The Effect of Job Satisfaction on Employees' Performance at Berekum College of Education, Ghana

Abigail Amobeah Okrah[1], Anning Asafo Adjei[2], Dr. Vida Korang[3],
Clara Owusuaa-Konadu Snr[4]
[1]Berekum College of Education, Ghana
[2,3,4]Catholic University of Ghana, Ghana

ABSTRACT

This study aims to examine the effect of job satisfaction on employees' performance. The study employs a cross-sectional survey and a quantitative study approach. The study was based on 129 respondents and analyzed using multiple linear regression. It was established that among all the nine variables used in examining job satisfaction, only the nature of work significantly positively affects employees' performance. The remaining eight variables (pay, promotion, supervision, fringe benefit, contingent benefit, co-workers, communication, and operating procedures) did not significantly affect employees' performance. Finally, gender, age, and education were established to have a significant effect on employees' performance. The study concludes that the major determinants of improved employee performance are the nature of work, gender, age, and education.

Keywords: job satisfaction, employee performance, multiple linear regression, cross-sectional survey, quantitative study

INTRODUCTION

Job satisfaction has been identified by prior researchers (Sunimah, 2024; Aziz & Kusuma, 2024; Ayuwangi, Hadi, Wardoyo & Budiono, 2024; Ahmed & Mane, 2024) as a usual tool for ensuring improved staff performance. Kauppila (2024) postulates that is the desire of all employees to be satisfied with their job. Dimitrova and Van Hooft (2021) are of the view that to achieve maximum productive output from employees, then job satisfaction is the key. The idea that satisfied employees perform better than unsatisfied ones has persisted for a long time (Moloele & Moeti, 2024).

Recent happenings in the business environment suggest that many organizations are faced with the challenge of ensuring their employees are satisfied with their jobs (Moloele & Moeti, 2024). Within the context of education, the achievements of institutions can be evaluated based on the performance of their employees and the institution at large (Agustiar & Hazriyanto, 2024). Ningsih, Aldi, Sugiantara, and Haryadi (2024) observed that employees are the gateway to achieving enhanced organizational performance through their contribution to work. Employee performance is centered on the actions and inactions of the employee (Ningsih, Aldi, Sugiantara, & Haryadi, 2024). The performance of an employee is determined by their contributions toward the work of the organization (Tajudin, Syaechurodji, Alfarizi, & Haryadi, 2023). The outcome of work that an individual or group of individuals can do in an organization within the bounds of their various roles and duties to formally accomplish organizational goals, in a way that does not contravene legal requirements or ethics and morality is termed as employees' performance (Perry, Syaechurodji, & Haryadi, 2023).

The satisfaction level of employees remains a crucial issue in workplaces and the Berekum College of Education is of no exception. This is because how satisfied workers have serious implications on their performance on their jobs (Sunimah, 2024; Aziz & Kusuma, 2024; Indrayani, Nurhatisyah, Damsar, & Wibisono, 2024; Ayuwangi, Hadi, Wardoyo & Budiono,

2024). These studies postulate that employees' job performance outcomes are likely to be positive and high when they are satisfied with their jobs.

There are mixed findings about how job satisfaction influences employees' job performance. The outcome of prior studies can be categorized into two (2). First, Sunimah (2024), Aziz and Kusuma (2024), Indrayani et al. (2024), Ayuwangi et al. (2024), Pramitha, Riadi, Mubarok, and Sarah (2024) and Ahmed and Mane (2024) argued that there is a positive relationship between job satisfaction and employees' performance. Contrary, Latifah, Suhendra, and Mufidah (2024) and Agustiar and Hazriyanto (2024) proclaim that there is no significant relationship between job satisfaction and employee performance. Given these conflicting outcomes, there is a need for further studies to narrow this contradiction.

In addition to the aforementioned assertions all, of the prior studies reviewed above (Sunimah, 2024; Aziz & Kusuma, 2024; Indrayani et al., 2024; Ayuwangi et al., 2024; Pramitha, Riadi, Mubarok & Sarah, 2024; Ahmed & Mane, 2024; Latifah, Suhendra & Mufidah, 2024; Agustiar & Hazriyanto, 2024) were all conducted in purely business organization and not in an educational institution. Hence, this study focused on establishing the relationship between job satisfaction and employees' job satisfaction within an educational institution setting (Berekum College of Education).

MATERIALS AND METHODS

This study employs a quantitative research approach to establish the relationship between job satisfaction and employee performance. The quantitative approach was used because it is an objective way of establishing the relationship between two variables and it is purely scientific. A cross-sectional survey research design was used to select employees from both academic and non-academic. A case study approach was also employed because the study focused on Berekum College of Education. The study population entails staff (teaching and non-teaching) of the Berekum College of Education. The total number of staff at Berekum College of Education is 190. The study employed the simple random technique in selecting staff to be included in the sample of the study. The study choice of simple random technique was to give each staff an equal opportunity to be included in the sampling size.

