards the company. Monetary compensation and benefits are considered to be the most imperative areas that employees work for, when they feel, their pay and benefits are sufficient enough to sustain their living, then they feel satisfied with their work. When employees experience promotion and increase in compensation, then they felt immense pleasure and satisfaction towards their jobs (Neog & Barua, 2014).

Within the organization, the employees need guidance, direction and management from their supervisor. The support of the supervisor is one of the important factors for employee retention and to do well in one's job duties. Supervisor support is defined as the extent to which the leaders and the administrators make provision of care for the welfare of the employees and value their contributions. When the employees feel that they are receiving support, care and assistance from their supervisor, they develop this viewpoint that they are being appreciated, heard and cared for, hence, due to this, they feel satisfied with their jobs (Neog & Barua, 2014).

At work, it is critical for a person to feel safe and secure. Susceptibility, vulnerability, weakness, and inefficiency are all factors that detract from work satisfaction. Effective communication and good terms and conditions with supervisors and subordinates, safe working conditions, safe equipment, machinery, and other equipment that people use for production and production, access to benefits and benefits, and good pay in terms of performance are all factors that affect occupational safety. Work security is linked to overall job happiness (Hamid et al, 2013).

Human resource management is an important part of organizational processes. This is based on the acceptance that the human resources of the organization and the organization itself are the same. A well-managed business organization often sees middle-class employees as the main source of product profits. These organizations view employees instead of money as the basic foundations of

business and providers in the development of the company. To ensure the attainment of goals and objectives, an organization creates an atmosphere of confidence and support for its employees through policies that facilitate employee satisfaction. Employee satisfaction has established close communication with highly motivated employees. Employees are motivated and develop a loyalty or commitment to the company that leads to better performance and lower price levels (Parvin, and Kabir, 2011).

Employees in a company rely on their managers for direction, guidance, and management. One of the most significant variables in keeping workers and succeeding successfully in one's job obligations is supervisor assistance. Managerial support is described as the extent to which leaders and managers are concerned about the well-being of their workers and recognize their importance (Neog & Barua, 2014).

Co-operative relationships in organizations are a sort of interpersonal interaction built on two concepts: a leader-member relationship and co-worker collaboration. Furthermore, interactions with coworkers have been identified as the fifth most significant element of workplace happiness in various researches. These results highlight the impact that workplace social ties may have on job satisfaction (Kao, 2016).

Policies are critical in every company, according to Paoline et al, (2005) the correctional institution is at risk of negative consequences if policies are not clearly defined and enforced uniformly across all shifts and venues. Correctional officers benefit from policies that give them with assistance and direction. On the other side, a lack of clear and consistent procedures poses an organizational risk to correctional officers, which may be much more dangerous than the physical or real threat posed by inmates

Job satisfaction and the impartiality of employment policies, insurance policies, and timelines have a favorable and positive link. Organizational policies, particularly those relating to work appraisal, performance requirements, appropriate communication methods, and tracking, have an impact on job satisfaction. As a result, workers' dependence on management policies is a significant determinant in their job happiness (Koh & Neo, 2000).

Social and environmental variables have long been recognized by epidemiologists as contributing to various phases of human illness. Workplace pressures and pressures at work are highlighted as key health issues, based on the fact that employment is one task that lasts a lot of waking hours (Faragher et al., 2013). Furthermore, there is mounting evidence that current employment

patterns are negatively impacting work satisfaction and causing actual damage to individuals' physical and mental health. There is mounting evidence that current employment patterns are eroding work satisfaction and causing direct harm to individuals' physical and mental health. (Carlson et al, 2000).

Talent Management is the core functional unit of an organization. Talent Management uses human resources planning to achieve this objective in order to improve the employee's productivity. Efforts have been made to keep, grow, attract and promote workers to them as a part of talent management and strategic workforce planning. Instead of being a recruitment procedure, talent management may increase employee performance and satisfaction; it can strengthen and evaluate the ability. The possible scenarios of talent management in public sector banks are examined and how these activities develop in turn, improve the performance of bank staff in turn (Arrawatia et al., 2019).

Wright et al., (2015) revealed that organizational engagement is the first important indication of staff retention in their investigation of the elements that influence employee retention. High-level workers, according to them, are persons who have a strong feeling of belonging to the company, accept its 19 objectives and value systems are more likely to remain with the company, and are ultimately willing to work hard on their behalf. Recognition and incentive programs should be part of any employee retention strategy. The significance of these sorts of programs is based on positive reinforcement theories. By thanking workers for a job well done or patting them on the back to show thanks, an organization may reward optimum behavior and promote more of the activities that will make it successful (Johnson & Hulme, 2014).

