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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION

**The effect of Job Satisfaction on employee performance: the
mediating role of employee engagement: The case of Electronics
Manufacturing companies in Addis Ababa, Ethiopia**

By: Eyerusalem Zeleke

*A thesis submitted to the School of Graduate Studies of Addis Ababa University
in Partial Fulfillment of the Requirements for the Degree of Master of Art in
Business Administration Specialized in Management*

Advisor: Yohannes Workeafera (Ph.D)

June 2024

Addis Ababa, Ethiopia


DECLARATION

I, the undersigned, declare that this study, titled “The Effect of Job Satisfaction on Employees’ Performance: The Mediating Role of Employee Engagement in Electronics Manufacturing, Addis Ababa, Ethiopia,” is my own original work. It has not been submitted for a degree at any other university, and all sources used in the study have been properly cited.

Declared By:

Name: Eyerusalem Zeleke

ID NO.: GSE/9376/12

Signature 

Date 2024.06.09

This master thesis has been submitted for examination with my approval as thesis.

Advisor Name: Dr. Yohannes Workeafera

Signature 

Date 2024.06.09

CERTIFICATION

This is to certify that the thesis titled "Effect of Job Satisfaction on Employee's Performance: The Mediating Role of Employee Engagement: The Case of Electronics Manufacturing Companies, Addis Ababa, Ethiopia," submitted by Eyerusalem Zeleke in partial fulfillment of the requirements for a Master of Business Administration degree at the College of Business and Economics, Addis Ababa University, is an original and suitable work for submission.

Dr. Yohannes Workefera

Research Advisor



Signature

2024.06.09

Date

**COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION**

APPROVAL

This thesis, authored by Eyerusalem Zeleke ID NO. GSE/9376/12 and titled “The Effect of Job Satisfaction on Employees’ Performance: The Mediating Role of Employee Engagement in Electronics Manufacturing Companies, Addis Ababa, Ethiopia,” is submitted in partial fulfillment of the requirements for the Master of Business Administration degree with a specialization in Management. It adheres to the University’s rules and regulations and meets acceptable standards for originality and quality.

Approved by:

Dr. Yohannes Workefera
Research Advisor



Signature

2024.06.09

Date

Dr. Zelalem G/Tsadek



2024.07.05

Internal Examiner

Signature

Date

Tariku Zeleke, PhD

External Examiner



Signature

13/01/2025

Date

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Acronyms

ANOVA: Analysis of variance

HR: Human Resource

IPDC: Industrial Parks Development Corporation of Ethiopia

JCM: Job Characteristics Model

JDI: Job Descriptive Index

JD-R: Job Demands-Resources

JSS: Job Satisfaction Survey

SEM: Structural equation modeling

SPSS: Statistical Package for the Social Sciences

TME: TRANSSION Manufacturing Ethiopia

P.L.C: Private limited company

UWES: Utrecht Work Engagement Scale

ABSTRACT

This study aimed to investigate the effect of job satisfaction on employees' performance and the mediating role of employee engagement in the relationship between job satisfaction and employee performance in electronics manufacturing companies based in Addis Ababa, Ethiopia. In order to accomplish the study's goals, pre-existing questionnaires from earlier studies were used, and a pilot test was conducted to ensure reliability. Both primary and secondary data sources were used, and the researcher used an explanatory research design. 269 employees from three electronics manufacturing companies—TRANSSION manufacturing Ethiopia, Legend mobile manufacturing, and Lifenice electronics—were chosen as the study's sample using a stratified random sampling technique. A total of 227 usable questionnaires were gathered via hard copy and an online platform. Using 227 usable questionnaires, the researcher conducted an empirical investigation into the relationship between the research variables (job satisfaction, employee engagement, and employee performance) and the mediating role of employee engagement. Descriptive and inferential statistical techniques, such as one-way ANOVA, Pearson correlation analysis, regression analysis, and structural equation modeling (path analysis) were employed, along with SPSS version 27 and PROCESS macro version 4.3 to assess the indirect effect of the mediating variable. The study's overall analysis result confirmed that employee engagement and performance are positively and significantly impacted by the study predictor variable. Employee performance is positively and significantly impacted by the mediator, which is employee engagement.. The study result also confirmed that employee engagement had a Partial mediating effect in the relationship between job satisfaction and employee performance.

As a result, the study suggested to the organizations that Employee performance can be improved by enhancing the levels of job satisfaction and cultivating an engaged workforce.

Keywords: job satisfaction, employee engagement, employee performance

1. CHAPTER ONE

INTRODUCTION

1.1. Backgrounds of the Study

The idea of job satisfaction, which combines the concept of 'job' as a piece of work and 'satisfaction', as contentment has become widely discussed in practical circles, dictionary of human resources and personnel management (Michelli, Furlong & Quinn, 2003). Job satisfaction has a history and various interpretations in management and social psychology (Zhu, 2013). The origin of research on job satisfaction can be traced back to the early 20th century with the emergence of industrial psychology and organizational behavior as distinct fields of study (Wright, 2006). However, the systematic investigation into job satisfaction gained prominence in the mid-20th century with influential studies and theories (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017).

The concept of job satisfaction has been subject to debate and critique throughout its history. One such critique is the discrepancy between subjective feelings of satisfaction and objective measures of job performance. (Locke, 1969) argued that job satisfaction is multi-dimensional and complex, comprising affective, cognitive, and behavioral components. This multidimensional perspective sparked further debate and research into the various facets of job satisfaction. Understanding attitudes is crucial to understanding job satisfaction. Attitudes refer to a person's thoughts, feelings and reactions, towards something including their beliefs, opinions, emotions and behaviors (Robbins, Bergman, Stagg, & Coulter, 2014). Job satisfaction is often seen as a part of employee attitudes since it is influenced by both cognitive and affective states (Weiss & Cropanzano 1996).

The performance and long-term efficacy of organizations are significantly impacted by job satisfaction. According to different researchers, organizations have a great interest in understanding and promoting job satisfaction due to its significant impact on various organizational outcomes, employee behavior, and overall effectiveness. High levels of job satisfaction are associated with higher levels of motivation, engagement, and commitment to organizational goals (Judge, Thoresen, Bono, & Patton, 2001). Employee performance defined by the achievements made in the workplace while focusing on aligning those accomplishments,

with desired outcomes. In-addition it encompasses a range of actions that can either positively or negatively impact output quality, attendance, helpfulness and timeliness (Yang, 2008). Research suggests that job satisfaction is negatively related to stress, burnout, and other negative health outcomes, highlighting the importance of promoting job satisfaction for employee well-being (Faragher, Cass, & Cooper, 2005).

There is a significant correlation between individual and organizational performance and organizational practices, regulations, and design aspects (Cardy, 2004). The success and performance of the company are closely related to the performance of its employees. One of the most important tactics for improving employee performance is to promote employee engagement (Anitha, quoted in Determinants of Employee Engagement and their Impact on Employee Performance, 2014). Organizations focus on utilizing employee performance to sustain competitive advantages in changing marketplaces because they recognize human resources as a strategic asset (Wright and Snell, 2009).

One influential work often cited in the history of research on job satisfaction is the "Hawthorne Studies" conducted by Elton Mayo and his colleagues at the Western Electric Company in the 1920s and 1930s. While initially focused on productivity, these studies unintentionally revealed the importance of social and psychological factors, including job satisfaction and employee engagement, in influencing worker behavior and performance (Mayo, 1933).

A number of researchers, link job satisfaction with employee engagement and performance. Employee engagement, involves dedication and involvement where individuals demonstrate their commitment or withdraw from their work roles (Kahn, 1990). (Harter, Schmidt, & Hayes, 2002; Rich, Lepine, & Crawford, 2010; Saks, 2006). these studies demonstrate a clear link between job satisfaction and employee engagement, indicating that satisfied employees are more likely to be engaged in their work, contribute positively to organizational goals, and achieve higher levels of performance and commitment.

The basic aim of this study is to enlighten the effect of job Satisfaction on employee performance: the mediating role of employee engagement in the case of electronics manufacturing companies in Addis Ababa Ethiopia. The researcher has investigated the effect of Job Satisfaction on

employee performance: the mediating role of employee engagement: The case of electronics manufacturing companies in Addis Ababa Ethiopia.

1.2. Statement of the Problem

Since the eighteenth-century Industrial Revolution, manufacturing has been regarded as the primary driver of economic growth and development. It remains crucial for boosting growth and enabling developing countries, particularly those with lower per capital income, to catch up economically (Szirmai, 2013). Efforts to promote industrial growth in Ethiopia commenced in the mid-1950s (Page, Tarp, Rand, Shimeles, Newman, & Söderbom, 2016). The Ethiopian government provided various incentives to encourage the expansion of the manufacturing sector (Eshetie, 2018).

One of the challenges facing Ethiopia's manufacturing sector is low labor productivity (Eshetie, 2018). Existing literature has established a positive correlation between job satisfaction and employee performance (Judge, Thoresen, Bono, & Patton, 2001). (Bowling and Hammond, 2008) have emphasized the significance of job satisfaction in predicting employee effectiveness and productivity. Studies like those by Spector (1997) and (Judge, Thoresen, Bono, & Patton, 2001) provide comprehensive insights into the dynamics of job satisfaction and employee performance, but they are primarily based on data from Western economies. Several factors influence job satisfaction, including employees' demographic characteristics and the broader social, organizational, and human contexts that make up the overall work environment (Shah & Jalees; Sattar et al., as cited in Sattar, Nawaz, & Khan, 2012).

The industrialization of the developing world has largely centered on two sectors: textiles and garments, and electronics. Electronics, in particular, have captivated public interest and become a key focus for government economic planners (Sklair, 2002). It is mentioned on the book capitalism and development that, electronics industries may not provide as much employment as textiles and garments in developing countries, how ever they are crucial for economic growth due to their advanced technology, which leads to higher productivity and value-added output. Additionally, they drive the need for skilled labor, encouraging improvements in education systems (Sklair, 2002).

Employee engagement has recently gained significant attention from consulting firms and the popular business press. Despite this interest, it has been infrequently examined in academic research, and there is limited knowledge about its causes and effects (Saks, 2006). Research by (Alarcon, & Lyons, 2011) suggest that studying employee engagement could be important in the relationship between job satisfaction and performance.

The facts that present above, make investigating the effect of job satisfaction on employee performance: the mediating role of employee engagement, in electronics manufacturing companies Addis Ababa, Ethiopia. Worth studying. In addition, This study will contribute to the existing body of knowledge by empirically examining the mediating effect of employee engagement on the job satisfaction-employee performance relationship. The research aims to provide valuable insights for organizations aiming to optimize employee performance through targeted strategies addressing job satisfaction and employee engagement. Therefore, The researcher puts her own contribution by advocating effect of job satisfaction on employee performance, with a specific focus on exploring the mediating role of employee engagement in electronics manufacturing companies Addis Ababa, Ethiopia.

1.3. Research Questions

To explore the effect of Job Satisfaction on employee performance: the mediating role of employee engagement on electronics manufacturing industries Ethiopia. The following four main research questions are developed.

- 1.** Does job satisfaction play a role in influencing various dimensions of employee performance and to what extent, in electronics manufacturing industries Ethiopia?
- 2.** How does the level of employee engagement influence the relationship between job satisfaction and employee performance in electronics manufacturing industries Ethiopia?
- 3.** To what degree does employee engagement act as a mediator between job satisfaction and employee performance in electronics manufacturing industries Ethiopia?
- 4.** Can higher levels of job satisfaction be attributed to improved employee performance, and to what extent is this relationship impacted by the level of employee engagement in electronics manufacturing industries Ethiopia?

1.4. Objectives of the study

1.4.1. General Objective

To comprehensively analyze and understand the impact of job satisfaction on employee performance, considering the mediating role of employee engagement within the context of electronics manufacturing industries Ethiopia?

1.4.2. Specific Objectives

Attaining the general objective of the study is guided by the following specific objectives:

- To assess the influence of job satisfaction on various dimensions of employee performance within electronics manufacturing industries in Ethiopia.
- To evaluate the relationship between job satisfaction and employee performance while considering the influence of employee engagement within electronics manufacturing industries in Ethiopia.
- To determine the extent to which employee engagement mediates the relationship between job satisfaction and employee performance in the context of electronics manufacturing industries in Ethiopia.
- To investigate the correlation between higher levels of job satisfaction and improved employee performance, considering the impact of employee engagement within electronics manufacturing industries in Ethiopia.

1.5. Significance of the Study

Research by (Bowling and Hammond, 2008) and (Judge, Thoresen, Bono, & Patton, 2001) underscores the importance of job satisfaction in predicting employee performance. However, the current study goes beyond the established link between job satisfaction and performance by delving into the mediating role of employee engagement. (Christian, Garza, & Slaughter, 2011) and (Rich, Lepine, & Crawford, 2010) have suggested that employee engagement serves as a crucial mediator in this relationship, influencing the translation of job satisfaction into tangible performance outcomes.

This research contributes to our understanding of the complex relationship between job happiness and employee performance by conducting an empirical investigation of the mediation function of employee engagement. It is expected that the study's conclusions would act as a compass for organizations, directing the creation of focused plans and initiatives. By fostering job happiness and utilizing employee involvement as a mediating factor, these strategies maximize productivity in manufacturing environments.

This study aims to explore how job satisfaction, employee engagement, and performance are connected, specifically at electronics manufacturing industries in Ethiopia. By understanding this relationship, we can enhance organizational productivity and effectiveness. Examining how employee engagement mediates between job satisfaction and performance can help us understand what motivates employees. This research can also provide insights for improving employee retention and reducing turnover rates by focusing on job satisfaction, engagement, and performance. Developing programs to boost employee loyalty and commitment to the company is essential, and understanding the link between job satisfaction, engagement, and organizational commitment can guide these efforts.

The manufacturing industry is a major driver of economic growth and the configuration of work opportunities in developing nations. Ethiopia's manufacturing sector has grown significantly over the last two decades, and this study offers valuable insights for maintaining and accelerating this development pattern. Its results will provide planners, executives, and managers in IPDC Ethiopia and the specific case companies with essential information that will help them guide manufacturing hubs toward increased productivity and profitability. In the end, this research serves as a lighthouse for useful implications in organizational growth plans, policy frameworks, and practices related to human resource management. It seeks to optimize the beneficial effects of job satisfaction on worker productivity by identifying and utilizing the dynamic role that worker engagement plays in the complex web of organizational success.

1.6. Limitation of the Study

This study is constrained to specific electronics manufacturing industries in Addis Ababa, Ethiopia, focusing on job satisfaction's effect on employee performance and the mediating role of employee engagement. Greater inclusion has been restricted by a lack of time, resources, and access. The study's generalizability is further limited by issues with the availability of current

research and organizational cooperation, which confines the conclusions to this specific environment.

1.7. Definitions of Terms

Job Satisfaction: Job satisfaction refers to an employee's overall contentment or happiness with their job and the various aspects associated with it, such as work environment, tasks, colleagues, and compensation (Spector, 1997; Locke, 1976). It significantly influences an individual's attitude and behavior at work.

Employee Performance: Employee performance encompasses the actions, behaviors, and outcomes achieved by an employee within the workplace, including quality and quantity of work, productivity, and overall effectiveness in fulfilling job responsibilities (Judge, Thoresen, Bono, & Patton, 2001; Bowling & Hammond, 2008).

Employee Engagement: Employee engagement represents an individual's emotional and psychological commitment to their work role, organization, and its objectives (Rich, Lepine, & Crawford, 2010; Christian, Garza, & Slaughter, 2011). It involves a sense of dedication, enthusiasm, and active involvement in tasks, which goes beyond mere job satisfaction.

1.8. Organization of the Study

The study organized into five chapters. First chapter is introduction parts, which comprises of background, statement of the problem, research questions, significance of the study and objectives of the study. Chapter two is the literature review, theoretical review and empirical evidence has discussed, and hypothesis of the study has formulated, and finally conceptual framework has been designed from the literature review. The third chapter is presented the research methodology. In the fourth chapter, data presentation and analysis have discussed. The fifth and the final chapter covered the summary of major findings, conclusions drawn from the findings and recommendations.

2. CHAPTER TWO

2. LITERATURE REVIEW

2.1. INTRODUCTION

This chapter thoroughly presents the theoretical and empirical review of literature associated with Job satisfaction, employee engagement and employee performance, including definition, constructs, models, and relationship between independent, dependent and mediating variables.

2.2. Job satisfaction

Scholars have proposed and defined "job satisfaction" in a variety of ways and under a wide range of conditions. There isn't one clear-cut description of what defines job satisfaction. It's a complex, multidimensional concept that can be perceived and interpreted differently based on individual perspectives, organizational contexts, and the specific focus of research or study. This multidimensionality gives rise to differing definitions from various academics and disciplines. Factors like individual differences, cultural influences, and the diverse nature of work and occupations contribute to the absence of a single, universally agreed-upon definition for job satisfaction.

While there isn't a one-size-fits-all definition, most interpretations tend to revolve around the general idea of contentment, pleasure, or fulfillment an individual derives from their work or job-related experiences. Some definitions emphasize the emotional or affective aspect, while others consider cognitive appraisal or fulfillment of needs. According to (Locke, 1976), job satisfaction is defined as "a pleasurable or positive emotional state resulting from an individual's appraisal of their job or job experiences." This definition emphasizes the emotional response and feelings of contentment or pleasure associated with one's job. (Maslow, 1943) tied job satisfaction to his hierarchy of needs, stating that it arises when an individual's higher-order needs, such as self-actualization, are met through their work experiences. Here, job satisfaction is seen as the fulfillment of deeper psychological needs within a work context.

Based on the perspective of existing literature, Job satisfaction can be observed from multiple perspectives. Emotional, cognitive, motivational, situational, global, or overall satisfaction are a few common viewpoints. Emotional perspective focuses on the affective component of job satisfaction. (Locke, 1976), defining job satisfaction as a positive emotional state resulting from

an individual's job appraisal and he emphasized the emotional aspect. According to (Spector, 1997) Job satisfaction seen as a cognitive evaluation of one's job. Cognitive perspective involves an individual's perception and assessment of various aspects of their job, such as pay, relationships, and working conditions. On the other hand, motivational perspective view job satisfaction as a result of fulfilled or unfulfilled job-related needs. certain factors (motivators) contribute to satisfaction, while others (hygiene factors) prevent dissatisfaction. Suggested Herzberg's Two-Factor Theory (1959). (Hackman and Oldham, 1975), examines job satisfaction concerning situational factors like job characteristics, leadership, or work environment. And highlighted situational characteristics that impact satisfaction and, subsequently, performance. And at the end there is a global or overall perspective of job satisfaction; global perspective looks at job satisfaction as an overall evaluation of one's job. It involves a holistic view of satisfaction with various facets of the job. There is a global comprehensive measure to measure overall job satisfaction like Job Descriptive Index (JDI) (Smith, Kendall, & Hulin, 1969).