The Yamane Sampling determination model was used to determine the appropriate minimum sample size that will enable the generalization of the study findings to reflect the entire population. This model is appropriate because the estimated population size of the staff of Berekum College of Education is known. The minimum sample size determination based on the Yamane formula is:

$$= \frac{N}{1+Ne^2} = \frac{190}{1+190(0.05)^2} = 129 \text{ staffs}$$

Where N = Population (190 students), e = error (0.05) reliability level 95% or level of precision set at the value of 0.05. Based on the Yamane sample size determination model a minimum sample size of 129 staff was arrived.

Primary data were used in collating data required for the study. Well-structured closed-ended questionnaires were used in gathering these primary data. The primary data gathered for the study were analyzed quantitatively (multiple regression analysis) using SPSS version 27. The model (Multiple Linear regression) developed for the study is stated below:

$$EP = \beta_0 + \beta_1 Pay + \beta_2 Prom + \beta_3 Super + \beta_4 Ftinge\ Benfit + \beta_5 Contingent\ Reward + \beta_6 Nature\ Work + \beta_7 Co-workers + \beta_8 Operating\ procedure + \beta_9 Communication + \beta_{10} Gender + \beta_{11} Age + \beta_{12} Education + \beta_{13} Marital\ Status + \beta_{14} Lenght\ of\ Service + \varepsilon$$

RESULTS

Effect of Job Satisfaction on Employee Performance

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500[a]	.250	.158	.91736716

Source: Authors' Field Survey, 2024.

Table 1 outlines the model summary of the regression results. The results show that the R-square is 0.250 and the adjusted R-square is 0.158. This is an indication that the changes in employees' performance can be explained by the independent variables (job satisfaction and demographic characteristics) by 15.8%.

Table 2: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.062	14	2.290	2.721	.002[b]
	Residual	95.938	114	.842		
	Total	128.000	128			

Source: Authors' Field Survey, 2024.

Table 2 presents the ANOVA outcome. It reported an F-statistics of 2.721 and a sig. value of 0.002. This is an indication that the regression model has a predictive ability since its sig. value is less than 0.05.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.717	.645		1.111	.269
	Pay	-.110	.124	-.110	-.888	.377
	Promotion	-.095	.224	-.095	-.423	.673
	Supervisor	-.051	.217	-.051	-.237	.813
	Fringe Benefits	.073	.126	.073	.578	.565
	Contingents Rewards	.071	.141	.071	.502	.617
	Operating procedure	.000	.104	.000	.003	.998
	Co-workers	.206	.135	.206	1.529	.129
	Nature of work	.255	.101	.255	2.517	.013
	Communication	.047	.147	.047	.323	.747
	Gender	-.453	.186	-.225	-2.436	.016
	Age	.241	.118	.186	2.033	.044
	Marital Status	-.046	.140	-.032	-.331	.741
	Educational	-.172	.097	-.170	-1.777	.078
	Length of service	-.085	.101	-.076	-.834	.406

Source: Authors' Field Survey, 2024.

Table 3 presents the regression results which seek to establish the effect of job satisfaction on employees' performance. The findings suggest that pay has no significant

negative effect on employees' performance [B=-0.110 and sig. value = 0.377]. Again, the promotion has no significant negative effect on employees' performance [B= -0.095 and sig. value = .673]. Also, supervisors have no significant negative effect on employees' performance [B=-0.051 sig. value = 0.813]. Further, fringe benefits have no significant positive effect on employees' performance [B= 0.578 and sig. value = 0.565]. Furthermore, contingent rewards have no significant positive effect on employees' performance [B= 0.071 and sig. value = 0.617]. Moreover, operating procedures have no significant positive effect on employees' performance [B= 0.000 and sig. value = 0.998]. Co-workers have no significant positive effect on employees' performance [B= 0.206 and sig. value = 0.129]. However, the nature of work has a significant positive effect on employees' performance [B= 0.255 and sig. value = 0.013]. Communication has no significant positive effect on employees' performance [B= .047 and sig. value = 0.747].

The outcome from the demographic characteristics' effect on employees' performance as a control variable in the model revealed the following. Gender has no significant negative effect on employees' performance [B= -0.225 and sig. value = 0.016]. Age has a significant positive effect on employees' performance [B= 0.186 and sig. value = 0.044]. Marital status has no significant negative effect on employees' performance [B= -0.032 and sig. value = 0.741]. Education has a significant negative effect on employees' performance [B= -0.170 and sig. value = 0.078]. Length of service has no significant effect on employees' performance [B= -0.076 and sig. value = 0.406].

DISCUSSION

The outcome from Table 1 suggests that the model's predictive ability is 25% for R-Square and 15.8% for adjusted R-Square. Nevertheless, the ANOVA test of sig. Value of 0.002 less than the alpha level of 0.05 suggests that the multiple regression model developed has a significant ability to predict the effect of job satisfaction on employees' performance. The outcome of the study predicts that among the nine (9) variables used in examining job satisfaction only one (1) thus, nature of work (sig. value = 0.013) has a significant positive effect on employees' performance.