Internal awards, according to Thomas et al, (2019), create a winning atmosphere for a firm and its personnel. Employees are happier and more content because they have a feeling of achievement and self-confidence, which leads to job satisfaction and improved work performance. At the same time, the organization's sales volume and profit grow as a result of higher employee activity satisfaction, which has boosted the integration form's efficacy.

While extensive study has proven that external incentives aid in the development of people's professionalism, eventually adding to the organization's success. However, the influence of external incentives on group or job performance is uncertain, and the models provide little direction in terms of a specific sort of payment that

improves specific workgroup outcomes. (Adeyemi et al, 2017).

Promotion is given as a reward for superior work performance and behavior that is sanctioned by the company. People will put in more effort if they believe it will lead to a promotion. It gives employees a sense of fulfillment, which boosts their morale, productivity, and loyalty to the company. Promotability, which is a consequence of continuous learning and development, gives opportunities for employees to continue learning and growing. Promotion is dependent on promotability, which is a result of continuous learning and growth. Individual and, as a result, organizational performance improves as a result of this process (Prasad et al., 2013).

In the service sector, training is an important factor in helping service personnel increase their efforts and find purpose and meaning in their work. Customer contact staffs understand how to provide customer service expertise and handle their complaints promptly by following the instructions and return letters informed of the training. Customers will have better ideas to meet their services where their needs are met and problems resolved (Bitner et al., 2019).

Shelton (2016) studied the effects of employee development programs on job satisfaction and staff retention aimed at business success. He found that training and development increase employee satisfaction. It also helps the employee to make the right decision to stay with the company. It also concludes that the impact of training is diminished if the organization's culture does not support the process of human resource development.

Shishupal et al., (2015) concluded that an organization should have a specific training policy and training manual. Management plan found to be useful in developing productivity, efficiency and efficiency of managers. This

study investigates the relationship between training and development and job satisfaction in the education sector. The environment encompasses everything from the physical surroundings in terms of safety, cleanliness, illumination, and working conditions to peer relationships, employee-employer relationships, and organizational ideals. Overall, a wide range of concerns must be considered while designing a workplace. Creating a better, higher-performing workplace necessitates an understanding of how the workplace influences behavior as well as how behavior drives workplace performance.

Chi and Gursoy (2019) argue that having an excellent internal environment for employees is likely to result in pleased employees who are both loyal to the company and capable of giving extraordinary customer service. This implies that when staffs are happy, they provide excellent service to consumers, resulting in customer loyalty and organizational efficiency, also incentive opportunities have a positive impact on employee performance, resulting in improved organizational performance.

In the context of this study, employees of commercial banks in Tanzania face challenges with organizational policies, such as unfair application of organizational regulations on topics like promotions and reward; line managers participate in unfair treatment of employees, such as needless victimization. In light of this, the research examines the factors that impact employee satisfaction in Tanzania's banking industry, especially at Mkombozi Commercial Bank in Dar es Salaam.

### 2.1 Conceptual Framework

An effective employee is made up of a robust skill set and a productive working environment. Employee performance is influenced by a variety of factors, which managers should be aware of at all times and aim to improve. Figure 1 shows how these components are represented.

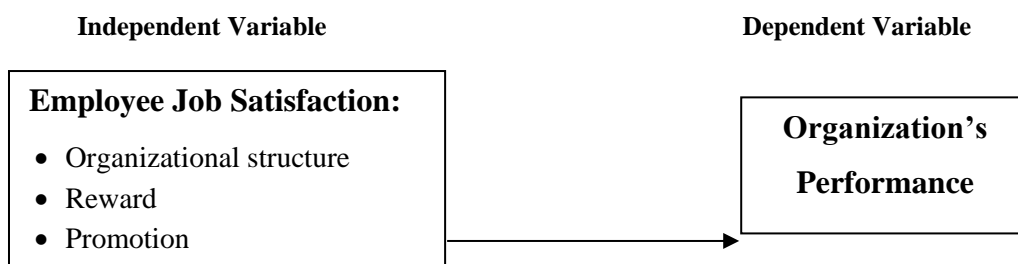


Fig.1: Conceptual framework showing relationship between employee satisfaction and organization performance

### 2.2 Operationalization of the Study Variables

#### 2.2.1 Organizational Structure.

Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational

structure is a set of methods dividing the task to determined duties and coordinates them. Structure is not a coordination mechanism and it affects all organizational process. Organizational structure refers to the models of internal relations of organization, power and relations and reporting, formal communication channels, responsibility

and decision making. Helping the information flow is one of the facilities provided by structure for the organization. Organizational structure should facilitate decision making, proper reaction to environment and conflict resolution between the units. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting report are duties of organization structure (Hejase, et al., 2016).