Psychology has been a primary discipline investigating job satisfaction, examining its emotional and cognitive aspects. However, organizational behavior, human resource management, and sociology have also significantly contributed to understanding the multidimensional nature of job satisfaction. Scholars like (Hackman and Oldham, 1975) emphasized the pivotal role of job satisfaction in enhancing productivity and reducing turnover. In manufacturing industries, increased job satisfaction has been linked to higher quality output and better employee retention (Spector, 1997). Recent studies have extended to include the dynamic nature of job satisfaction. Judge and Kammeyer-Mueller (2012) explored the role of individual differences in shaping job satisfaction, considering factors such as personality and genetics.

2.3. Job satisfaction theories and models

Numerous models and theories have been developed to investigate job satisfaction; each provides a distinct perspective on the elements affecting job satisfaction. The following are some well-known models and theories:

2.3.1. Herzberg's Two-Factor Theory: - This theory is often mentioned in discussions of job satisfaction. It introduces the idea that factors influencing satisfaction at work are not necessarily the opposite of those that cause dissatisfaction (Herzberg, 1968). This theory was proposed by Frederick Herzberg in the late 1950s, is a fundamental theory explaining workplace motivation

and job satisfaction. This theory distinguishes between factors that lead to job satisfaction and those that lead to dissatisfaction, and he identified two sets of factors:

- A. **Hygiene Factors:** These are elements in the workplace that, when absent, cause dissatisfaction but, when present, do not necessarily lead to satisfaction.
- B. **Motivational Factors:** These factors, when present, lead to satisfaction and motivation.

Herzberg's Two-Factor Theory provides a comprehensive understanding of the factors that contribute to employee satisfaction and motivation in the workplace. Overall, Herzberg's Two-Factor Theory emphasizes the importance of both intrinsic and extrinsic factors in influencing employee satisfaction and motivation. Overall, Herzberg's Two-Factor Theory emphasizes that employee satisfaction and motivation are influenced by both intrinsic (motivator) factors and extrinsic (hygiene) factors. Overall, Herzberg's Two-Factor Theory suggests that employee satisfaction and motivation are influenced by a combination of intrinsic motivators, such as achievement and recognition, and extrinsic hygiene factors, such as salary and working conditions (Aliekperova, 2018). In addition, it suggests that simply providing a good work environment or satisfying basic needs is not enough to motivate employees in the long run. According to Herzberg's Two-Factor Theory, employees need both motivator factors (intrinsic factors) and hygiene factors (extrinsic factors) in order to experience job satisfaction and motivation. This theory also highlights that while hygiene factors can prevent job dissatisfaction, they do not necessarily lead to job satisfaction or motivation. (Urhefe-Okotie, Okafor, & Ijiekhuamhen, 2022).

Frederick Herzberg's research highlights the importance of addressing hygienic elements to prevent unhappiness and improving motivational aspects to genuinely promote employee satisfaction and motivation (Herzberg, 1968). This distinct viewpoint has made a substantial contribution to our knowledge of the intricate nature of job satisfaction in the workplace.

2.3.2. Vroom's Expectancy Theory: - Vroom's expectancy theory proposed by Victor Vroom in 1964, focuses on the relationship between effort, performance, and outcomes, and how individuals make decisions about their actions based on their expected outcomes. While not exclusively about job satisfaction, it's linked to employee satisfaction as it's centered on the idea

that individuals are motivated by the belief that their efforts will lead to good performance, and that this performance will be rewarded.

The theory is based on three key components:

A. **Expectancy**: This is the belief that increased effort will lead to increased performance. In the context of job satisfaction, employees who believe that exerting more effort will result in better job performance are likely to have higher job satisfaction.

B. **Instrumentality**: This refers to the belief that improved performance will be rewarded. If employees perceive that their improved performance will be recognized and rewarded, it can positively impact their job satisfaction.

C. **Valence**: This refers to the value an individual places on the rewards. Even if an employee believes that increased effort will lead to better performance and that this performance will be rewarded, their satisfaction will be influenced by the perceived value of the reward.

Various researchers have contributed to the understanding and expansion of Vroom's Expectancy Theory through empirical studies, theoretical analyses, and practical applications. (Porter and Lawler, 1968) In their work, extended Vroom's theory by introducing the concept of performance satisfaction. They emphasized that not only does an individual's effort-to-performance expectancy influence motivation, but the satisfaction derived from achieving the desired outcome also impacts future motivation and effort. In addition, the significance of setting clear and challenging goals as a way to enhance the expectancy and valence components of the theory, thereby influencing motivation and performance in organizational settings. (Latham and Yukl, 1975). (Kanfer, 1990) on his work provided a comprehensive overview of motivation theory within industrial and organizational psychology. Within the context of Vroom's Expectancy Theory, Kanfer discussed how motivational theories have evolved and emphasized the importance of individual perceptions of effort-to-performance expectancy, performance-to-outcome expectancy, and valence in predicting and understanding motivation in workplace settings.

In conclusion; Vroom's theory is relevant to job satisfaction because it suggests that employees' beliefs about the relationship between effort, performance, and rewards influence their

satisfaction. If individuals believe that their efforts will lead to good performance and that this performance will be recognized and rewarded, it can contribute to higher job satisfaction. This theory has been widely cited and applied in understanding the motivational and satisfaction aspects of employee behavior within organizations (Vroom, 1964).

2.3.3. Affect Theory: - Affect Theory, particularly in the context of job satisfaction, emphasizes the role of emotional experiences and affective states in influencing an individual's satisfaction within the workplace. This theory posits that an individual's emotional or affective experiences significantly contribute to their overall job satisfaction (Judge and Bono, 2001).

Affect Theory suggests that an individual's emotional state and mood play a crucial role in shaping their perception of job satisfaction. For instance, someone with a generally positive emotional disposition might perceive their job more positively and experience higher job satisfaction. Conversely, those with a more negative emotional disposition might perceive their job less favorably, leading to lower satisfaction levels.

This theory argues that an individual's emotional experiences at work, such as feelings of contentment, happiness, frustration, or stress, have a substantial impact on their job satisfaction. Researchers have found that affective experiences in the workplace significantly correlate with an individual's overall satisfaction, suggesting the importance of emotions and affective states in understanding job satisfaction levels.

(Lluis and Judge, 2004) on their study expanded on Judge and Bono's research by utilizing an experience-sampling methodology to examine the dynamics between job satisfaction, affectivity, mood at work, job beliefs, and overall job satisfaction. It provided deeper insights into the temporal aspects of affect and its relationship with job satisfaction. In addition (Weiss and Cropanzano, 2017), a related framework that emphasizes how specific events trigger emotional reactions in the workplace, impacting job satisfaction and other work-related outcomes. It contributes to the broader understanding of how affective experiences influence employees' well-being and job attitudes.

2.3.4. Job Demands-Resources Model: - The Job Demands-Resources (JD-R) Model, introduced by Demerouti, Bakker, Nachreiner, and Schaufeli in the early 2000s, is a

comprehensive model that examines the interplay between job demands and job resources, impacting employee well-being, including job satisfaction.

The model identifies two key categories within the work environment:

- A. **Job Demands:** These are aspects of the job that require sustained physical or psychological effort and are associated with physiological and psychological costs. These can include time pressure, high workload, emotional demands, or work-related stressors.
- B. **Job Resources:** These refer to the elements of the job that help individuals achieve work goals, reduce job demands, and stimulate personal growth and development. They can include social support, autonomy, feedback, and skill variety.

The JD-R Model proposes that high job demands can lead to strain, burnout, or health problems, while high job resources are associated with motivation, engagement, and better job performance. The study by Xanthopoulou, Bakker, Demerouti, and Schaufeli focuses on how work engagement, personal resources, and job resources interact within the context of the JD-R Model. They investigate how these resources are related to one another and how that affects employee engagement at work. (Xanthopoulou, Bakker, Demerouti, and Schaufeli, 2009). In addition (Bakker, Demerouti and Sanz-Vergel, 2014) review article discusses burnout and work engagement within the context of the JD-R Model. They provide an in-depth overview of the model's application in understanding these concepts and their implications for employee well-being and organizational outcomes. Job satisfaction is influenced by the balance between these demands and resources. When the resources available in a job outweigh the demands, individuals are more likely to experience higher job satisfaction. This model is related to job satisfaction as it highlights that a workplace environment that provides adequate resources to meet the demands of the job is likely to lead to higher job satisfaction among employees. It has been widely researched and applied in organizational psychology and management studies to understand how different job factors contribute to employees' well-being and satisfaction in the workplace (Bakker and Demerouti, 2007).

2.3.5. Job characteristics model: - developed by Hackman and Oldham in 1976, focuses on the design of jobs and how specific job characteristics influence job satisfaction and motivation. This model identifies five core job dimensions and their relationship to critical psychological states,

which, in turn, affect work outcomes like job satisfaction, performance, and motivation. Job characteristics model develop five core job dimensions. These core dimensions are skill variety, task identity, task significance, autonomy and feedback (Hackman and Oldham, 1976).

The five core dimensions of job characteristics model:

- A. **Skill Variety:** The extent to which a job requires different skills and talents.
- B. **Task Identity:** The degree to which a job requires completion of a whole and identifiable piece of work.
- C. **Task Significance:** The impact and importance of the job on others or the organization.
- D. **Autonomy:** The degree of freedom, independence, and discretion a worker has in scheduling their work and determining procedures.
- E. **Feedback:** The extent to which the worker receives clear information about their performance.

The Job Characteristics Model is related to job satisfaction because it proposes that specific job characteristics contribute to higher levels of satisfaction. When jobs offer more variety, identity, significance, autonomy, and feedback, individuals are more likely to experience higher job satisfaction. This model has been widely used and cited in research due to its emphasis on the importance of job design and its direct link to job satisfaction and motivation in the workplace. The book by Parker and Wall addresses job and work design, emphasizing how to arrange work to improve organizational productivity and employee well-being. In order to increase job satisfaction, motivation, and performance, they stress how crucial it is to design occupations that take the ideas presented in the Job Characteristics Model into consideration. (Parker and Wall, 1998). In addition, the meta-analysis by Humphrey, Nahrgang, and Morgeson incorporates a number of job design elements, including motivational elements impacted by the Job Characteristics Model. They investigate the ways in which contextual, social, and motivational aspects of work design all play a part in influencing employee outcomes like motivation, job satisfaction, and output. (Humphrey, Nahrgang and Morgeson, 2007). Moreover, the paper by Grant and Parker presents relational and proactive viewpoints and explores the development of work design theories. In addition to classic job characteristics frameworks like the JCM, they

provide fresh perspectives on work design ideas, highlighting the significance of relational job design and proactive job crafting in influencing employee experiences. (Grant and Parker, 2009) In conclusion (Hackman and Oldham, 1976). Hackman and Oldham on this model suggests that these core job dimensions lead to three critical psychological states in employees: experienced meaningfulness, experienced responsibility for outcomes of work, and knowledge of actual results. These states, in turn, influence work outcomes like job satisfaction, performance, and motivation.

2.4. Job satisfaction survey (JSS)

Job satisfaction is an integral factor that significantly influences an individual's overall job experience and well-being. Employers must comprehend the elements contributing to job satisfaction to establish a positive work environment and retain skilled employees. Over time, various tools and methods have been developed and utilized to measure job satisfaction, with the Job Satisfaction Survey (JSS) standing out as one such questionnaire tool.

The JSS, crafted by Paul E. Spector, serves as a comprehensive instrument aimed at evaluating nine facets of job satisfaction: the nature of work, supervision, colleagues, compensation, promotion opportunities, the work itself, the company, working conditions, and communication. Developed in the late 1980s, the JSS was specifically tailored to comprehensively assess diverse aspects that collectively contribute to overall job satisfaction. Spector's seminal work introduces the JSS as a tool finely tuned for measuring job satisfaction, particularly among human service staff, outlining its dimensions and emphasizing its importance in evaluating satisfaction levels within these roles.

Researchers across diverse industries and organizational contexts have employed the JSS in numerous studies to explore job satisfaction's implications. For instance, Judge and Watanabe utilized the JSS, among other measures, to probe the relationship between job satisfaction and life satisfaction, showcasing its widespread use in assessing various facets and its impact on employees' overall well-being.

The JSS's comprehensive nature, specifically targeting job-related facets, renders it a valuable instrument for assessing job satisfaction across different work environments. This tool aids researchers and organizations in comprehending the elements influencing employee satisfaction.

Additionally, the creation of the JSS, a nine-subscale tool meticulously designed for human service, public, and nonprofit sector organizations, is elaborated upon in this description. The process includes item selection, item analysis, and finalizing a 36-item scale, accompanied by discussions on reliability, validity, and the instrument's norms.

2.5. Relationship between job satisfaction and employee performance

According to organizational psychology, job satisfaction is a critical factor that affects employee performance and, as a result, has a big impact on an organization's overall success. A person's degree of contentment with different parts of their work is known as job satisfaction, and it has a significant impact on how they behave, think, and ultimately perform (Spector, 1997).

There is a clear correlation between job satisfaction and employee performance; workers who are happy in their jobs are more likely to be engaged, committed, and productive (Judge, Thoresen, Bono, & Patton, 2001). Because job satisfaction has a direct impact on both individual and group performance results, this symbiotic link highlights the necessity for firms to develop job satisfaction among their workforce (Harrison, Newman, & Roth, 2006).

On their research determinants of job satisfaction and its impact on employee performance and turnover intentions (Balouch and Hassan, 2014) found that Workplace culture, employee empowerment, job loyalty, and intention to quit all show significant relationships with job satisfaction, underscoring its crucial significance. Workplace atmosphere and job loyalty are major factors in job satisfaction. (Balouch and Hassan, 2014; Okolocha, Akam, and Uchegara, 2021; Buntaran, Andika, and Alfiyana, 2019; Triwahyuni and Ekowati, 2017; Argyle, 1989) on their researches they have found significant effect of job satisfaction on employee job performance. And indicate factors which can enhance job satisfaction and trigger better performance. Like communication factors, the nature of work, colleagues, operating conditions, and contingent rewards.

Research by (Harter, Schmidt, & Hayes, 2002) emphasizes the necessity of aligning job satisfaction with employee engagement activities to catalyze overall performance. When job satisfaction converges with engagement initiatives—such as involvement in decision-making, skill enhancement programs, or supportive work environments—it contributes to a more productive and committed workforce, thereby enhancing organizational effectiveness.

Employee performance embodies the culmination of abilities, skills, and behaviors directed towards achieving organizational goals (Campbell, 1999). Its significance lies in its role as a cornerstone for organizational success, serving as a pivotal indicator of an organization's capacity to accomplish predetermined objectives (Miller & Bromiley, 1990). Studies by (Judge, Thoresen, Bono, & Patton, 2001) and (Hülsheger, Alberts, Feinholdt, & Lang, 2013) elucidate the direct positive association between job satisfaction and performance. Contented employees tend to display higher levels of job-related behaviors leading to improved performance outcomes. Moreover, the relationship between job satisfaction and performance is multifaceted, with various mediating variables influencing this nexus. Research by (Locke, 1976) highlights the mediating role of motivation, while (Weiss and Cropanzano, 1996) emphasize the impact of affective events on job satisfaction, which consequently influences performance outcomes.

The complex relationship that exists between job satisfaction and employee performance highlights how important it is for businesses to place a high priority on creating a pleasant place to work. The results of research emphasize the relationships that exist both directly and indirectly between job satisfaction and performance, as well as the influence of mediating factors on these relationships. Acknowledging and fostering job satisfaction is important since it influences both individual performance and the success of a business as a whole. However, an exploration of the mechanism of the relationship between job satisfaction and employee performance is still needed to better estimate to what extent the job satisfaction is a predictor of employee performance.

Following the findings from previous studies, therefore, this study posits the following hypotheses:

H1: Job Satisfaction has positive and significant effect on Employee Performance.

2.6. Employee Engagement and employee performance

Employee engagement stands as a critical determinant influencing employee performance significantly. It acts as a powerful motivational factor that drives employees to exhibit enhanced commitment, dedication, and productivity within their roles (Harter, Schmidt, & Hayes, 2002).

Employee engagement involves an individual's emotional, cognitive, and behavioral investment in their work and organizational goals (Schaufeli, Bakker, & Salanova, 2006). It encompasses vigor, dedication, and absorption in work-related activities. And it holds a deep emotional

connection and loyalty towards the organization and one's role, High levels of commitment and dedication to tasks beyond standard expectations, and maintaining positivity and satisfaction regarding one's job and work environment as its component (Farndale & Murrer, 2015; Saks & Gruman, 2014).

Employee engagement is closely linked to the fulfillment of various psychological and physiological needs within the workplace (Maslow, 1943; Alderfer, 1969). Work serves as a motivational force addressing an individual's needs, thereby driving engagement and performance (Rich, Lepine, & Crawford, 2010).

(Robertson-Smith, & Markwick, 2009) assert that employee engagement significantly influences employee performance, leading to positive organizational outcomes. In addition, engagement contributes to positive health, feelings toward work, and organizational commitment (Robertson-Smith, & Markwick, 2009). (Harter, Schmidt, & Hayes, 2002) conducted a meta-analysis showing a direct relationship between employee engagement and performance, indicating increased organizational success likelihood.

Employee engagement and performance are intricately connected; Engaged employees are more likely to invest themselves in their work, leading to increased self-efficacy and improved performance (Robertson-Smith, & Markwick, 2009). There exists a significant positive correlation between employee engagement and organizational performance, highlighting the importance of fostering engagement for sustained success.