Contrarily, job satisfaction variables such as pay, promotion, supervision, co-workers, fringe benefits, contingent rewards, communications, and operation procedures were all identified as not having a significant effect on employees' performance. These findings support the findings of Latifah, Suhendra, & Mufidah (2024) and Agustiar and Hazriyanto (2024) which suggest that job satisfaction has no significant effect on employees' performance. However, it contradicts the study outcomes of Sunimah (2024), Pramitha, Riadi, Mubarok, and Sarah (2024), Aziz and Kusuma (2024), Indrayani, Nurhatisyah, Damsar, and Wibisono (2024), Ayuwangi, Hadi, Wardoyo & Budiono (2024) and Ahmed and Mane (2024) which suggests that job satisfaction has no significant positive effect on employees' performance.

The study also established that demographic characteristics such as gender, age, and educational level have a significant effect on employees' performance. It was established that gender and education have significant negative effects on employees' performance whereas age has a significant positive effect on employees' performance. This finding is in line with Kerdpitak and Jermsittiparsert (2020), who asserted that gender has a significant negative effect on employee performance. However other demographic variables such as marital status and length of service have no significant effect on employee satisfaction.

CONCLUSIONS

The study therefore concludes that the major determinant of improved employee performance is the nature of work, gender, age, and education. Thus, how favorable the nature of work is to the employee can enhance his/her performance. Likewise, demographic

characteristics such as age gender, and education have a significant influence on employees' performance. Contrarily, pay, promotion, supervisor, fringe benefits, co-workers, communication, operating procedures, and contingent rewards have no significant effect on employees' performance.

REFERENCES

Agustiar, A., & Hazriyanto, H. (2024). Analysis of motivation, job satisfaction, and employee performance. *Jurnal Cafetaria*, *5*(1), 1-8.

Ahmed, A. I., & Mane, G. S. (2024). Examine the Relationship Between Job Satisfaction on employee performance in Indian Restaurants in Riyadh (Saudi Arabia). *Tuijin Jishu/Journal of Propulsion Technology*, *45*(1), 2024.

Ayuwangi, B., Hadi, H. K., Wardoyo, D. T. W., & Budiono, B. (2024). The Influence of Job Satisfaction and Self-Efficacy on Employee Performance through Organizational Commitment as An Intervening Variable. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, *7*(1), 716-738.

Aziz, A. P., & Kusuma, M. (2024). The Effect of Quality of Work Life, Work Motivation and Job Satisfaction on Employee Performance at Hypermart Bengkulu. *Jurnal Ekonomi, Manajemen, Akuntansi dan Keuangan*, *5*(2), 385-404.

Dimitrova, N. G., & Van Hooft, E. A. (2021). In the eye of the beholder: Leader error orientation, employee perception of leader, and employee work-related outcomes. *Academy of Management Discoveries*, *7*(4), 530-553.

Kauppila, O. P. (2024). Revisiting the relationships between leadership and job satisfaction. *European Management Review*. 1-15

Kerdpitak, C., & Jermsittiparsert, K. (2020). Impact of Gender-Based, Age-Based, and Race-Based Discrimination on Satisfaction and Performance of Employees. *Systematic Reviews in Pharmacy*, *11*(2).

Latifah, I. N., Suhendra, A. A., & Mufidah, I. (2024). Factors affecting job satisfaction and employee performance: a case study in an Indonesian sharia property companies. *International Journal of Productivity and Performance Management*, *73*(3), 719-748.

Moloele, R. L., & Moeti, K. B. (2024). Critiquing Various Antecedents of Job Satisfaction and Job Performance of the Workforce in Schools. *Research in Educational Policy and Management*, *6*(1), 161-179.

Ningsih, A. N., Aldi, M. G., Sugiantara, R., & Haryadi, D. (2024). The effect of competency and job satisfaction on employee performance. *Journal of Management Science (JMAS)*, *7*(1), 66-72.

Perry, T., Syaechurodji, S., & Haryadi, D. (2023). Work motivation and work environment in improving employee performance at PT Telkom Witel Banten Persero. *International Journal of Applied Finance and Business Studies*, *11*(2), 255-261.

Pramitha, A., Riadi, R., Mubarok, D. A. A., & Sarah, S. (2024). The influence of work motivation, work environment, and job satisfaction on employee performance PT. XYZ. *Journal of Management Science (JMAS)*, *7*(1), 407-413.

Sunimah, S. (2024). The influence of work environment, career development and job satisfaction on employee performance. *Jurnal cafetaria*, *5*(1), 281-291.

Tajudin, T., Syaechurodji, S., Alfarizi, A. W., & Haryadi, D. (2023). Competence as a determinant of employee performance work motivation and career development as triggers. *Jurnal Mantik*, *7*(2), 605-613.