### 2.2.2 Reward

Organizations today must build a workplace environment that motivates, loyalties, and commits individuals to strategic competency. If employees are given rewards and extrinsic remuneration such as wage raises, bonuses, allowances, and grants, as well as job stability and advancement chances, effective organizational intervention leads to improved employee happiness. Employees feel happy and psychologically connected to their employers if they believe their employers recognize and reward their efforts, which in turn provide a competitive advantage in the long run. To have an extremely engaged staff, managers need first to ensure that their employees currently accept specific hygienic criteria that they control. The current working environment and the level of supervision received by staff may include these elements.

### 2.2.3 Career Promotion

Promotion is given as a reward for bettering one's performance and conduct in the workplace. People will work harder if they believe this motivates them. Employees who increase their morale, productivity, and organizational loyalty like it. Because promotion is dependent on promotion, which is the consequence of continuous learning and growth, it provides chances for continued learning and personal development. This method improves individual and, as a result, organizational efficiency. There are a range of advantages for the employees not only, but also for the organization they

work in. Promotion is a technique of ensuring that people are able to improve talents and skills efficiently. Promotion provides a sense of satisfaction with the current conditions and promotes the ambition to continue with the business (Chruden & Sherman, 1980).

## III. METHODOLOGY OF THE STUDY

A descriptive research approach was used to examine the relationship between dependent variable (employee satisfaction and organization performance) and independent variable (talent development, reward, and promotion). The design of a descriptive survey assists the researcher in obtaining, summarizing, presenting, and interpreting data for reasons of clarity (Shirima, 2020). The target population comprised of 3 branches of Mkombozi bank located at Kinondoni district and Ilala district in Dar es Salaam region. The study targeted senior officers, department managers and bank operation personnel.

The sample size involved 30 respondents from three Mkombozi bank branches including Msimbazi center branch, Kariakoo branch, and Main branch (head quarter) at St. Joseph. The researcher selected senior officers, department managers, and bank operation personnel from the selected commercial banks from the three branches in Dar es Salaam. The data was collected from primary resource. Senior executives were interviewed, and questionnaires were sent to qualified workers by heads of department. The data was collected and then processed in such a way that it could be used for analysis, debate and interpretations, allowing the study to reach relevant conclusions in terms of the study's goal.

## IV. FINDINGS OF THE STUDY

**4.1.** Influence of organization structure together with working environment, on employee's satisfaction and performance.

Table 1: Percentage distribution of response on organization structure

Questions / Statements	Responses (Extent) [%]					
	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Total
In general, I would define my organization's structure as friendly, which allows me to do my work well.	30	33.3	36.6	0	0	100
My work environment has certain risk factors.	3.3	33.3	26.7	33.3	3.3	100
My work organization makes it difficult for me to continue with my present organization.	3.3	33.3	20	43.3	0	100

Through the findings shows that most of employees that is 36.6% of employees are uncertain, if the organization structure is friendly for them. Unfortunately, at greater percentage 33.3% and 30% of employees generally disagree on organization structure being friendly. Likewise, 43.3 % of agree that their organization challenges them and 33.3 % of employees say that they are working in risk environment. This implies that most of employees are unhappy of the organization structure and their working environment. The findings are related

to Anin, (2016) receiving a promotion during a specific time period corresponds with increased employee satisfaction, even after accounting for the worker's current compensation, wage rank within her peer group, and wage growth. Employees who believe they will be promoted are more satisfied at work.

**4.2. The extent to which reward have an impact on employee job satisfaction and organization's performance**

Table 2: Percentage Distribution of Responses on Financial Reward and Appreciation

Questions / Statements	Responses (Extent) [ % ]					
	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Total
My present income inspires me to continue with my current organization.	0.00	40.0	16.7	36.7	6.7	<b>100</b>
My income is comparable to that of my co-workers on the same pay scale in my organization and those in other companies in the industry.	3.3	40.0	10.0	40.0	6.7	<b>100.0</b>
Employees at my organization are recognized and honored during yearly awards ceremonies.	3.3	13.3	6.7	70.0	6.7	<b>100.0</b>
My company rewards me for my contributions by giving me annual bonuses and other perks.	0.0	23.3	13.3	50.0	13.3	<b>100.0</b>