Several studies have shed light on the profound impact of employee engagement on various aspects of employee and organizational performance. (Saxena and Srivastava, 2015) conducted research on the relationship between employee engagement and employee performance. Their findings underscored the positive effects of employee engagement, including enhanced well-being, loyalty, and retention, while simultaneously reducing attrition rates. Moreover, they emphasized the crucial role of job satisfaction in fostering employee engagement and bolstering organizational effectiveness. Further contributing to this body of knowledge, (Rich, Lepine, & Crawford, 2010) investigated the antecedents and effects of job engagement on job performance. Their study revealed a significant and positive correlation between job engagement and both task performance and organizational citizenship behavior (OCB). By extending Kahn's (1990) theory,

they provided a more comprehensive understanding of how engagement influences job performance, elucidating the impact of various antecedents on engagement levels. Building upon these insights, (Aziez, 2022) emphasized the significance of employee engagement in cultivating satisfied employees who actively contribute to organizational success. This study further underscores the pivotal role of engagement in shaping employee attitudes and behaviors, ultimately impacting overall organizational performance positively.

Employees who comprehend the correlation between their individual contributions and the prolonged prosperity of their work should be empowered and motivated to leverage their abilities and expertise in problem-solving, thereby amplifying their performance.

H2: Employee Engagement has positive and significant effect on Employee Performance.

2.7. Job Satisfaction and Employee Engagement

Job satisfaction acts as a precursor to employee engagement, serving as a foundational element influencing an individual's commitment and enthusiasm towards their work. Satisfied employees are more likely to be engaged in their roles, leading to increased dedication, involvement, and commitment (Harter, Schmidt, & Hayes, 2002).

Research Findings on Job Satisfaction and Employee Engagement highlight a positive correlation between job satisfaction and subsequent employee engagement. Higher levels of job satisfaction tend to translate into higher levels of engagement among employees (Harter, Schmidt, & Hayes, 2002). Job satisfaction significantly impacts the emotional attachment, commitment, and positive psychological state associated with employee engagement (Saks & Gruman, 2014). In addition, engaged employees often report higher levels of job satisfaction due to their increased involvement, sense of purpose, and positive connection with their work tasks. Studies reveal that engagement positively affects job satisfaction among employees. Job satisfaction and employee engagement share a reciprocal relationship, where higher satisfaction tends to lead to increased engagement and vice versa (Harter, Schmidt, & Hayes, 2002).

(Djoemadi, Setiawan, Noermijati, & Irawanto, 2019) on their research the effect of work satisfaction on employee engagement, found that work satisfaction has a significant effect on employee engagement, and work condition was the dominant driver in increasing employee engagement. Work conditions include work security, work comfort, stress levels, working hours,

and management policies. The study also found that work relationships and promotion were significant predictors of employee engagement. And they conclude that that employee engagement is mainly driven by their satisfaction with work conditions, work relationships, and promotion.

(Saxena and Srivastava, 2015) emphasized the crucial role of job satisfaction in fostering employee engagement and bolstering organizational effectiveness. Organizations with high job satisfaction levels tend to witness increased employee engagement, which translates into improved performance, higher productivity, and overall organizational success (Judge, Thoresen, Bono, & Patton, 2001).

H3: There is positive significant relation between Job Satisfaction and Employee Engagement.

2.8. Employee Engagement

The absence of a common definition of employee engagement is a significant problem for academic literature when discussing the term "engagement." (Farndale & Murrer, 2015) Views engagement as a positive individual attachment and commitment to one's work within the organizational context. Employee engagement defines as the positive psychological state characterized by vigor, dedication, and absorption in work tasks (Schaufeli, Bakker, & Salanova, 2006). As outlined in his research, Kahn (1990) asserts that engagement denotes an individual's physiological and bodily presence when performing in-role and extra-role tasks to meet organizational objectives. The three psychological variables of availability, safety, and meaningfulness are what increase employee engagement in firms (Chanana, 2020). According to more research, people use their bodies, minds, and emotions to express themselves while they are engaged in a role.

Research by (Saks & Gruman, 2014) emphasizes varying levels of engagement among employees, ranging from disengagement to full engagement. fostering open communication, providing growth opportunities, and recognizing employee contributions are crucial for enhancing engagement levels and engaged employees tend to exhibit higher performance levels, increased productivity, and innovative behavior. (Harter, Schmidt, & Hayes, 2002). (Nilakant et al., 2016) highlight how engagement positively affects job satisfaction among employees, leading to higher morale and commitment.

Studies by (Luthans, Avolio, & Avey, 2007) underscore the significance of optimism and self-efficacy as psychological capitals contributing to employee engagement and job satisfaction. Research by (Saks & Gruman, 2014) and (Harter, Schmidt, & Hayes, 2002) indicates that increased job satisfaction leads to higher levels of engagement among employees.

The reasoning of the researcher aligns with the findings of earlier studies. Accordingly, the present study assumes that job satisfaction increases employee engagement, which in turn influences job performance. Previous research has demonstrated the connection between employee engagement and job satisfaction. Judge, Thoresen, Bono, & Patton (2001) and Spector (1997) highlight a bidirectional relationship between job satisfaction and employee engagement. Higher job satisfaction tends to positively influence engagement, while engaged employees often report higher satisfaction levels.

2.8.1. Employee engagement, as Mediating Role in the relationship between job satisfaction and employee performance

Employee engagement includes key aspects of emotional connection, involvement and commitment, relationship with the organization and motivation and satisfaction since engaged employees find their tasks meaningful, challenging, and rewarding, leading to a sense of fulfillment in their roles. Study by (Harter, Schmidt, & Hayes, 2002) demonstrate that job satisfaction significantly influences employee engagement. Higher levels of job satisfaction are linked to increased engagement among employees. Job satisfaction acts as a significant predictor of employee engagement. (Saks & Gruman, 2014) highlight that satisfied employees tend to be more engaged in their roles, demonstrating higher commitment, enthusiasm, and dedication.

Employee performance encompasses the quality and quantity of work completed, adherence to deadlines, achievement of objectives or goals, and the overall contribution of an employee to the organization's success. Researchers suggest a strong positive correlation between employee engagement and performance. Engaged employees exhibit higher productivity, better performance, and a positive impact on organizational outcomes (Harter, Schmidt, & Hayes, 2002). Engaged employees tend to show higher levels of discretionary effort, leading to enhanced performance outcomes. According to Saks & Gruman (2014), employee engagement significantly contributes to individual and organizational performance.

When we see the relationship dynamics between satisfaction, engagement and performance, while job satisfaction is considered a precursor to engagement. (NUR, LUBIS, TABRANI, & DJALIL, 2021). job satisfaction and employee engagement were found to have significant positive effects on employee performance (Harter, Schmidt, & Hayes, 2002; Saks & Gruman, 2014) argue that while satisfaction can foster engagement, engagement can also independently influence performance. Research by Judge, Thoresen, Bono, & Patton (2001) and Spector (1997) suggests that while there's a positive association between job satisfaction and performance, the relationship may not always be straightforward or definitive. A deeper comprehension of this connection may serve as the foundation for examining the effects of other intervening variables that mediator or change the degree to which job satisfaction and employee performance are related. Consequently, for the reasons listed above, this study selects employee engagement as a mediator in the association between job satisfaction and employee performance. (Arifin, Nirwanto and Manan 2019) on their study, Improving the effect of work satisfaction on job performance through employee engagement found job satisfaction has a significant effect on employee performance, employee engagement significantly impacts employee performance, and employee engagement mediates the relationship between job satisfaction and job performance. The study emphasizes the importance of employee engagement in enhancing job performance. According to (Albrecht, Bakker, Gruman, Macey, & Saks, 2015), employee engagement directly influences and motivates employee performance (Kahn, 1990). Therefore, the following hypothesis is established based on the theoretical and empirical support:

H4: Employee Engagement mediates the relationship between Job Satisfaction and Employee Performance.

2.9. Dimensions of Employee Engagement

Researchers have developed various tools to measure employee engagement, and the Utrecht Work Engagement Scale (UWES) is one of the prominent instruments used for this purpose. Numerous studies (Schaufeli, Bakker, & Salanova, 2006; Schaufeli & Bakker, 2003) have employed UWES to assess and quantify employee engagement, demonstrating its effectiveness in measuring engagement levels. In addition; Schaufeli, Bakker, & Salanova (2006) highlight UWES as a reliable and validated tool for measuring employee engagement across various organizations and cultures. For this study, the revised 9-item Utrecht Work Engagement Scale

(UWES) approach by Schaufeli and Bakker (2003) will be used to measure the employee engagement level because the Utrecht Work Engagement Scale (UWES) has been attested and used across Globally. In addition, UWES-9 has good construct validity and use of the 9-item version can be recommended in research (Seppälä et al., 2009).

2.9.1 Utrecht Work Engagement Scale

The Utrecht Work Engagement Scale (UWES) is one of the well-recognized and utilized tools for measuring employee engagement. It is a self-report questionnaire; the original UWES consisted of 17 items, divided across the three dimensions, with 6 items for Vigor, 5 for Dedication, and 6 for Absorption (Schaufeli, Bakker, & Salanova, 2006). Over time, the UWES has undergone revisions. The UWES-9, a shorter version with 9 items, was developed, retaining the three dimensions (Schaufeli & Bakker, 2003).

Vigor, Dedication, and Absorption in measuring engagement; (Schaufeli, Bakker, & Salanova, 2006) argue that these dimensions align with engagement's core components: vigor representing the high energy aspect, dedication reflecting involvement, and absorption indicating full immersion in tasks. Studies by (Bakker, Albrecht, & Leiter, 2011) and (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007) suggest that high levels of vigor, dedication, and absorption are associated with increased job performance. (Schaufeli, Bakker, & Salanova, 2006) define vigor as high levels of mental resilience, energy, and enthusiasm in one's work, In the context of work engagement, dedication refers to a strong sense of significance, enthusiasm, and being inspired by one's work and absorption denotes being fully concentrated and happily engrossed in work tasks and is characterized by time passing quickly and difficulties in detaching oneself from work.

2.10. Dimensions of Employee Performance

The development of performance measurement dimensions has evolved significantly over time, reflecting advancements in organizational psychology, management theories, and empirical research. Historically, late 19th to Early 20th Century was the period of scientific management and development of output-based matrix to measure performance. During this period, performance measurement primarily revolved around output-based metrics, where employees' productivity and efficiency were gauged based on quantifiable outputs or tasks completed (Taylor, 1911). After human relation movement the expansion to behavioral and outcome

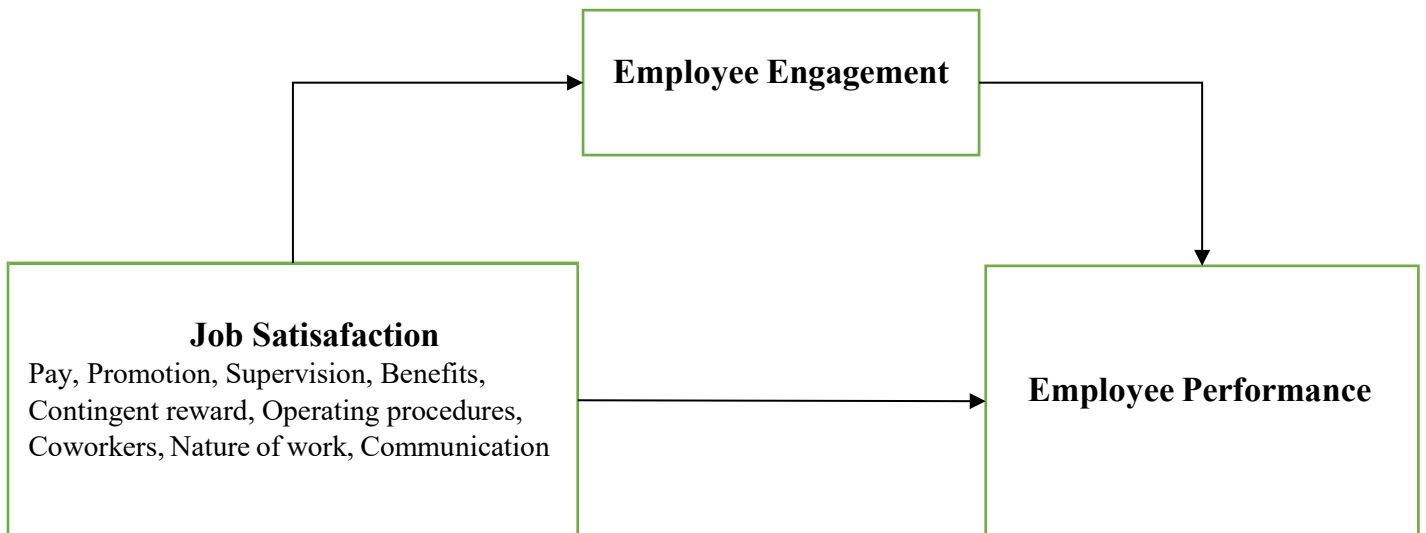
dimensions, and introduction of behavioral aspect has come. This movement shifted focus from pure output measures to considering behavioral aspects, acknowledging the impact of social interactions and work environments on performance (Mayo, 1933). The inclusion of behavioral aspects in performance measurement marked a departure from a solely output-centric approach. It emphasized the significance of factors like job satisfaction, motivation, and social dynamics in influencing performance outcomes (Mayo, 1945). Borman and Motowidlo introduced the differentiation between behavioral engagement and expected outcomes. Their work highlighted the distinction between the observable actions (behavioral engagement) individuals undertake to perform tasks and the anticipated results or consequences (expected outcomes) arising from these actions (Borman & Motowidlo, 1993). This development marked a shift towards multidimensional models of performance measurement, recognizing that performance encompasses not just output or behaviors but also anticipated outcomes, emphasizing the complexity of assessing performance in organizations (Borman & Motowidlo, 1997). Currently, performance management encompass integration of multiple factors in performance measurement and emphasize a holistic view that integrates various factors such as task performance, contextual performance, competency-based models, goal-setting theories, and social-cognitive aspects (Locke & Latham, 2002; Campbell, 1990).

In their recent study, Pradhan & Jena (2017) examined industrial and service firms in India and identified three measures of performance. The three unique employee performance factors—adaptive performance, contextual performance, and task performance—that define the new task performance scale were identified by their empirical investigation. Their study states that performance in the form of task performance consists of explicitly defined job behaviors, such as basic job duties that are allocated as part of a job description. Conversely, adaptive performance describes a person's ability to adjust to new circumstances, learn new skills, and effectively navigate changes within the organization. Contextual performance, also known as organizational citizenship behavior (OCB), involves behaviors that go beyond the formal job requirements. On this study the researcher will adopt the model proposed by of Pradhan & Jena (2017) to measure the employee performance. due to the fact that their research has examined several prior models and considered various factors. Furthermore, it is anticipated that each component will be realized on an individual basis and will be linked to both job satisfaction and employee engagement.

2.11. Conceptual framework

Following the evidence of the overall review of related literature and empirical studies, a conceptual framework was developed for this specific study to illustrate and explain graphically the main factors, constructs, variables, and outcomes.

The conceptual framework for this research topic can be divided into three main components: Job satisfaction, Employee performance, Employee engagement. Job satisfaction is the independent variable that affects the other two components. Employee engagement is the mediating variable. Employee performance (Dependent variable) is the outcome variable that is affected by independent variable. Mediation is the process by which employee engagement mediate the relationship between job satisfaction and employee performance. Hence the following conceptual framework is formulated.



3. CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

According to (Kothari, 2004), research methodology refers to the systematic and theoretical analysis of the methods applied to a field of study. It involves the scientific and logical approach to studying a particular research problem, including the design of the study, the collection and analysis of data, and the interpretation of the findings.

The aim of this research is to investigate the effect of Job Satisfaction on employee performance: the mediating role of employee engagement. In this section, a detailed description of the methods, tools, and techniques that has been used to collect and analyze data are provide.

3.2. Research Design

The overall strategy outlining how the researcher intends to conduct the research is known as a research design. As it describes the numerous strategies to be used in solving the research problem, details about the research topic, the length of the study, and the budget, it serves as the basis for the research effort (Sekaran & Bougie, 2013).

The study employed an explanatory research design, as advocated by Sekaran & Bougie (2013). Explanatory research aims to explain the underlying reasons behind a specific phenomenon. It is particularly useful when previous research has established a correlation between two variables, yet the researcher seeks to distinguish if one variable directly influences the other. By addressing the "why" and "what" questions, explanatory research endeavors to enhance comprehension of previously unresolved issues or offer clarity for future research pursuits.

This study adopt a cross-sectional approach, where appropriate data has gathered at a single point in time. In addition, the study has utilized quantitative methods in its analysis.

3.3. Data Types and Sources

Both primary and secondary data sources were used for this study. The Primary data were collected through a self-administered questionnaire. Based on the willingness of the organization questionnaires were distributed to the selected employees of the organizations. in order to produce

the literature review, secondary data for the study was acquired from a variety of sources, including the institution's information center, e-sources, library books, journal articles, thesis, and dissertations.

3.4. Population and Sampling Design

3.4.1. Target population

In order to obtain more accurate and representative data, the researcher used all factory employees of the organizations as a target population. Number and categories of employees in each organization are presented below.

Table 3.1 Total Number of staffs in each organization as of March. 2024

Classification based on Department	Organization								
	TRANSSION MANUFACTURING			LIFENICE ELECTRONICS			LEGEND MOBILE MANUFACTURING PLC		
	M	F	Total	M	F	Total	M	F	Total
<i>Production department</i>	94	251	345	5	51	56	37	28	65
<i>Quality department</i>	23	137	160	2	14	16	1	5	6
<i>Engineering department</i>	39	13	52	5	1	6	1	0	1
<i>Warehouse department</i>	36	34	70	6	10	16	5	1	6
<i>Admin (Management representatives) department</i>	12	34	46	1	1	2	3	2	5
<i>Total</i>	204	469	673	19	77	96	47	36	83

Source: TRANSSION manufacturing Ethiopia, Lifenice electronics and Legend mobile manufacturing PLC HR database, (March. 2024)

3.4.2. Sample Design

The stratified random sampling approach were used to choose the sample for this investigation. The population is divided into mutually exclusive groups, or strata, and then random samples are taken from each stratum to create a stratified random sample. In compared to other probability sampling techniques, this form of sampling approach produces results that are more accurate, and it also provides the researcher with a representative sample of the population under study.

As a result, the target population were first be divided into groups based on their department and the sample size has then be determined using a standard method. The sample size is divided by

the entire population to produce the proportion (percentage). In the end, sample staffs were determined from each department by multiplying the proportion by the total number of employees in each department. In order to maintain the quality for the information collected, lower levels staffs (Drivers and cleaners) are excluded since the questionnaire needs higher level of literacy to understand the information contained therein.

Table 3.2 Total Number of staffs in each company excluding Cleaners, security and drivers as of March. 2024

Classification based on Department	Organization								
	TRANSSION MANUFACTURING			LIFENICE ELECTRONICS			LEGEND MOBILE MANUFACTURING PLC		
	M	F	Total	M	F	Total	M	F	Total
<i>Production department</i>	94	251	345	5	51	56	37	28	65
<i>Quality department</i>	23	137	160	2	14	16	1	5	6
<i>Engineering department</i>	39	13	52	5	1	6	1	0	1
<i>Warehouse department</i>	36	34	70	6	10	16	5	1	6
<i>Admin (Management representatives) department</i>	6	13	19	1	1	2	1	1	2
<i>Total</i>	198	448	646	19	77	96	45	35	80

Source: TRANSSION manufacturing Ethiopia, Lifenice electronics and Legend mobile manufacturing PLC HR database, (March. 2024)

The sample size from each organization can be calculated by using the simplified formula provided by (Yaman, 1967),

$$n = \frac{N}{1 + N(e^2)}$$

Where: e^2 - Error rate (95% Confidence)

n- Required Sample Size

N-Target Population

So that the target population (N) for this study from each organization and the required sample size is calculated and illustrated on the following table

Table 3.3 Target population and sample size proportion

<i>SN.</i>	<i>Department</i>	<i>Target population(N)</i>	<i>Proportion of sample</i>
1	TRANSSION MANUFACTURING	646	$[(646/822)*269]=212$
2	LIFENICE ELECTRONICS	96	$[(96/822)*269]=31$
3	LEGEND MOBILE MANUFACTURING PLC	80	$[(80/822)*269]=26$
Total		822	269

3.5. Data Collection Method

For this study, a structured questionnaire was the primary data collection tool. Every single one of the chosen respondents were received a questionnaire. The questionnaire were contained closed-ended questions to facilitate the data analysis process. A questionnaire, consists of a collection of questions that are carefully crafted, organized, and put in the right order in order to yield the most useful information; According to (Neuman, 2014), the use of questionnaires is beneficial because they are affordable, quick, impartial, and offer the opportunity of anonymity and privacy, which encourages applicants to be receptive to and honest in their responses to sensitive questions. The questionnaire is chosen because it converts the intended research questions into particular inquiries that will be made of the respondents.

The research questionnaire was composed different parts to collect demographic information about the respondents including gender, age, education background, work experience, employment type and marital status. For studying job satisfaction, "Job satisfaction survey" developed by (Spector, 1994) were adopted using a Likert-type rating scale format. The JSS consists of nine dimensions or sub-scales that capture different aspects of job satisfaction. These dimensions represent specific areas or aspects of a person's job that contribute to their overall satisfaction or dissatisfaction. Employee engagement is assessed by using the revised 9-item Utrecht Work Engagement Scale (UWES) approach by Schaufeli and Bakker (2003), in conclusion to measure employee performance the researcher applied Triarchy model of employee performance in three dimensions

(Task performance, Adaptive performance and contextual performance) with 23 items scales developed by Pradhan & Jena (2017).

The questionnaire was developed in five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Likert scale data are analyzed at the interval measurement scale by calculating a composite score (sum or mean) from four or more Likert type items (Harry & Deborah ,2012).

3.6. Instruments of Validity and Reliability

Validity is the extent to which each question achieves the purpose for which it was designed. The most important criterion, validity, describes the extent to which an instrument measures what it is intended to assess (Kothari, 2004). Validity also considers how effectively the measure defines the concepts (s). Also, it relates to how well an empirical measure captures the true significance of the concept being studied. So, before distributing the questionnaires to the respondents, the researcher consulted with the adviser in order to ensure the validity of the study. The deployed questionnaires are also common inquiries that have been validated in numerous studies.

Reliability is another important issue. According to (Kothari, 2004), consistency is referred to as reliability, and internal consistency entails comparing the answers to each questionnaire item with those of the other questions.

A preliminary study on a small scale was conducted to refine and improve protocols before undertaking a larger experiment. Questionnaires were distributed to 10 percent of the sample, which in this case amounted to 28 participants. The main advantage of pilot testing is the ability to identify and address any issues before the full survey is administered. The goal of pilot testing is to examine the validity of each question. A sample representing ten percent of the population was used for the test.

The collected data was analyzed using Cronbach's Alpha to assess internal consistency, following Hair's (2014) guideline that a value of .70 or higher is acceptable. To evaluate the reliability of the measurements, Cronbach's Alpha values were calculated for the items within each construct using IBM SPSS Version 27. The resulting values are presented in the table below.

Table 3.4 Reliability test result for the pilot study

Variables	Number of Items	Cronbach's Alpha Value
JOB SATISFACTION	36	.956
EMPLOYEE ENGAGEMENT	9	.897
EMPLOYEE PERFORMANCE	23	.943

Source: Researcher's survey data output (2024)

3.7. Method of data analysis

The collected data were analyzed using the IBM, Statistical Package for the Social Sciences (SPSS) software version 27. Given that the questionnaire utilizes a Likert scale, the mean for each variable's Likert items will be calculated to ascertain central tendency. This process involved determining the mean for each variable's Likert items during the data analysis phase. Descriptive statistics, as recommended by Gravetter and Wallnau (2020), were employed to gain a comprehensive understanding of the Likert scale data, including calculating both the mean for central tendency and standard deviation for variability.

Additionally, several other methods of data analysis were utilized to explore relationships and effects within the dataset. Pearson's correlation coefficient is employed to examine the linear relationship between variables, specifically assessing the association between Job Satisfaction, Employee engagement and Employee Performance. Analysis of Variance (ANOVA) will be utilized to investigate potential differences in Employee Performance across different levels of Job Satisfaction or other relevant categorical variables.

Furthermore, Structural Equation Modeling (SEM) were employed to assess complex relationships among variables, including examining the effects of Job Satisfaction (independent variable) on Employee Performance (dependent variable), as well as the potential mediating role of Employee Engagement. Lastly, Regression Analysis was used to further explore the relationship between Job Satisfaction and Employee Performance, considering potential confounding variables and assessing predictive associations.

To identify the indirect effect, the researcher utilized Dr. Hayes' Method, which incorporates the use of PROCESS, a tool designed by Dr. Hayes and his team for conducting mediation analysis (Hayes, 2020). This method streamlines the examination of mediation effects. Initially, the researcher evaluated the direct influence of the independent variables on the dependent variable. Subsequently, version 4.3 of the PROCESS macro, created by Dr. Andrew Hayes, was employed to determine the significance of the indirect influence of the independent variables on the dependent variable via the mediator.

3.8. Ethical Considerations

The foundation of each research study is the participants' and the researcher's mutual trust. It is the duty of researchers to conduct themselves in a trustworthy manner. In this thesis, the two guiding principles of not injuring participants and obtaining participants' informed agreement are adhered to. The confidentiality that is a key factor in ethical consideration shall be maintained. Participants' entire responses are kept completely private. The purpose of the research were made very apparent to respondents, and they properly notified that their answers will only be utilized for academic purposes. Identification and other personally identifiable information won't be written on the questionnaire, and the answers' actual responses was authentically interpreted.

4. CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 INTRODUCTION

This study aims to examine the effect of Job satisfaction on employee performance and the mediation role of employee engagement, the collected data were analyzed and a detailed discussion and interpretation presented on this chapter. The first section of this chapter is Descriptive analysis. On this section, the demographic profiles of the respondents were briefly presented. The second section focuses on inferential analysis, in this section both correlation and regression analyses were briefly discussed. The third section of this chapter was analyzing the mediation effect of employee engagement in the relationship between job satisfaction and employee performance. The researcher has used SPSS Version 27 and PROCESS macro version 4.3 for the analysis.

The sample size determined for this study was 269. in order to obtain the required sample size, 200 questionnaires were distributed in hard copy and an online questionnaire was prepared using Google form for those who are willing to provide their contact information. Out of 200 hard-copy questionnaires 174 were collected and, 15 were rejected due to incompleteness and inconsistency. Therefore, 159 usable questionnaires were obtained in hard copy. 68 usable questionnaires were obtained from online responses. In general, a total of 227 usable questionnaires which has 84.38% response rate were collected in hard copy and online platform (Google form).

4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENT

The demographic profile of the respondents were examined using descriptive statistics that employed frequencies. Below is the detailed summary of the descriptive statistics analysis that was done in order to provide broader description of the respondent's data demographic profiles.

Table 4.1 Demographic profiles of the respondents

Category	Items	Frequency	Percent	Valid percent	Cumulative percent
Gender	Female	130	57.3%	57.3%	57.3%
	Male	97	42.7%	42.7%	100.0%
	Total	227	100.0%	100.0%	
Age	18-25 Years	97	42.7%	42.7%	42.7%
	26-35 Years	130	57.3%	57.3%	100.0%
	36-45 Years	0	0%	0%	0%
	46 Years and Above	0	0%	0%	0%
	Total	227	100.0%	100.0%	
Highest level of education	(10/12 complete) TVET-Level	39	17.2%	17.2%	17.2%
	College Diploma	73	32.2%	32.2%	66.5%
	Bachelor Degree	112	49.3%	49.3%	98.7%
	Second Degree and Above	3	1.3%	1.3%	100.0%
	Total	227	100.0%	100.0%	
Service years in the organization	1-2 Years	39	17.2%	17.2%	17.2%
	3-5 Years	21	9.3%	9.3%	26.4%
	6 Years and above	95	41.9%	41.9%	68.3%
	Less than one year	72	31.7%	31.7%	100.0%
	Total	227	100.0%	100.0%	
Department	Admin (Management representatives)	11	4.8%	4.8%	4.8%
	Engineering	32	14.1%	14.1%	18.9%
	Production	111	48.9%	48.9%	67.8%
	Quality	51	22.5%	22.5%	90.3%
	Warehouse	22	9.7%	9.7%	100.0%
	Total	227	100.0%	100.0%	
	Married	51	22.5%	22.5%	22.5%

Marital Status	Single	176	77.5%	77.5%	100.0%
	Divorced	0	0%	0%	0%
	Widowed	0	0%	0%	0%
	Total	227	100.0%	100.0%	
Employment type	Contract employee	37	16.3%	16.3%	16.3%
	Permanent employee	190	83.7%	83.7%	100.0%
	Total	227	100.0%	100.0%	

Source: Researcher’s survey data output (2024)

As depicted on the table 4.1, from the total of 227 respondents, 42.7% were male and the remaining 57.3% were female. This implies that the majority of the respondents were female. When we see the age group, the study result depicted that 42.7% were in the range of age 18 and 25, 57,3% were in the range of age 26 and 35 and 0% in the range of 36 to 45 plus 45 and above. this result showed that out of the total respondents, Majority of the workforce(i.e. 57.3%) in these organizations lies in the age of 26 and 35 and found in the young and middle age.

The Educational qualification of the respondents as shown on table 4.1, majority of the respondents (49.3%) and (32.2%) had first degree and college diploma respectively. The rest 17.2% and 1.3% were TVET-Level and second-degree holders. Based on the overall educational qualification matrix, it can be concluded that the 82.8% respondents are in a good education level and can well understand the questionnaires designed for this study.

The frequency analysis result of the respondents’ service year indicates that 31.7% of the respondents served their current organization for less than 1 year; 17.2% served their organization in the range of 1 to 2 years, 9.3% served their organization in the range of 3 to 5 years and 41.9% of the respondents’ service year lies in the range between 6 years and above. Based on the analysis the majority of the respondents served their current organizations for a year and above so that they have better understanding about their organizations.

As indicated and presented on the table 4.1 regarding on the respondents’ current department that 4.8% were in admin department, 14.1% were engineering department, 48.9% were production, 22.5% were quality department, and the remaining 9.7% were warehouse and storage department.

From the total respondents, 83.7% were permanent employee of the organization and the remaining 16.3% were contract employees.

Finally, the frequency analysis result about the respondents' marital status showed that 77.5% of them were married and the rest 22.5% were single, and there is no record listed on divorced and widowed items.

4.3 RELIABILITY TEST

Reliability refers to the consistency and stability of an instrument in measuring a concept, serving as an indicator of the measure's quality (Sekaran, 2016). To assess reliability, a reliability test was conducted by calculating Cronbach's Alpha values for the items within each construct using IBM SPSS Version 27. The results are presented in Table 4.2 below. According to Sekaran and Bougie (2016), reliability coefficients below 0.60 are considered poor, those around 0.70 are deemed acceptable, and those above 0.80 are considered good. The findings of the reliability test in this study indicate good reliability.

Table 4.2 Reliability test result

Variables	Number of Items	Cronbach's Alpha Value
JOB SATISFACTION	36	.840
EMPLOYEE ENGAGEMENT	9	.893
EMPLOYEE PERFORMANCE	23	.941

Source: Researcher's survey data output (2024)

4.4 DESCRIPTIVE STATISTICS OF STUDY VARIABLES

Descriptive statistics were conducted to determine the mean, maximum, minimum, and standard deviation of respondents' responses regarding the three study variables: job satisfaction, employee engagement, and employee performance. According to Boone H. and Boone D. (2012), descriptive statistics are appropriate for ordinal and interval measurement scales, utilizing the mean for central tendency and standard deviations for variability. A summarized overview of these descriptive statistics results is provided in this section.

Respondents indicated their level of agreement with various statements using a five-point Likert scale, ranking from 5 (strongly agree) to 1 (strongly disagree). The mean represents the average level of agreement or disagreement among respondents. It is calculated by averaging all respondents' responses for each dimension. A higher mean indicates greater agreement, while a lower mean suggests more disagreement.

The standard deviation, according to SPSS (version 27), reflects the degree of variation in the responses. A large standard deviation indicates a wide distribution of responses, meaning that respondents had diverse opinions. Conversely, a low standard deviation indicates that respondents had similar opinions (Hair, 2004).

Table 4.3 Descriptive statistics of variable job satisfaction

S/N	Items	N	Minimum	Maximum	Mean	Standard deviation
Pay Dimension						
1	I feel I am being paid a fair amount for the work I do	227	1	5	2.55	1.262
2	Raises are too few and far between	227	1	5	3.30	1.236
3	I feel unappreciated by the organization when I think about what they pay me	227	1	5	3.31	1.308
4	I feel satisfied with my chances for salary increases	227	1	5	3.03	1.392
Overall pay dimension					3.05	0.783
Promotion Dimension						
1	There is really too little chance for promotion on my job	227	1	5	3.19	1.344
2	Those who do well on the job stand a fair chance of being promoted	227	1	5	3.07	1.259
3	People get ahead as fast here as they do in other places	227	1	5	3.13	1.212
4	I am satisfied with my chances for promotion	227	1	5	2.93	1.230
Overall promotion dimension					3.08	0.833

Supervision Dimension						
1	My supervisor is quite competent in doing his/her job	227	1	5	3.72	1.085
2	My supervisor is unfair to me	227	1	5	2.43	1.275
3	My supervisor shows too little interest in the feelings of subordinates	227	1	5	3.05	1.308
4	I like my supervisor	227	1	5	3.68	1.289
Overall supervisor dimension					3.22	0.716
FRINGE BENEFIT DIMENSION						
1	I am not satisfied with the benefits I receive	227	1	5	3.5	1.371
2	The benefits we receive are as good as most other organizations offer	227	1	5	2.68	1.419
3	The benefit package we have is equitable	227	1	5	2.44	1.265
4	There are benefits we do not have which we should have	227	1	5	3.35	1.336
Overall fringe benefit					2.99	0.830
CONTINGENT REWARD DIMENSION						
1	When I do a good job, I receive the recognition for it that I should receive	227	1	5	3.17	1.296
2	I do not feel that the work I do is appreciated	227	1	5	3.05	1.282
3	There are few rewards for those who work here	227	1	5	3.44	1.237
4	I don't feel my efforts are rewarded the way they should be	227	1	5	3.09	1.243
Overall contingent reward dimension					3.19	0.764
OPERATING PROCEDURE DIMENSION						
1	Many of our rules and procedures make doing a good job difficult	227	1	5	3.02	1.262

2	My efforts to do a good job are seldom blocked by red tape	227	1	5	2.96	1.105
3	I have too much to do at work	227	1	5	3.66	1.119
4	I have too much paperwork	227	1	5	2.95	1.280
Overall operating procedure dimension					3.15	0.828
COWORKERS DIMENSION						
1	I like the people I work with	227	1	5	3.92	1.196
2	I find I have to work harder at my job because of the incompetence of people I work with	227	1	5	3.28	1.265
3	I enjoy my coworkers	227	1	5	3.70	1.203
4	There is too much bickering and fighting at work	227	1	5	2.91	1.276
Overall coworkers dimension					3.45	0.756
NATURE OF WORK DIMENSION						
1	I sometimes feel my job is meaningless	277	1	5	2.56	1.389
2	I like doing the things I do at work	227	1	5	3.65	1.143
3	My job is enjoyable	227	1	5	3.37	1.278
5	I feel a sense of pride in doing my job	227	1	5	3.64	1.191
Overall nature of work dimension					3.31	0.799
COMMUNICATION DIMENSION						
1	Communications seem good within this organization	227	1	5	3.31	1.314
2	The goals of this organization are not clear to me	227	1	5	2.37	1.214
3	I often feel that I do not know what is going on with the organization	227	1	5	2.95	1.229
4	Work assignments are not fully explained	227	1	5	2.67	1.321
Overall communication dimension					2.82	0.772

Source: Researcher’s survey data output (2024)

For every question the response is evaluated using mean and standard deviation. Zaidaton and Bagheri (2009) state that a mean score of less than 3.39 is low, a mean score of 3.40 to 3.79 is moderate, and a mean score of more than 3.8 is high.