According to the findings in Mkombozi bank there is a friction between those who say that their salary motivates them and those who disagree with that. However, 40% of employees agree that their salary is equal to their colleagues' salary working in the same industry and at the same percentage (40%) disagree with that. Furthermore, results shows that 70% of employees say that there is no awards through annual awards celebrations. Making the matters worse half of employee that is 50% of employees say that there is no any form of bonuses or other benefit as a sign of appreciation while 23.3% agree that there is an annual bonus and other benefits. This implies that Most of employees are paid accordingly depending on their roles

and salary scale in their organization, though salary scale differs in different organization in the same industry. Moreover, extra payment like bonuses and other benefits are for few organizations. Unlikely the study done by Shechtman et al, (2007), even after accounting for the worker's existing salary, wage rank within her peer group, and wage growth, receiving a promotion within a given time period correlates with greater employee satisfaction. Employees who feel they will be promoted have a greater level of satisfaction.

**4.3. The influence of the availability of career promotions on employee job satisfaction and organization's performance**

Table 3: Percentage distribution of respondents on promotion and career growth

Statement/ Questions	Response (Extent) [%]					
	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Total
My promotion and grade are both fair	3.3	26.7	16.7	43.3	10.0	<b>100.0</b>
My company offers a sponsorship program that helps employees pursue academic and professional education.	3.3	23.3	0.0	63.3	10.0	<b>100.0</b>

I will quit my present company to work for other companies that will provide me with more prospects for advancement and learning.	6.7	46.7	26.7	16.7	3.3	<b>100.0</b>
With my current organization, I see my career progressing.	13.3	33.3	30.0	23.3	0.1	<b>100.0</b>

Even after adjusting for the worker's present income, wage rank within her peer group, and wage growth, receiving a promotion within a given time period correlates to higher employee satisfaction. Employee satisfaction is also greater among those who feel a promotion is attainable. According to the findings most of employees (43.3%) don't perceive that their promotion and grade as fair. However, most of organizations do not provide sponsorships programs for their staffs to pursue academic and professional education programs. However due to many factors most of employees say that they will leave their current organization if they will be promised to have learning opportunities and be promoted somewhere else (in other organizations).

These findings relate to Duah (2016) that the ability of managers to satisfy workers with incentives is a dynamic process. This is in reality a function of many similar factors to be applied positively by any manager who wishes to accomplish it. First, any employee's satisfaction with the awards is necessarily connected to what he or she expects from and receives from the organization. Feelings of happiness or dissatisfaction emerge as workers compare their contribution to a combination of intrinsic and extrinsic awards from their organizations, such as education, work skills and effort this will increase employee job satisfaction.

## V. CONCLUSION AND RECOMMENDATIONS

Based on the findings as presented above, there are two areas where the study makes contributions. Findings of this study, is potential by providing factors which are vital in making employees satisfied with their jobs, within the firm under the Tanzanian context. These findings expand our knowledge in that regard. Further, the findings provide ways of improving employees' job satisfaction in firms which is the base for customer satisfaction, retention and even profits.

With respect to the connection between job satisfaction and performance of workers, findings of the study have fallen into that group of researchers, who documented a weak or no relationship between the two variables. With that, findings might have been contravened by other background variables (like age of employees, their sex, experience, type of jobs, education, etc.) or measurement

methods. Thus, researchers should understand that, links between these variables are moderated by several factors and measurement methods.

Depending on the outcomes of this study, the management of Mkombozi Bank and even other firms need to understand that, there was a connection between employee satisfaction and workers' performance. Even if the link has been found to be weak here, it was simply contravened by other variables and measurement methods employed. What they needed to do, is just to put more stress on improving those factors that are vital in making employees become satisfied with their jobs. Management should also work critically on those factors which have been mentioned, to demoralize workers to become satisfied with their job.

It has been observed that, employees of Mkombozi Bank some are become satisfied but some are not satisfied with their job and that, most of them had their level of dissatisfaction as high or very high. Further, it has been found out that, factors that were responsible for their being dissatisfied are, managerial system, an attractive package of salary, and job security, promotion and grade as fair, awards through annual awards celebrations. It is therefore recommended that, the management capitalizes on these factors to sustain employee satisfaction at the firm, for the betterment of the employees, customers and the firm in general. It was also found out that, there were a few employees who indicated no to be satisfied with their jobs. Factors which were behind this level of dissatisfaction were; poor working relationship with their seniors, long stay at the firm without promotions, lack of training opportunities, and uneven provision of incentives to employees. The management is advised to look at these findings as an eyeopener for it to reflect and work on the factors so as, to make all their employees happy. This will enable the firm to go on the same direction with a good spirit with all its employees. The management is further advised to take a lead of undertaking some investigation, to understand other factors which were responsible for employee satisfaction and those against, for it to take further necessary measures. This could be achieved through providing suggestion boxes or other techniques, which might be deemed appropriate. Employees should be open to inform their management through appropriate meetings on what they feel discouraged other employees not to be satisfied with their jobs. This would help the

management to take an appropriate step, before things become worse at work environment.