As shown in Table 4.6, the overall mean and standard deviation scores for job satisfaction are 3.14 and 0.492, respectively, indicating that respondents generally have a moderate level of job satisfaction. However, the mean values for the dimensions of fringe benefits and communication are notably low, at 2.99 (0.830) and 2.82 (0.772), respectively, suggesting these areas require improvement to enhance overall job satisfaction. The remaining seven dimensions—pay, promotion, supervision, contingent reward, operating procedures, coworkers, and nature of work—have moderate mean scores of 3.05 (0.783), 3.08 (0.833), 3.22 (0.716), 3.19 (0.764), 3.15 (0.828), 3.45 (0.756), and 3.31 (0.799), respectively.

Generally, in order to maintain high levels of employee satisfaction and ensure continued productivity and service provision, job satisfaction is critically important. Job satisfaction can be enhanced through improving key dimensions such as communication and fringe benefits. The descriptive analysis results indicate that organizations need to pay more attention to recognizing, promoting and rewarding employees, especially those who make significant contribution, making operating procedures flexible and allowing employees to do better job. The analysis also highlights that organizations are not giving enough attention to these aspects, which adversely impacts employee performance, as stated in the problem statement of this study.

Table 4.4 Descriptive statistics of variable employee engagement

S/N	Items	N	Minimum	Maximum	Mean	Standard deviation
VIGOR DIMENSION						
1	At my work, I feel bursting with energy	227	1	5	3.07	1.215
2	When I get up in the morning, I feel like going to work	227	1	5	3.19	1.321
3	At my job, I feel strong and vigorous	227	1	5	3.57	1.222

Overall vigor dimension					3.28	0.984
DEDICATION DIMENSION						
1	I am enthusiastic about my job	227	1	5	3.21	1.218
2	My job inspires me	227	1	5	3.45	1.314
3	I am proud on the work that I do	227	1	5	3.56	1.237
Overall dedication dimension					3.41	1.106
ABSORPTION DIMENSION						
1	I am immersed in my work	227	1	5	3.38	1.124
2	I get carried away when I'm working	227	1	5	3.24	1.104
3	I feel happy when I am working with intensely	227	1	5	3.58	1.233
Overall absorption dimension					3.40	0.963

Source: Researcher's survey data output (2024)

Based on the data provided in the table 4.4, the analysis of employee engagement reveals several insights. The overall mean scores across various dimensions indicate a generally moderate level of engagement among respondents. Specifically, the mean scores for "At my work, I feel bursting with energy," "When I get up in the morning, I feel like going to work," and "At my job, I feel strong and vigorous" are 3.07, 3.19, and 3.57, respectively, reflecting moderate to slightly positive feelings of vigor at work, with a combined vigor mean score of 3.28 (SD = 0.984). In terms of dedication, the mean scores for "I am enthusiastic about my job," "My job inspires me," and "I am proud of the work that I do" are 3.21, 3.45, and 3.56, respectively, with an overall dedication mean score of 3.41 (SD = 1.106), indicating moderate levels of enthusiasm and pride in their work. For absorption, the scores for "I am immersed in my work," "I get carried away when I'm working," and "I feel happy when I am working with intensity" are 3.38, 3.24, and 3.58, respectively, resulting in an overall absorption mean score of 3.40 (SD = 0.963), suggesting that employees generally feel absorbed and happy while working. These results suggest areas of moderate employee engagement, with the potential for improvement in specific dimensions to enhance overall employee engagement and performance.

Table 4.5 Descriptive statistics of variable employee performance

S/N	Items	N	Minimum	Maximum	Mean	Standard deviation
TASK PERFORMANCE DIMENSION						
1	I maintain high standard of work.	227	1	5	3.65	1.084
2	I am capable of handling my assignments without much supervision.	227	1	5	3.62	1.247
3	I am very passionate about my work.	227	1	5	3.59	1.281
4	I know I can handle multiple assignments for achieving organizational goals.	227	1	5	3.77	1.201
5	I complete my assignments on time	227	1	5	3.91	1.114
6	My colleagues believe that I am a high performer in my organization	227	1	5	3.66	1.266
Overall task performance dimension					3.71	0.915
ADAPTIVE PERFORMANCE DIMENSION						
1	I perform well to mobilize collective intelligence for effective teamwork	227	1	5	3.73	1.083
2	I can manage change in my job very well whenever the situation demands	227	1	5	3.88	1.145
3	I can handle my teamwork in the face of change effectively	227	1	5	3.86	1.045
4	I always believe that mutual understanding can lead to a viable solution in organization	227	1	5	4.04	1.104
5	I lose my temper when I get criticized by my team members	227	1	5	3.00	1.214
6	I am very comfortable with job flexibility	227	1	5	3.33	1.266

7	I cope well with organizational changes from time to time	227	1	5	3.59	1.131
Overall adaptive performance dimension					3.36	0.764
CONTEXTUAL PERFORMANCE DIMENSION						
1	I used to extend help to my co-workers when asked or needed	227	1	5	3.81	1.179
2	I love to handle extra responsibilities	227	1	5	3.49	1.221
3	I extend my sympathy and empathy to my co-workers when they are in trouble	227	1	5	3.82	1.084
4	I actively participate in group discussions and work meetings	227	1	5	3.70	1.266
5	I use to praise my co-workers for their good work	227	1	5	3.86	1.091
6	I derive lot of satisfaction nurturing others in organization	227	1	5	3.48	1.102
7	I use to share knowledge and ideas among my team members	227	1	5	3.96	1.195
8	I use to maintain good coordination among fellow workers	227	1	5	3.92	1.104
9	I use to guide new colleagues beyond my job purview	227	1	5	3.80	1.090
10	I communicate effectively with my colleagues for problem solving and decision making	227	1	5	4.04	1.193
Overall contextual performance dimension					3.79	0.829

Source: Researcher's survey data output (2024)

On the table 4.5, the overall employee performance data summary is provided, All variables have a minimum value of 1 and a maximum value of 5, indicating that responses ranged from strong disagreement to strong agreement across all statements. The overall task performance mean is 3.71 with the lowest standard deviation of 0.915, indicating a generally consistent agreement on overall task performance. For the questions "I maintain high standard of work": The mean is 3.65 with a standard deviation of 1.084, indicating a moderate agreement with this statement, I

am capable of handling my assignments without much supervision: This has a mean of 3.62 and a higher standard deviation of 1.247, suggesting more variability in responses, I am very passionate about my work: The mean is slightly lower at 3.59 with a standard deviation of 1.281, indicating mixed feelings about passion for work, I know I can handle multiple assignments for achieving organizational goals: This statement has the highest mean of 3.77 and a standard deviation of 1.201, suggesting stronger agreement among respondents, I complete my assignments on time: This statement has the highest mean of 3.95 and a lower standard deviation of 1.114, indicating a strong and consistent agreement and My colleagues believe that I am a high performer in my organization: This has a mean of 3.66 and a standard deviation of 1.166, suggesting moderate agreement with some variability.

Overall, the mean for "ADAPTIVE PERFORMANCE" is 3.63 with a standard deviation of 0.764, indicating a generally positive but slightly varied perception of adaptive performance capabilities. The statements reflect abilities and behaviors related to teamwork, managing change, and emotional responses in a work environment. Respondents show strong agreement with the statement "I always believe that mutual understanding can lead to a viable solution in organization" with the highest mean of 4.04 and a standard deviation of 1.104. The mean scores for handling teamwork in the face of change (3.86), managing job-related change effectively (3.88), and performing well in mobilizing collective intelligence for teamwork (3.73) are all relatively high, indicating overall confidence in these adaptive capabilities. The statement "I lose my temper when I get criticized by my team members" has the lowest mean of 3.00, reflecting a neutral stance with the highest variability (standard deviation of 1.214). Comfort with job flexibility (mean of 3.33) and coping well with organizational changes (mean of 3.59) show moderate agreement with some variability.

The contextual performance statement measures behaviors, The overall mean for "Contextual performance" is 3.79, with standard deviations ranging from 0.829 to 1.266, indicating some variability in responses but overall positive attitudes towards contextual performance behaviors. The highest mean score is for effective communication with colleagues for problem solving and decision making (4.04), indicating strong agreement and suggesting it is a well-practiced behavior. Other high mean scores include sharing knowledge and ideas (3.96), maintaining good coordination (3.92), and praising co-workers (3.86), highlighting a generally positive outlook

towards collaborative and supportive behaviors. The lowest mean score is for handling extra responsibilities (3.49), suggesting a more neutral stance.

Table 4.6 Descriptive statistics of variables summary

Variables	N	Mean	Standard Deviation
JOB SATISFACTION	227	3.1393	.49229
EMPLOYEE ENGAGEMENT	227	3.3612	.89753
EMPLOYEE PERFORMANCE	227	3.7196	.76542

Source: Researcher's survey data output (2024)

4.5 INFERENCE ANALYSIS OF THE VARIABLES

4.5.1. Correlation analysis result and discussion

Correlation analysis is a statistical method used to examine and quantify the extent to which two variables are related. By evaluating the correlation coefficient, we can determine how much one variable changes in relation to the other and understand the linear relationship between the two variables.

In this study, Pearson's correlation analysis was employed to determine the relationship between the study variables: job satisfaction, employee engagement, and employee performance. The correlation coefficient (r) indicates the strength and direction of the relationship between the variables. According to Dancey and Reidy (2007), as cited in Akoglu (2018), an r value between 0.7 and 0.9 signifies a strong relationship, a value between 0.4 and 0.6 indicates a moderate relationship, and a value between 0.1 and 0.3 reflects a weak relationship.

Correlation refers to the degree of association between two or more variables (Koutsoyiannis, 1977). The linear correlation coefficient (r) measures the extent of co-variability between the variables, indicating both the strength and direction of the linear relationship between the dependent and independent variables. The values of the correlation coefficient range from -1 to +1: A positive correlation exists when r is positive, indicating a direct relationship between the variables. A value of $r = +1$ indicates a perfect positive correlation. A negative value of r signifies a negative correlation between the variables. A value of $r = -1$ represents a perfect negative correlation.

Table 4.7 Correlation of variables

		PAY	PROM OTION	SUPERVISI ON	FRINGE BENE FIT	CONTI NGEN T REWA RD	OPER ATING PROC EDUR E	COW ORK ERS	NAT URE OF WOR K	COM MUN ICAT ION	EMPLOY EE ENGAGE MENT	EMPLO YEE PERFO RMANC E
PAY	Pearson											
	Correlation	1	.544**	.406**	.237**	.190**	.221**	.153*	0.126	.166*	.215**	.192**
	Sig. (2-tailed)		.000	.000	.000	.004	.001	.021	.058	.012	.001	.004
	N		227	227	227	227	227	227	227	227	227	227
PROM OTION	Pearson											
	Correlation		1	.421**	.388**	.235**	.312**	.303*	.202*	.227*	.286**	.238**
	Sig. (2-tailed)			.000	.000	.000	.000	.000	.002	.001	.000	.000
	N			227	227	227	227	227	227	227	227	227
SUPER VISIO N	Pearson											
	Correlation			1	.443**	.378**	.378**	.315*	.169*	.207*	0.087	.270**
	Sig. (2-tailed)				.000	.000	.000	.000	.011	.002	.192	.000
	N				227	227	227	227	227	227	227	227
FRINGE BENE FIT	Pearson											
	Correlation				1	.505**	.403**	.397*	.293*	.196*	-0.017	.192**
	Sig. (2-tailed)					.000	.000	.000	.000	.003	.802	.004
	N					227	227	227	227	227	227	227
CONTI NGEN T REWA RD	Pearson											
	Correlation					1	.530**	.278*	.196*	.254*	0.018	.243**
	Sig. (2-tailed)						.000	.000	.003	.000	.791	.000
	N						227	227	227	227	227	227
OPER	Pearson						1	.500*	.297*	.350*	0.066	.268**

ATING PROC EDUR E	Correlation							*	*	*		
	Sig. (2-tailed)							.000	.000	.000	.321	.000
	N							227	227	227	227	227
COWO RKER S	Pearson Correlation							1	.374*	.379*	.196**	.353**
	Sig. (2-tailed)								.000	.000	.003	.000
	N								227	227	227	227
NATU RE OF WORK	Pearson Correlation								1	.358*	.589**	.520**
	Sig. (2-tailed)									.000	.000	.000
	N									227	227	227
COMM UNICA TION	Pearson Correlation									1	.226**	.257**
	Sig. (2-tailed)										.001	.000
	N										227	227
EMPL OYEE ENGA GEME NT	Pearson Correlation										1	.631**
	Sig. (2-tailed)											.000
	N											227
EMPL OYEE PERFO RMAN CE	Pearson Correlation											1
	Sig. (2-tailed)											
	N											227

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

* Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's survey data output (2024)

Based on the information presented in Table 4.7, The Pearson correlation coefficients among various job satisfaction dimensions, employee engagement, and employee performance. PAY, PROMOTION, COWORKERS, NATURE OF WORK and COMMUNICATION are positively and significantly correlated with employee engagement. In addition all job satisfaction parameters are have significant and positive correlations with employee performance. Four job satisfaction parameters, SUPERVISION, FRINGE BENEFIT, OPERATING PROCEDURE and CONTINGENT REWARD all four correlations with employee engagement are insignificant as their p-values are greater than 0.05. Additionally, the correlation between Fringe Benefit and Employee Engagement is negative.

These correlations suggest that job satisfaction dimensions; pay, promotion, supervision, and benefits are interconnected and collectively contribute to employee engagement and performance. The strongest predictor of EMPLOYEE PERFORMANCE is EMPLOYEE ENGAGEMENT, highlighting the critical role of engagement in achieving high performance. These correlations result also reveals that the improvements in supervision and contingent reward are likely to positively impact, creating a positive ripple effect on overall employee performance and engagement.

Table 4.8 Pearson Correlation matrix of variables summary

		JOB SATISFACTION	EMPLOYEE ENGAGEMENT	EMPLOYEE PERFORMANCE
JOB SATISFACTION	Pearson Correlation	1	.297**	.449**
	Sig. (2-tailed)		.000	.000
	N	227	227	227
EMPLOYEE ENGAGEMENT	Pearson Correlation		1	.631**
	Sig. (2-tailed)			.000
	N		227	227
EMPLOYEE PERFORMANCE	Pearson			1

E PERFORM ANCE	Correlation			
	Sig. (2-tailed)			
	N			227
** Correlation is significant at the 0.01 level (2-tailed).				

Source: Researcher’s survey data output (2024)

In conclusion, the data on the Table-4.8 indicate that job satisfaction shows a moderate positive correlation with employee engagement (0.297), indicating that as job satisfaction increases, employee engagement also tends to rise. This relationship is statistically significant with a p-value less than 0.05. Additionally, job satisfaction has a stronger positive correlation with employee performance (0.449), suggesting that higher job satisfaction is associated with better employee performance, also with a significance level less than 0.05. Furthermore, the correlation between employee engagement and employee performance is the strongest (0.631), highlighting a robust positive relationship where increased employee engagement significantly boosts employee performance, with a significance level less than 0.05.

4.6 Test of linear regression assumptions

The main goal of this study is to explore how job satisfaction impacts employees' performance and the mediating role of employee engagement in this relationship. To achieve this, regression analysis was performed after ensuring that the preliminary assumptions—linearity, normality, multi-collinearity, homoscedasticity, and autocorrelation—were properly checked and tested.

4.6.1. NORMALITY TEST

One of the regression assumptions is normality. According to Peng (2004), graphical methods, especially histograms with curves, are effective in displaying data distribution characteristics and can be useful for checking normality. The normality test examines whether the error term follows a normal distribution. In this study, a histogram with a curve was used for the normality test. As shown in Figure 4.1, the histogram is bell-shaped, indicating that the residuals (errors) are normally distributed. Thus, we can conclude that the data are relatively normally distributed, and the normality assumption was not violated in this study.

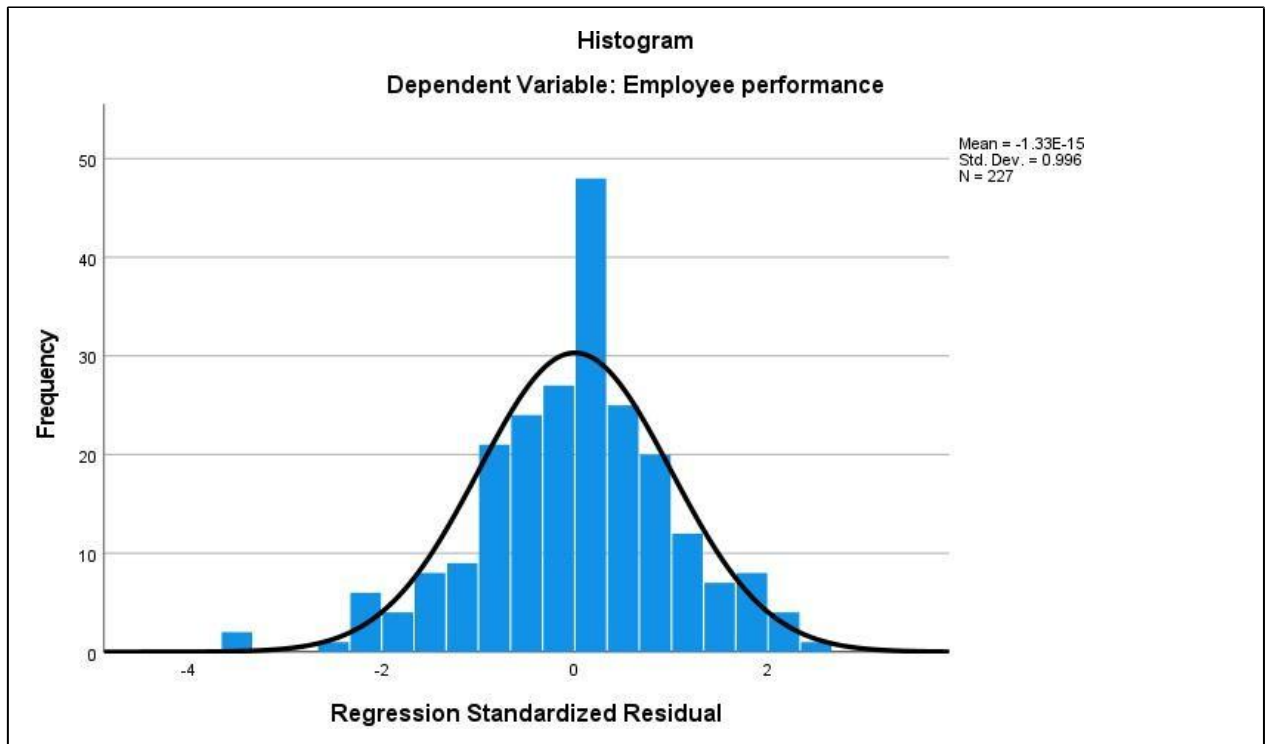


Figure 4.1 Histogram normality test

Source: Researcher's survey data output (2024)

4.6.2. LINEARITY TEST

According to Peter (2017), linearity implies that the mean values of the dependent variable for each increment of the independent variables align along a straight line, indicating a linear relationship. To assess the linear relationship between the dependent and independent variables, a P-P plot (Probability-Probability plot) was used. The P-P plot in Figure 4.2 shows that the dots are closely clustered around the line. Therefore, the linearity assumption was not violated in this study.

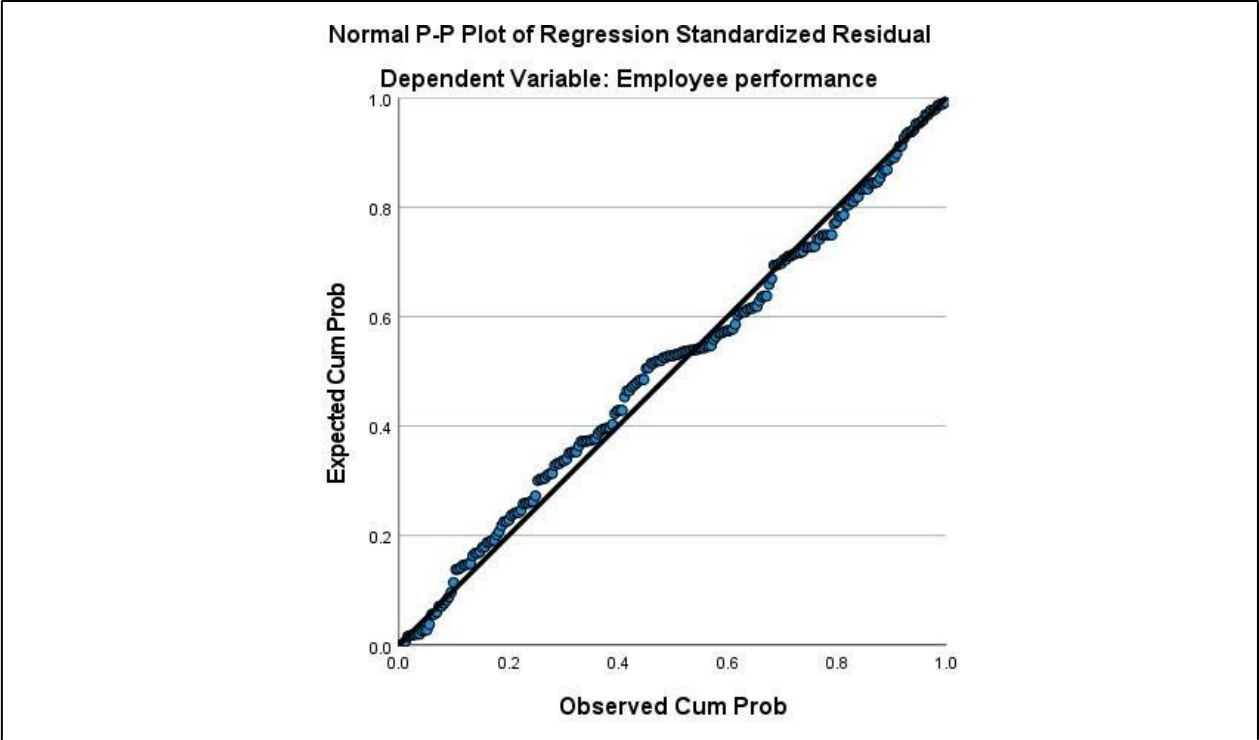


Figure 4.2 P-P plot Linearity tests

Source: Researcher’s survey data output (2024)

4.6.3. HOMOSCEDASTICITY TEST

The homoscedasticity assumption states that the variance of error terms is consistent across the values of the independent variables (Lani, 2018). A plot of standardized residuals versus predicted values can indicate whether points are equally distributed across all values of the independent variables. To test this assumption, linear residual scatter-plots were used, as recommended by Coakes & Steed (2003). If there is no discernible pattern between the residuals and the predicted values, the homoscedasticity assumption is satisfied. Figure 4.3 demonstrates no evident nonlinear pattern in the residuals. Therefore, we can conclude that the homoscedasticity assumption was not violated.

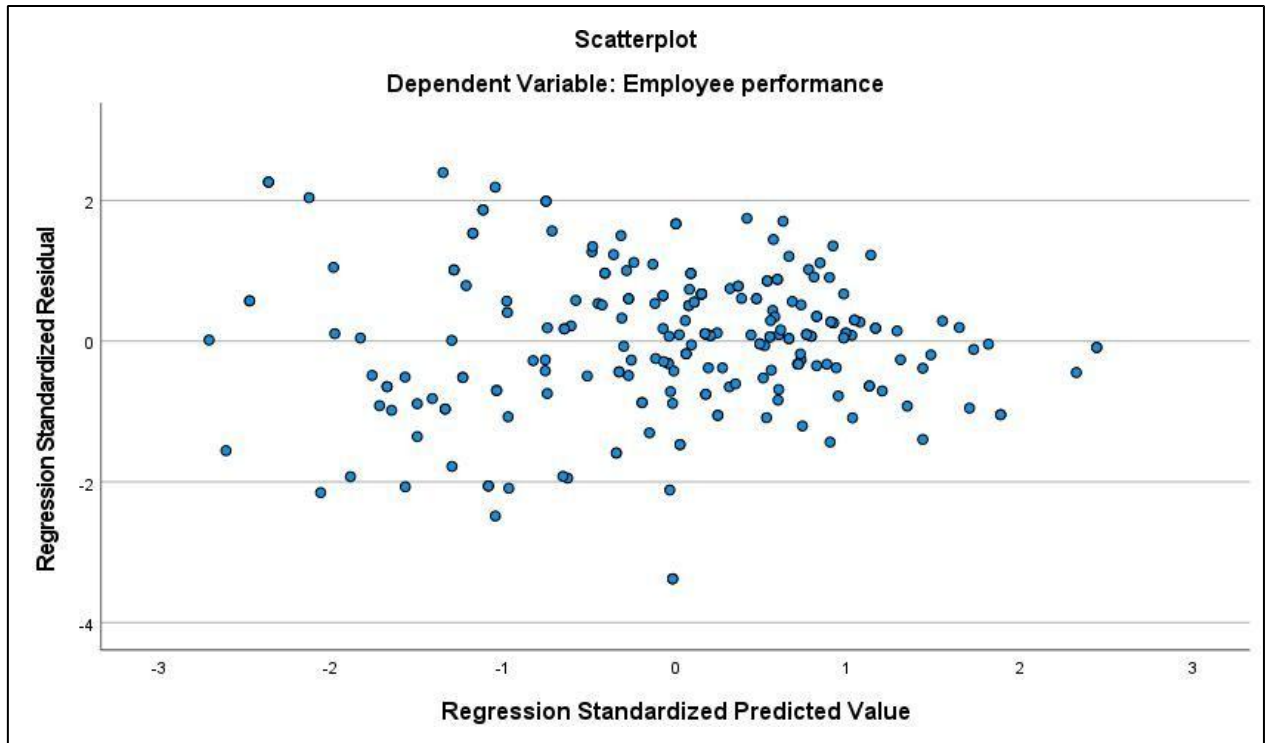


Figure 4.3 Scatter plot for homoscedasticity tests

Source: Researcher’s survey data output (2024)

4.6.4. AUTOCORRELATION TEST

One of the analytical assumptions of linear regression is that the given dataset should not be autocorrelated. This phenomenon occurs when residuals or error terms are not independent of each other. In this study the autocorrelation was checked using the Durbin-Watson test. Saumya (2020) stated that most of the residual autocorrelations should fall within the 95% confidence intervals around zero which are located at about ± 2 over the square root of N, where N is the dataset’s size. As it can be seen from the table 4.6 ,shown Durbin-Watson test result is close to 2 which implies that the observations of the error term are uncorrelated with each other and the assumption autocorrelation was not violated.

Table 4.9 Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.688 ^a	0.473	0.468	0.55819	1.992

a. Predictors: (Constant), Employee Engagement, Job Satisfaction
b. Dependent Variable: Employee Performance

Source: Researcher’s survey data output (2024)

4.6.5. MULTI-COLLINEARITY TEST

In multiple regression analysis, it is crucial to assess the presence of a strong correlation between the independent variables, known as multicollinearity (Burns, 2008). This study used tolerance and VIF (Variance Inflation Factor) statistics to evaluate multicollinearity. According to Andy (2006), a tolerance value below 0.1 typically signals a significant collinearity issue, while a VIF value above 10 is considered problematic. However, in this study, all the independent variables had tolerance values above 0.1 and VIF values below 10, indicating that multicollinearity was not a concern.

Table 4.10 Multi-collinearity Test

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.755	0.25		3.019	0.003		
	Job satisfaction	0.446	0.079	0.287	5.648	<.001	0.912	1.097
	Employee engagement	0.465	0.043	0.546	10.738	<.001	0.912	1.097
a. Dependent Variable: Employee performance								

Source: Researcher’s survey data output (2024)

4.7 REGRESSION ANALYSIS

Each hypothesis was empirically tested and discussed in this section. Regression analyses were conducted to investigate the relationship between the independent and dependent variables, and

the Baron and Kenny (1986) model served as the guiding framework for testing mediation. Additionally, the mediation analysis was performed using the PROCESS macro version 4.3. The coefficients of determination (R square values), regression coefficients (Beta coefficients), and p-values for each significant relationship are presented and examined below.

4.7.1 Regression analysis result for dimensions of job satisfaction

As presented in Table 4.11 below, The R value (0.711), the correlation coefficient measures the strength and direction of the linear relationship between the predictors and the dependent variable (employee performance) indicating a moderate positive correlation.

The R Square, shows the proportion of variance in the dependent variable explained by the independent variables. In the below table 4.11, it's value 0.506, suggesting that approximately 50.6% of the variability in employee performance can be explained by the predictors. And the adjusted R Square vale is 0.483. The F-value is 22.13, indicating that the regression model is statistically significant ($p < 0.05$).

In conclusion, Employee engagement has the highest standardized coefficient (Beta = 0.556) and is statistically significant ($p < 0.001$), indicating the strongest positive impact on employee performance. Supervision, coworkers, and contingent reward also show statistically significant positive impacts on employee performance. Pay, promotion, fringe benefit, operating procedure, nature of work, and communication do not appear to have statistically significant impacts on employee performance based on their p-values (all $p > 0.05$).

Table 4.11 Regression analysis result for dimensions of job satisfaction

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.711 ^a	0.506	0.483	0.55025	0.506	22.13	0.000
a Predictors: (Constant), Employee engagement, FRINGE BENEFIT, COMMUNICATION, PAY, OPERATING PROCEDURE, SUPERVISION, COWORKERS, CONTINGENT REWARD, PROMOTION, NATURE OF WORK							

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.005	10	6.7	22.13	.000b
	Residual	65.4	216	0.303		
	Total	132.405	226			
a Dependent Variable: Employee performance						
b Predictors: (Constant), Employee engagement, FRINGE BENEFIT, COMMUNICATION, PAY, OPERATING PROCEDURE, SUPERVISION, COWORKERS, CONTINGENT REWARD, PROMOTION, NATURE OF WORK						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.613	0.256		2.393	0.018
	Pay	-0.005	0.058	-0.005	-0.091	0.928
	Promotion	-0.073	0.059	-0.08	-1.247	0.214
	Supervision	0.141	0.063	0.131	2.218	0.028
	Fringe benefit	0.018	0.060	0.019	0.291	0.771
	Contingent reward	0.115	0.062	0.115	1.857	0.065
	Operating procedure	0.044	0.060	0.048	0.738	0.461
	Coworkers	0.133	0.061	0.131	2.160	0.032
	Nature of work	0.097	0.065	0.101	1.484	0.139
	Communication	-0.012	0.054	-0.013	-0.229	0.819
	Employee engagement	0.474	0.056	0.556	8.484	0.000

a Dependent Variable: Employee performance

Source: Researcher's survey data output (2024)

4.7.2 Regression Model Specification

According to Baron and Kenny (1986) mediation testing framework, the following models were specified.

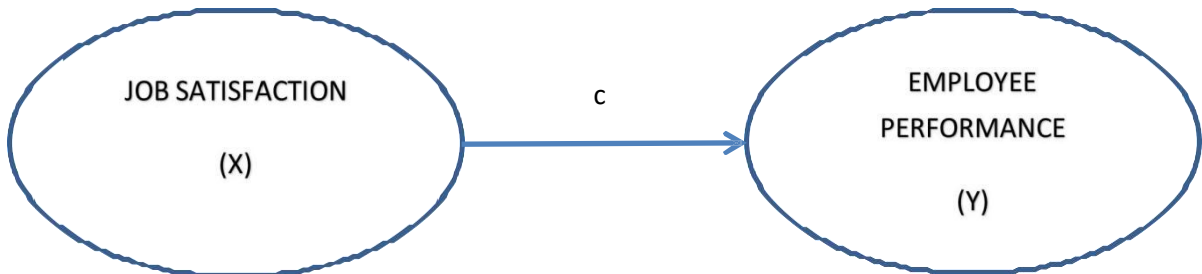


Figure 4.4 Simple cause effect relationship

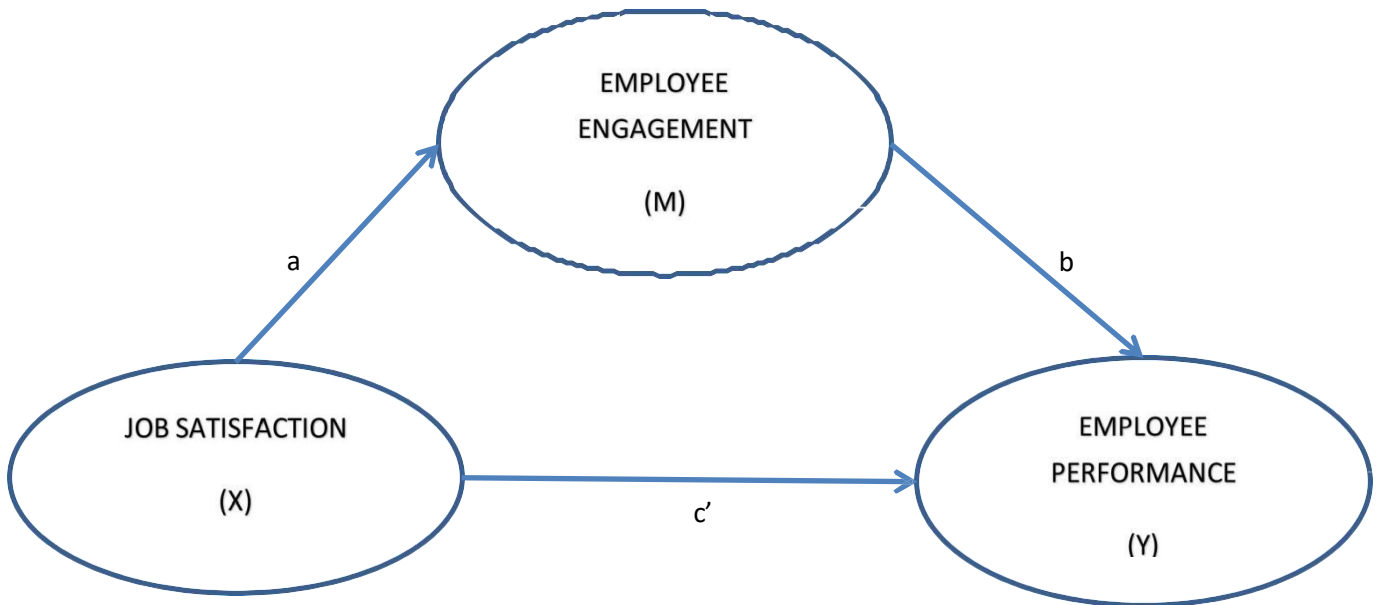


Figure 4.5 General Mediation Model

Model 1

H1: Job satisfaction has positive and significant effect on Employee Performance.

$$y = \alpha_1 + ax + \varepsilon_y \dots \dots \dots \text{which is path c}$$

Where:

y = Employee performance, x = Job satisfaction, α_1 = intercept of Employee performance, a = coefficient, ε_y = the random error.

Model 2

H3: Job satisfaction has positive and significant effect on Employee Engagement.

$$m = \alpha_2 + bx + \varepsilon_m \dots \dots \dots \text{Which is path a}$$

Where:

m= Employee Engagement, x = Job satisfaction, α_2 = intercept of Employee Engagement, b = coefficient, ε_m = the random error.

Model 3

H2: Employee Engagement has positive and significant effect on Employee Performance

$$y = \alpha_3 + cm + \varepsilon_y \dots \dots \dots \text{which is path b}$$

Where:

y = Employee performance, m = Employee Engagement, α_3 = intercept of Employee performance, c = coefficient, ε_y = the random error

Model 4

H4: Employee Engagement mediates the relationship between Job satisfaction and Employee Performance.

$$y = \alpha_4 + dx + em + \varepsilon_y \dots \dots \dots \text{which is path c'}$$

Where:

y = Employee performance, x = Job satisfaction, m = Employee Engagement, α_4 = intercept of Employee performance, d & e = coefficients, ε_y = random error.

Note that:

- ❖ Partial Mediation: If Job satisfaction (IV) has both direct and indirect effect on Employee performance (DV)
- ❖ Full Mediation: If Job satisfaction (IV) has only indirect effect on Employee performance (DV)
- ❖ The effect of the independent variable on the dependent variable (path c') must less than in the first equation ($c > c'$, partial mediation) or be insignificant (full mediation)

4.7.3 Regression Model Specification

To confirm the statistical adequacy of the model, the goodness of fit can be assessed using the square of the correlation coefficient, known as R^2 . R^2 quantifies the goodness of fit by indicating the proportion of variance in the dependent variable that is explained by the independent variables included in the model. It also helps determine the predictive power of the independent variables for the dependent variable.

The analysis result for **Model 1(path c)** which is **H1** states that Job satisfaction has positive and significant effect on Employee Performance is be presented below.