## REFERENCES

- [1] Anin, O. (2016). Factors Affecting Job Satisfaction of Employees in the Construction Supply chain in the Ashanti Region of Ghana. *European Journal of Business and Management*.
- [2] Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work–family conflict. *Journal of Vocational behavior*, 56(2), 249-276.
- [3] Arrawatia, D Tandon, R., & Amit, M. (2019). Swot Evaluation of Training Framework: A Review of the Processes, Strong Points and Roadblocks of Training and Development for the Indian Private Banks. *Journal of Management (JOM)*, 6(2), 36-43.
- [4] Johnson, K. & Hulme, J., (2014). Payday, bonuses, and promotions: a qualitative analysis of perspectives from non-governmental organization programme managers on community health worker motivation and incentives. *Human resources for health*, 12(1), 1-9.
- [5] Thomas, H., Gmelch, M., Fries, F., & Reineke, S. (2019). Programmable transparent organic luminescent tags. *Science advances*, 5(2), eaau7310.
- [6] Prasad, A., Bajpai, N., & Pandey, P. (2013). Work life balance retention (WLBR) model—A weapon to retain hi-tech employees. *International Journal of Management Sciences and Business Research*, 2(12).
- [7] Chaudhary, N. S., & Bhaskar, P. (2016). Training and development and job satisfaction in education sector. *Journal of Resources Development and management*, 16(1), 42-45.
- [8] Bitner, M. J. Ostrom, A. L., Fotheringham, D., & (2019). Customer acceptance of AI in service encounters: understanding antecedents and consequences. In *Handbook of Service Science, Volume II* (pp. 77-103). Springer, Cham.
- [9] Shechtman, N. Penuel, W. R., & Roschelle, J., (2007). Designing formative assessment software with teachers: An analysis of the co-design process. *Research and practice in technology enhanced learning*, 2(01), 51-74.
- [10] Jain, P. (2020). Strategic human resource development in public libraries in Botswana. *Library Management*.
- [11] Mitchell, R., Holtom, C., & Lee. (2015). How to Keep Your Best Employees. *Developing an Effective Retention Policy [and Executive Commentary]*, 96-107.
- [12] Parvin and Kabir (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*.
- [13] Wright, M. Kotlar, J., De Massis, A., & Frattini, F. (2018). Organizational goals: Antecedents, formation processes and implications for firm behavior and performance. *International Journal of Management Reviews*, 20, S3-S18.
- [14] Mello, J. A. (2014). Strategic human resource management. *Cengage Learning*.
- [15] Mohamed. A Satter, M., Khan, M. M. R. L., Jabin, S. A., Abedin, N., Islam, M. F., & Shaha, B. (2016). Nutritional quality and safety aspects of wild vegetables consume in Bangladesh. *Asian Pacific Journal of Tropical Biomedicine*, 6(2), 125-131.
- [16] Hamid, N. Hong, L. C., Abd I. N., & Salleh, N. M. (2013). A study on the factors affecting job satisfaction amongst employees of a factory in Seremban, Malaysia. *Business Management Dynamics*, 3(1), 26.
- [17] Neog, B. B., & Barua, M. (2014). Factors influencing employee's job satisfaction: An empirical study among employees of automobile service workshops in Assam. *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, 2(7), 305-316.
- [18] Kao, W. F., Wang, H. K., & Yen, Y. (2016). High-performance work practices and organisational performance in small firms: the role of guanxi. *Total Quality Management & Business Excellence*, 27(5-6), 628-646.
- [19] Paoline, E. Lambert, E. G., Hogan, N. L., A., & Clarke, A. (2005). The impact of role stressors on job stress, job satisfaction, and organizational commitment among private prison staff. *Security Journal*, 18(4), 33-50.
- [20] Koh, W. L., & Neo, A. (2000). An experimental analysis of the impact of pay for performance on employee satisfaction. *Research and practice in human resource management*, 8(2), 29-47.
- [21] Faragher, E. B., Cass, M., & Cooper, C. L. (2013). The relationship between job satisfaction and health: a meta-analysis. *From stress to wellbeing Volume 1*, 254-271.