Table 4.12 Results of simple linear regression analysis between Job satisfaction and employee performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.449 ^a	0.202	0.198	0.68546	0.202	56.796	0.000
a Predictors: (Constant), Job satisfaction							
ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	26.686	1	26.686	56.796	.000b	
	Residual	105.719	225	0.47			
	Total	132.405	226				
a Dependent Variable: Employee performance							
b Predictors: (Constant), Job satisfaction							
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	1.528	0.294		5.193	0.000	
	Job satisfaction	0.698	0.093	0.449	7.536	0.000	
a Dependent Variable: Employee performance							

Source: Researcher's survey data output (2024)

As shown in the table 4.12, the R-square value for the regression Model 1 was 0.202. This indicates that Job satisfaction in this study explains about 20.2% of the variation in the level of employee performance.

The ANOVA and coefficients results, as shown in Tables 4.12, demonstrate a strong positive significant effect of the independent variable on the dependent variable in Model 1 ($\beta=0.449$, $p=0.000$, $p < 0.05$). This suggests that the sample data provides adequate evidence to conclude that the regression model is well-fitted and that the independent variable (Job satisfaction) significantly influences the level of employee performance. Therefore, hypothesis one, "Job satisfaction has a positive and significant effect on Employee Performance," is confirmed. Additionally, this positive predictive outcome aligns with the findings of Dhoopar et al. (2021).

Model 2-path a

H3: Job satisfaction has positive and significant effect on Employee Engagement.

Table 4.13 Results of simple linear regression analysis between Job satisfaction and employee engagement

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.297 ^a	0.088	0.084	0.85893	0.088	21.768	0.000
a Predictors: (Constant), Job satisfaction							
ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	16.06	1	16.06	1	.000b	
	Residual	165.998	225	0.738	225		
	Total	182.058	226		226		
a Dependent Variable: Employee engagement							
b Predictors: (Constant), Job satisfaction							
Coefficients ^a							
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.		

		B	Std. Error	Beta		
1	(Constant)	1.661	0.369		4.505	0.000
	Job satisfaction	0.541	0.116	0.297	4.666	0.000
a Dependent Variable: Employee engagement						

Source: Researcher’s survey data output (2024)

As shown in Table 4.13, the independent variable (Job satisfaction) explains 8.8% of the variance in employees' engagement (R square = 0.088). Additionally, the ANOVA indicates a p-value of 0.000, which is less than the 0.05 significance level. This implies that the sample data provides sufficient evidence to conclude that the regression model is well-fitted and that Job satisfaction significantly predicts employee engagement.

Moreover, the predictor variable (job satisfaction) has a statistically significant effect on the mediating variable (employee engagement). The beta value for the predictor variable is $\beta = 0.297$, indicating a positive and statistically significant effect of job satisfaction on employee engagement. A unit change in job satisfaction results in a 0.541 increase in employee engagement, and the regression equation based on the coefficients from Table 4.13 can be written as:

$$EE = 1.661 + 0.541JS$$

Therefore, the proposed hypothesis four (H3), "Job satisfaction has a positive and significant effect on Employee Engagement," is confirmed. Furthermore, the results from the regression analysis align with the findings of Unguren & Kacmaz (2022) and Amir & Mangundjaya (2021).

Model 3-path b

H2: Employee Engagement has positive and significant effect on Employee Performance

Table 4.14 Results of simple linear regression analysis between employee engagement and employee performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.631 ^a	0.398	0.395	0.59529	0.398	148.638	0.000
a Predictors: (Constant), Employee engagement							
ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	52.672	1	52.672	148.638	.000b	
	Residual	79.732	225	0.354			
	Total	132.405	226				
a Dependent Variable: Employee performance							
b Predictors: (Constant), Employee engagement							
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	1.912	0.153		12.456	0.000	
	Employee engagement	0.538	0.044	0.631	12.192	0.000	
a Dependent Variable: Employee performance							

Source: Researcher’s survey data output (2024)

As shown in Table 4.14, the mediating variable (employee engagement) accounts for 39.8% of the variance in employee performance (the dependent variable). The ANOVA indicates the significant effect of the mediating variable on employee performance, while the beta coefficients shows the extent to which the dependent variable changes when the mediating variable increases by one unit. The results for Model 3 demonstrate a significant effect of employee engagement on employee performance ($\beta = 0.631$, $p = 0.000$, $p < 0.05$, $R^2 = 0.398$). Therefore, hypothesis two (H2), which states that "Employee Engagement has a positive and significant effect on Employee Performance," is confirmed. Additionally, the findings of this study are consistent with those of Bedarkar & Pandita (2014) and Hiwot (2019).

4.8 TESTS FOR MEDIATION

4.8.1 Multiple regression analysis

To determine the direct effect of b and c' path multiple regression analysis is done. The table below shows the Model Summary, where the R-value of 0.473 (47.3%) indicates a strong relationship between the predictor and outcome variables. Additionally, the adjusted R-squared value of 0.468 implies that 46.8% of the variation in employee performance can be explained by both job satisfaction and employee engagement. This indicates a strong correlation between the dependent variable (employee performance) and the predictor variables (job satisfaction and employee engagement).

Furthermore, the multiple regression analysis of the model demonstrates a significant association between the mediator variable (employee engagement) and the dependent variable (employee performance) while controlling for the independent variable (job satisfaction).

Table 4.15 Results of multiple linear regression analysis between job satisfaction, employee engagement and employee performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.688 ^a	0.473	0.468	0.55819	0.473	100.474	0.000
a Predictors: (Constant), Employee engagement, Job satisfaction							

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.611	2	31.306	100.474	.000b
	Residual	69.794	224	0.312		
	Total	132.405	226			
a Dependent Variable: Employee performance						
b Predictors: (Constant), Employee engagement, Job satisfaction						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.755	0.25		3.019	0.003
	Job satisfaction	0.446	0.079	0.287	5.648	0.000
	Employee engagement	0.465	0.043	0.546	10.738	0.000
a Dependent Variable: Employee performance						

Source: Researcher's survey data output (2024)

After meeting the three assumptions detailed in Baron and Kenney's (1986) framework, the next step is to evaluate whether mediation is present. According to the fourth assumption in step 4, mediation occurs if the association between the independent and dependent variables weakens when the mediator variable is included.

Based on the description of the three models above, it is evident that the direct effect ($c' = 0.446$ in Model 3) is not only different from zero but also smaller than the total effect ($c = 0.698$ in Model 1). Baron and Kenney (1986) suggest using standardized coefficients for interpreting mediation analyses. The coefficient for path a (0.541) represents the relationship between the predictor and mediator variables, while path b (0.465) indicates the relationship between the mediator and outcome variables. Path c' (0.466) shows the relationship between the independent

variable and the outcome variable after accounting for the mediator, and its effect is reduced. These findings imply that Employee engagement partially mediates the relationship between Job satisfaction and Employee Performance. Partial mediation is indicated when the predictor variable's effect on the outcome variable is lessened after considering the mediator (Baron 1986).

While Baron and Kenney's (1986) guidelines for mediation analysis are widely used by researchers, it is important to recognize potential limitations of this method. The first concern is the inability to test the significance of the indirect pathway, which represents the relationship between X and Y through the combined effects of the a and b pathways. The second issue is the risk of Type II errors, as the Baron and Kenny method may fail to detect true mediation effects (MacKinnon, 2007). Consequently, further research is strongly recommended. In such cases, it is preferable to examine the indirect effect and determine its significance. The regression coefficients for the indirect effect indicate the change in the dependent variable for each unit change in the independent variable that is mediated by the mediator variable. To assess the indirect effect, a process developed by Dr. Hayes was used to explore the mediating role of employee engagement.

4.8.2 Indirect effect

To investigate the mediating role of employee engagement, Dr. Hayes's approach is utilized. Following my theoretical framework, I selected Model 4 in SPSS version 27 and set the number of bootstrap samples to 5000 with a 95% confidence interval. The variables of interest were "Effect Size" and "Total Effect Model." The analysis provided evidence of mediation. The combined effect of the independent variable (Job satisfaction) and the mediator (Employee engagement) on the dependent variable (employee performance) was found to be 0.6980, with a standard error of 0.0926, indicating that employee engagement positively influences employee performance.

The lower limit of the confidence interval (LLCI) was calculated as 0.5155 and the upper limit (ULCI) as 0.8808. These values show that the bootstrapping results lie within non-zero bounds, confirming the mediating role of the variable between the independent and dependent variables.

The direct effect of job satisfaction on employee performance was 0.4461, with a standard error of 0.0790. The LLCI and ULCI for this direct effect were calculated as 0.2905 and 0.6018,

respectively. The indirect effect, which involves the mediator (employee engagement) between the independent variable (job satisfaction) and the dependent variable (employee performance), had an effect size of 0.2519 and a standard error of 0.0591. The LLCI and ULCI for this indirect effect were 0.1354 and 0.3651, respectively. To evaluate the significance of the indirect effect in the population, we checked the bootstrap confidence interval to ensure it did not include zero.

Our findings showed that the population value was non-zero, confirming the presence of mediation. This is a crucial aspect of the study, with the indirect effect playing a significant role in establishing mediation. These results highlight the importance of the mediation path, demonstrating that employee engagement mediates the relationship between job satisfaction and employee performance. The non-zero values of the LLCI and ULCI within the bootstrapping limits indicate that the mediating variable is essential in linking the independent and dependent variables.

Table 4.16 PROCESS macro mediating effect Results

Effect	Effect size	SE	LLCI	ULCI
Total effect	0.6980	0.0926	0.5155	0.8808
Direct effect	0.4461	0.0790	0.2905	0.6018
Indirect effect	0.2519	0.0591	0.1354	0.3651

Sources: process MACRO procedure for SPSS version 4.3

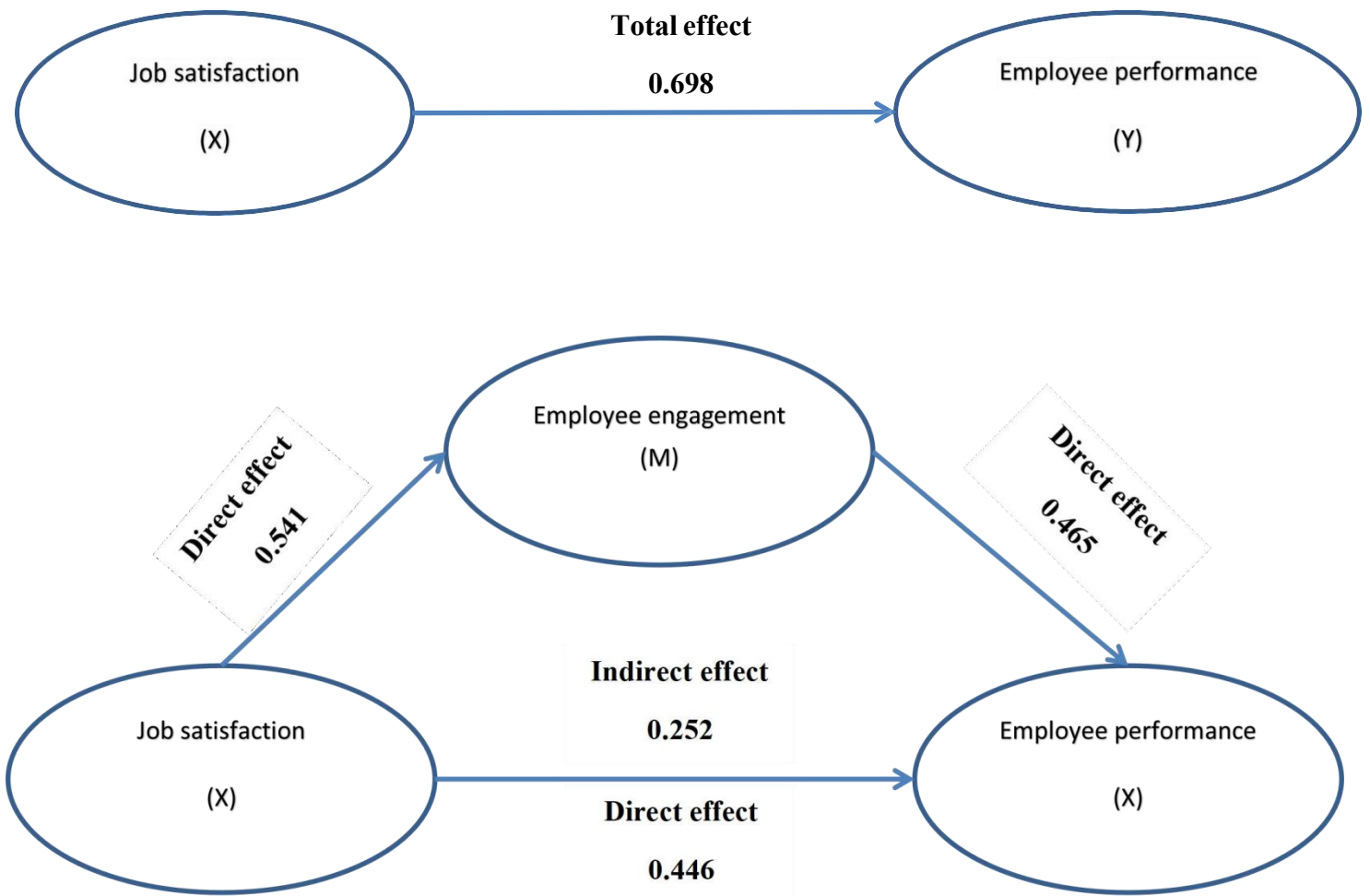


Figure 4.6 Mediating effect

Model 4

H4: Employee Engagement mediates the relationship between Job satisfaction and Employee Performance.

The results obtained from the PROCESS macro version 4.3, shown in Table 4.16, indicate that the total effect encompasses both the direct and indirect influences of the variable. The direct effect of the independent variable, job satisfaction, on the dependent variable, employee performance, is 0.4461. The indirect effect, which reflects the influence of the independent variable on the dependent variable through the mediator, employee engagement, is 0.2519. Adding these values gives a total effect of 0.6980.

The direct effect examines the relationship between the independent variable, job satisfaction, and the dependent variable, employee performance. However, this aspect may not be highly significant for this study. Conversely, the indirect effect aims to determine the influence of the independent variable on the dependent variable through the mediator variable. According to the results from the PROCESS macro version 4.3, the bootstrap analysis of the indirect effect shows that the lower and upper limits of the coefficient interval, represented as Boot LLCI (0.1354) and Boot ULCI (0.3651), are both non-zero. This indicates a significant positive effect of job satisfaction on employee performance through the mediation of employee engagement.

The findings support hypothesis H4, indicating that employee engagement significantly mediates the relationship between job satisfaction and employee performance. Consequently, the null hypothesis is rejected, and the results are considered valid.

Table 4.17 Summary of tested hypothesis

	Developed hypothesis	Sig.	Test result	Reason
H1	Job satisfaction has positive and significant effect on Employee Performance.	.000	Accepted	P<0.05
H2	Employee Engagement has positive and significant effect on Employee Performance	.000	Accepted	P<0.05
H3	Job satisfaction has positive and significant effect on Employee Engagement.	.000	Accepted	P<0.05
H4	Employee Engagement mediates the relationship between Job satisfaction and Employee Performance	.000	Accepted	Boot LLCI, 0.1354 and Boot ULCI, 0.3651 it is ≠ 0

4.9 FINDING AND DISCUSSION

The findings from the Descriptive Statistics in this study, overall mean and Standard deviation of job satisfaction are: 3.14 and 0.492 respectively. Fringe benefits and communication scored notably low, with mean values of 2.99 (SD = 0.830) and 2.82 (SD = 0.772), respectively. Other dimensions pay, promotion, and supervision have moderate mean scores ranging from 3.05 to 3.22, indicating areas for potential improvement.

Overall, respondents exhibit moderate levels of engagement with Vigor mean score: 3.28 (SD = 0.984), Dedication mean score: 3.41 (SD = 1.106), Absorption mean score: 3.40 (SD = 0.963). While moderate levels of enthusiasm and pride are observed, there's room for enhancement in specific dimensions to bolster overall engagement.

Task performance demonstrates consistent agreement (mean = 3.71, SD = 0.915), with slight variability in statements related to passion for work and handling assignments without supervision. Adaptability and contextual performance exhibit positive but slightly varied perceptions, with strengths in managing change effectively and effective communication. Notably, effective communication receives the highest mean score of 4.04, highlighting its importance, while handling extra responsibilities shows a more neutral stance (mean = 3.49).

These descriptive statistics findings underscore the need for targeted interventions to address specific areas, such as communication and recognition, to enhance overall satisfaction, engagement, and performance among employees.

In the regression analysis examining the relationship between job satisfaction and employee performance, it was discovered that 44.9% of the variation observed in employee performance could be explained by job satisfaction. In addition, the relationship between job satisfaction and employee engagement, it was discovered that 29.7% of the variation observed in employee engagement could be explained by job satisfaction. Moreover, in the regression analysis exploring the connection between employee engagement and employee performance, it was found that 63.1% of the variation in employee engagement could be predicted by employee performance.

- In analysis of each dimensions of job satisfaction, Employee engagement has the highest standardized coefficient (Beta = 0.556) and is statistically significant ($p < 0.001$), indicating

the strongest positive impact on employee performance. Supervision, coworkers, and contingent reward also show statistically significant positive impacts on employee performance. Pay, promotion, fringe benefit, operating procedure, nature of work, and communication do not appear to have statistically significant impacts on employee performance based on their p-values (all $p > 0.05$).

- The regression analysis in the study reveals that the variable job satisfaction has a positive and statistically significant relationship with employee performance, supported by a beta coefficient of 0.449 and a p-value below 0.05. This confirms hypothesis H1, which suggests a positive and significant relationship between job satisfaction and employee performance. These findings are in line with previous studies by (Weiss and Cropanzano, 1996, Judge, Thoresen, Bono, & Patton, 2001, Hülshager, Alberts, Feinholdt, & Lang, 2013). These studies found that elucidate the direct positive association between job satisfaction and performance. Contented employees tend to display higher levels of job-related behaviors leading to improved performance outcomes.
- The regression analysis in the study reveals that the variable employee engagement has a positive and statistically significant relationship with employee performance, supported by a beta coefficient of 0.631 and a p-value below 0.05. This confirms hypothesis H2, which suggests a positive and significant relationship between employee engagement and employee performance. These findings are in line with previous studies by (Rich, Lepine, & Crawford, 2010, Aziez, 2022, Saxena and Srivastava, 2015). These studies found that underscored the positive effects of employee engagement, including enhanced well-being, loyalty, and retention, while simultaneously reducing attrition rates. In addition emphasized the significance of employee engagement in cultivating satisfied employees who actively contribute to organizational success.
- The regression analysis in the study reveals that the variable job satisfaction has a positive and statistically significant relationship with employee engagement, supported by a beta coefficient of 0.297 and a p-value below 0.05. This confirms hypothesis H3, which suggests a positive and significant relationship between job satisfaction and employee engagement. These findings are in line with previous studies by (Saxena and Srivastava, 2015, Judge, Thoresen, Bono, & Patton, 2001, Djoemadi, Setiawan, Noermijati, & Irawanto, 2019). These

studies emphasized the crucial role of job satisfaction in fostering employee engagement and bolstering organizational effectiveness. Organizations with high job satisfaction levels tend to witness increased employee engagement.

- The direct effect of the independent variable, job satisfaction, on the dependent variable, employee performance, is 0.4461. The indirect effect, which reflects the influence of the independent variable on the dependent variable through the mediator, employee engagement, is 0.2519. Adding these values gives a total effect of 0.6980. In addition, the results from the PROCESS macro version 4.3, the bootstrap analysis of the indirect effect shows that the lower and upper limits of the coefficient interval, represented as Boot LLCI (0.1354) and Boot ULCI (0.3651), are both non-zero. This indicates a significant positive effect of job satisfaction on employee performance through the mediation of employee engagement. The findings support hypothesis **H4**, indicating that employee engagement significantly mediates the relationship between job satisfaction and employee performance. These findings are in line with previous studies by (Arifin, Nirwanto and Manan 2019). These studies found that job satisfaction has a significant effect on employee performance, employee engagement significantly impacts employee performance, and employee engagement mediates the relationship between job satisfaction and job performance.

The developed research questions are answered through the analysis process, the questions Does job satisfaction play a role in influencing various dimensions of employee performance and to what extent, in electronics manufacturing industries Ethiopia?, How does the level of employee engagement influence the relationship between job satisfaction and employee performance in electronics manufacturing industries Ethiopia?, To what degree does employee engagement act as a mediator between job satisfaction and employee performance in electronics manufacturing industries Ethiopia? And Can higher levels of job satisfaction be attributed to improved employee performance, and to what extent is this relationship impacted by the level of employee engagement in electronics manufacturing industries Ethiopia? Get answered through the findings, Job satisfaction has a significant positive effect on employee performance. The R-square value of 0.202 indicates that job satisfaction explains 20.2% of the variance in employee performance. The standardized coefficient ($\beta = 0.449$, $p < 0.05$) confirms the positive impact, supporting the hypothesis that job satisfaction significantly influences employee performance. Multiple predictors including employee engagement, supervision, coworkers, and contingent rewards

show significant positive impacts on employee performance. However, job satisfaction specifically impacts employee performance positively and significantly. Employee engagement significantly affects employee performance, explaining 39.8% of its variance ($R^2 = 0.398$). The significant beta coefficient ($\beta = 0.631$, $p < 0.05$) indicates a strong positive effect, supporting the hypothesis that employee engagement positively influences employee performance. Employee engagement partially mediates the relationship between job satisfaction and employee performance. The analysis using Dr. Hayes's approach confirms that the indirect effect (0.2519) is significant, and the mediation path shows that employee engagement is an essential link between job satisfaction and employee performance. The total effect (0.6980) combines both direct and indirect effects, indicating a significant mediating role of employee engagement. and the overall impact of job satisfaction and employee engagement on employee performance, Higher job satisfaction leads to improved employee performance, with employee engagement enhancing this relationship. The mediation analysis shows that job satisfaction indirectly influences employee performance through employee engagement, and this mediating effect is statistically significant.

5. CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter includes a brief summary of the research, study conclusions that are in line with the findings, and recommendations that are based on the research's overall findings.

5.2 SUMMARY OF THE STUDY

The main objective of this study was to comprehensively analyze and understand the effect of job satisfaction on employee performance, considering the mediating role of employee engagement with in the context of electronics manufacturing industries Ethiopia. In addition, this study tries to address the research questions RQ1-Does job satisfaction play a role in influencing various dimensions of employee performance and to what extent, in electronics manufacturing industries Ethiopia? RQ2-How does the level of employee engagement influence the relationship between job satisfaction and employee performance in electronics manufacturing industries Ethiopia? RQ3-To what degree does employee engagement act as a mediator between job satisfaction and employee performance in electronics manufacturing industries Ethiopia? And RQ4-Can higher levels of job satisfaction be attributed to improved employee performance, and to what extent is this relationship impacted by the level of employee engagement in electronics manufacturing industries Ethiopia?

Based on the objectives, research questions and hypotheses of the study; questionnaire was adopted and organized from existing literature to measure the study variables. The sample size determined for this study was 269. in order to obtain the required sample size, 200 questionnaires were distributed in hard copy and an online questionnaire was prepared using Google form for those who are willing to provide their contact information. Out of 200 hard-copy questionnaires 174 were collected and, 15 were rejected due to incompleteness and inconsistency. Therefore, 159 usable questionnaires were obtained in hard copy. 68 usable questionnaires were obtained from online responses. In general, a total of 227 usable questionnaires which has 84.38% response rate were collected in hard copy and online platform (Google form). The statistical package for social science software (SPSS) version 27 and PROCESS macro version 4.3 were used for analysis purpose. The Cronbach's alpha coefficients for the job satisfaction, employee engagement, and employee performance questionnaires were determined to be 0.840, 0.893, and

0.941, respectively. These results indicate a satisfactory level of reliability for all the measures used in the study. Regression analyses and structural equation modeling were conducted to test the hypotheses after the preliminary tests such as, normality, linearity, homoscedasticity, autocorrelation and multi-collinearity tests had conducted.

The summary of regression analysis model, the correlation coefficient ($R = 0.711$) shows a moderate positive relationship between predictors and employee performance. $R^2 = 0.506$, meaning 50.6% of variability in employee performance is explained by the predictors. Adjusted $R^2 = 0.483$, $F\text{-value} = 22.13$ ($p < 0.05$), indicating the model's statistical significance. Employee engagement has the highest positive impact on performance ($\beta = 0.556$, $p < 0.001$). Supervision, coworkers, and contingent rewards also significantly impact performance, whereas pay, promotion, fringe benefits, operating procedures, nature of work, and communication do not.

Job satisfaction positively affects employee performance, explaining 20.2% of its variance ($R^2 = 0.202$, $\beta = 0.449$, $p < 0.05$). This supports the hypothesis that job satisfaction significantly influences employee performance. Job satisfaction positively impacts employee engagement, explaining 8.8% of its variance ($R^2 = 0.088$, $\beta = 0.297$, $p < 0.05$). The regression equation: $EE = 1.661 + 0.541JS$. This confirms the hypothesis that job satisfaction significantly predicts employee engagement.

Employee engagement significantly affects employee performance, explaining 39.8% of its variance ($R^2 = 0.398$, $\beta = 0.631$, $p < 0.05$). Supports the hypothesis that employee engagement positively influences employee performance.

Employee engagement partially mediates the relationship between job satisfaction and employee performance. Using Dr. Hayes's approach, the total effect of job satisfaction on performance is 0.6980, with a significant indirect effect of 0.2519. The bootstrapped confidence intervals (LLCI = 0.1354, ULCI = 0.3651) confirm the mediation.

In conclusion, Job satisfaction directly and indirectly (through employee engagement) improves employee performance. Employee engagement enhances the positive impact of job satisfaction on performance.

5.3 CONCLUSION

The following conclusions are drawn from the major findings of the study based on the analysis Conducted on chapter four

- **Relationship between Job satisfaction and employee performance:** the analysis results witnessed that job satisfaction has a positive and statistically significant effect on employee performance. From the nine dimensions of job satisfaction, Supervision, coworkers, and contingent reward show statistically significant positive impacts on employee performance. Pay, promotion, fringe benefit, operating procedure, nature of work, and communication do not appear to have statistically significant impacts on employee performance based on their p-values (all $p > 0.05$). Generally, the study finding shown that job satisfaction was one of the significant factors that contribute to the enhancement of employee performance.
- **Relationship between Job satisfaction and employee engagement:** the analysis results attested that the predictor variable (job satisfaction) has a statistically significant effect on the mediating variable (employee engagement). the finding indicating that higher levels of job satisfaction are associated with increased employee engagement. The result captured by the regression equation derived from the study, highlighting the importance of job satisfaction as a key driver of employee engagement and that these engaged employees are too vigorous, attached and immersed in their work and willing to do their best to make it succeed.
- **Relationship between employee engagement and employee performance:** in this regard the result of the study indicated that employee engagement has positive and significant effect on level of employee performance. When an organization create an environment for employees to be engaged, employees feel that they are responsible for what they have done, they can easily utilize their skills and expertise, they devote their time beyond expectation, and they have a feeling of sense of belongingness. Therefore, these all things enhanced the performance of employees. This means organizations should support employees to strengthen their engagement towards their job and organization and in return employee's performance increase.
- **Mediating effect of employee engagement:** The result of the study confirmed that employee engagement has a partial mediating role on the relationship between job

satisfaction and employee performance in electronics manufacturing setup. This implies that the job satisfaction fuels the performance of employees when the engagement level of employees is confirmed. The study results also indicated that the employees, who engaged in the workplace take initiatives, are adaptable, and demonstrate higher level of performance.

5.4 RECOMMENDATION

Based on the findings from the study "Effect of Job Satisfaction on Employee Performance: The Mediating Role of Employee Engagement in Electronics Manufacturing, Addis Ababa, Ethiopia," the following recommendations are made to enhance employee performance through targeted improvements in job satisfaction and employee engagement.

Enhance Employee Engagement Programs:

Given that employee engagement has the highest standardized coefficient (Beta = 0.556) and a significant impact on performance, it is crucial to develop and implement programs that boost engagement. Activities such as team-building exercises, recognition programs, and career development opportunities can increase engagement levels.

Focus on Supervision and Coworker Relationships:

Supervision and coworker relationships have shown statistically significant positive impacts on employee performance. Managers should receive training to improve their supervisory skills, and fostering a collaborative work environment should be prioritized. Regular feedback, mentoring, and peer-to-peer recognition can strengthen these relationships.

Improve Contingent Reward Systems:

Contingent rewards also significantly impact employee performance. Implementing a transparent and fair reward system that aligns with employee contributions can motivate employees. This can include performance bonuses, profit-sharing plans, and non-monetary rewards like additional leave or public recognition.

Reevaluate Compensation and Benefits:

On the individual job satisfaction dimensions analysis; Even though, pay, promotion, fringe benefits, operating procedures, nature of work, and communication did not show significant impacts on performance, they should not be neglected. Regularly reviewing and potentially enhancing compensation packages and benefits could still contribute to overall job satisfaction and retention.

Leverage Job Satisfaction to Improve Engagement:

Since job satisfaction significantly predicts employee engagement ($R^2 = 0.088$, $\beta = 0.297$), efforts to improve job satisfaction should continue. This includes ensuring that employees find their roles fulfilling and are adequately supported by management.

Monitor and Adjust Engagement Strategies:

Employee engagement significantly mediates the relationship between job satisfaction and performance. Continuous monitoring and adjusting of engagement strategies based on employee feedback and performance data are necessary. Utilizing tools like regular employee surveys and performance metrics can help in fine-tuning these strategies.

Adopt Comprehensive Training Programs:

Providing comprehensive training for supervisors and employees on effective communication, conflict resolution, and team dynamics can enhance both job satisfaction and engagement. Well-trained employees are more likely to be engaged and perform better.

Utilize Data-Driven Decision Making:

The study utilized statistical models to understand the impact of various factors on performance. Organizations should adopt a similar data-driven approach to make informed decisions about HR practices. Regularly analyzing employee performance data and engagement levels can help in identifying areas for improvement.

By implementing these recommendations, electronics manufacturing companies in Addis Ababa can improve job satisfaction, enhance employee engagement, and ultimately boost employee performance.

5.5 LIMITATIONS AND FUTURE RESEARCH AREA

- This study focused on the effect of job satisfaction on employee performance through the mediating role of employee engagement in the electronics manufacturing sector only, due to constraints in finance and time. Future researchers are encouraged to explore the impacts of job satisfaction on employee performance in other sectors. Additionally, this study utilized only one mediating variable (employee engagement), despite the presence of numerous potential mediators. Future research should consider incorporating other intervening variables that could mediate or moderate the relationship between the identified independent and dependent variables.
- As this study is cross-sectional, future researchers are advised to employ longitudinal studies to capture the effects of job satisfaction on employee engagement and performance over different time periods. Such an approach would provide more rigorous insights and account for any potential variations in the findings, as well as help refine the measurement instruments for the variables in the proposed model.
- Moreover, the lack of up-to-date literature on job satisfaction and the reluctance of organizations to share information with outsiders presented additional challenges. Therefore, the samples collected for this study are specific to the electronics manufacturing sector in Addis Ababa, Ethiopia, limiting the general applicability of the results. Future studies should aim to overcome these limitations for broader applicability.

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7. APPENDICES

Appendix I: Questionnaire

Addis Ababa University
College of Business and Economics
Department: Master of Business Administration

Name: Eyerusalem Zeleke

Address: email- je891012@gmail.com , Tel.0922473188/0909589347

Dear Respondents, This questionnaire is prepared for research purpose and I confidently assure you that the information that you provided in this questionnaire will be used for academic purpose and will be kept confidential.

General Instructions

- ◆ No need to write your name
- ◆ In all cases where answer options are available, please tick (√) in the appropriate box.

Part One: Demographic information

Please put tick mark (√) in the rectangle with most closely represent your personal information. Please mark only one item per question.

1. Gender Female Male
2. Age 18-25years 26-35 years 36-45Years 46years and above
3. Highest Level of Education
(10/12complete) TVET-level College Diploma
First Degree Second degree and above
4. How many years did you work in this Organization?
Less than 1year 1-2years 3-5years 6years and above
5. Department
Production Quality Engineering Warehouse
Admin (Management representatives)
6. Marital Status
Single Married Divorced Widowed
7. Employment type

Permanent employee

Contract employee

Part Two:

		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
<i>The following questions are on how an individual's satisfaction and contentment with their job and work environment (Job satisfaction). Please read carefully and put (√) that best describes how you feel.</i>						
	Pay					
1	I feel I am being paid a fair amount for the work I do					
2	Raises are too few and far between					
3	I feel unappreciated by the organization when I think about what they pay me					
4	I feel satisfied with my chances for salary increases					
	Promotion					
1	There is really too little chance for promotion on my job					
2	Those who do well on the job stand a fair chance of being promoted					
3	People get ahead as fast here as they do in other places					
4	I am satisfied with my chances for promotion					
	Supervision					
1	My supervisor is quite competent in doing his/her job					
2	My supervisor is unfair to me					
3	My supervisor shows too little interest in the feelings of subordinates					
4	I like my supervisor					
	Fringe Benefit					
1	I am not satisfied with the benefits I receive					
2	The benefits we receive are as good as most other organizations offer					
3	The benefit package we have is equitable					
4	There are benefits we do not have which we should have					
	Contingent Reward					
1	When I do a good job, I receive the recognition for it that I should receive					
2	I do not feel that the work I do is appreciated					
3	There are few rewards for those who work here					
4	I don't feel my efforts are rewarded the way they should be					
	Operating Procedures					
1	Many of our rules and procedures make doing a good job difficult					
2	My efforts to do a good job are seldom blocked by red tape					
3	I have too much to do at work					

4	I have too much paperwork					
	Coworkers					
1	I like the people I work with					
2	I find I have to work harder at my job because of the incompetence of people I work with					
3	I enjoy my coworkers					
4	There is too much bickering and fighting at work					
	Nature of Work					
1	I sometimes feel my job is meaningless					
2	I like doing the things I do at work					
3	My job is enjoyable					
4	I feel a sense of pride in doing my job					
	Communication					
1	Communications seem good within this organization					
2	The goals of this organization are not clear to me					
3	I often feel that I do not know what is going on with the organization					
4	Work assignments are not fully explained					

Part Three:

	<i>The following statements relate to your feelings while at work (Employee engagement). Please read each statement carefully and put (√) that best describes how frequently you feel that way.</i>					
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
	Vigor					
1	At my work, I feel bursting with energy					
2	When I get up in the morning, I feel like going to work					
3	At my job, I feel strong and vigorous					
	Dedication Dimension					
1	I am enthusiastic about my job					
2	My job inspires me					
3	I am proud on the work that I do					
	Absorption Dimension					
1	I am immersed in my work					
2	I get carried away when I'm working					
3	I feel happy when I am working with intensely					

Part Four:

<i>The following statements are about how you feel about your performance in your organization. Please read each statement carefully and put (√) that best describes how frequently you feel that way.</i>		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
Task performance						
1	I maintain high standard of work.					
2	I am capable of handling my assignments without much supervision.					
3	I am very passionate about my work.					
4	I know I can handle multiple assignments for achieving organizational goals.					
5	I complete my assignments on time					
6	My colleagues believe that I am a high performer in my organization					
Adaptive performance						
1	I perform well to mobilize collective intelligence for effective teamwork					
2	I can manage change in my job very well whenever the situation demands					
3	I can handle my teamwork in the face of change effectively.					
4	I always believe that mutual understanding can lead to a viable solution in organization.					
5	I lose my temper when I get criticized by my team members.					
6	I am very comfortable with job flexibility.					
7	I cope well with organizational changes from time to time.					
Contextual performance						
1	I used to extend help to my co-workers when asked or needed					
2	I love to handle extra responsibilities					
3	I extend my sympathy and empathy to my co-workers when they are in trouble					
4	I actively participate in group discussions and work meetings					
5	I use to praise my co-workers for their good work					
6	I derive lot of satisfaction nurturing others in organization					
7	I use to share knowledge and ideas among my team members					
8	I use to maintain good coordination among fellow workers					
9	I use to guide new colleagues beyond my job purview					
10	I communicate effectively with my colleagues for problem solving and decision making					

Thank you for your cooperation!