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THE IMPACT OF JOB SATISFACTION ON BUSINESS COMPANIES' PERFORMANCE IN AMMAN - JORDAN SME'S

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ABSTRACT
The purpose of this study was to find out impacts of job satisfaction on business companies' performance in Amman-Jordan's SMEs. In a situation where the level of job satisfaction is considerably low, the company performance is believed to be compromised. For any company to be effective in their performance, it must have a number of satisfied, dedicated and committed employees. Job satisfaction can help employees increase their performance as their individual performance can be stimulated based on their level of satisfaction. This means that job satisfaction is important for effectiveness of a company.

A quantitative methodology approach was utilized for data collection. The target population was restricted to as big as 271 respondents involved in SMEs of Amman-Jordan. A questionnaire was set in order to obtain the 100% response rate. For data analysis, Statistical Package for the Social Sciences (SPSS) 25.0 version was used for statistical investigation of collected data. The significant and meaningful findings were obtained from data analysis.

The key variables in context of job satisfaction including salary, relationship with coworker, working environment, and operation performance were investigated and some of the critical areas and recommendation were highlighted to managers and employees for better understanding the concept of job satisfaction, and why this is believed to be playing important role on business performance of companies. This research concludes with providing the future directions and opportunities for study.

Keywords: Job satisfaction, Companies performance, Salary, Relationship with Coworker, Working Environment, Operational Performance.

1. INTRODUCTION

Enterprises of any type and size need comprehensive understanding of its strength and weakness to stay recognized in competitive marketplace. The current economical environment has urged enterprises of all types and sizes to ponder every option they can to get recognized in the market to secure a successful job ([1]; [2]). Enterprise managers cannot regulate the circumstances of the situations, but they can regulate situations inside the enterprise. The one of the most significant factors is the human resources of a particular enterprise. How satisfied are employees with their working environment? The leadership approach seems to be determining factor to figure out whether the existing environment produces successful value for the company or not? [3] or [4] argues that there is essential correlation among various factors. A number of other authors second the argument that there is a certain link among employee and customer satisfaction, productivity, leadership, and financial value of a company ([5]; [6]; [7]; [8]). Based on extensive studies, secondary data analysis by United States and Germany respectively, the publications states that there is a fine relation between job satisfaction and financial outcomes that indicates impacts on organization's performance. The authors also argued that high-end organizations can build and maintain better employee satisfaction based upon their financial status, also invested upon employees' interest and benefits.

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Employees' job satisfaction plays a significant role in performance of any organization. It is noteworthy to know as to what measures a company should take to retain the employee by making them content to attain remarkable performance. The employee satisfaction turns out to be thread to achieve targets and enhance the productivity of company and quality of work.

Human resources are believed to be a salient resource for success of any company to because human resources are means which are capable of achieving goals. This is the reason mangers of companies emphasize on well-being of employees. They make sure to create an environment in company that is suitable for employees to maintain their mental, physical, and emotional well-being. [9] stated that job satisfaction is of two types; 1) common feeling about the job, and 2), feelings about the advantages that the particular job provides i.e. opportunities, benefits, competitive pay, company environment, and relationship among coworkers. In order to enhance the efficiency and productivity of a company, it is essential to put all the influencing factors in place that impact the production and delivery of services. Because human resource is the essential factor for company success in context of productivity and efficiency that majorly depends on employee's satisfaction with its job [10].

2. LITERATURE REVIEW

The problem statement in chapter one thoroughly explains two principal variables, that are, job satisfaction and company's performance. In this chapter, literature review addresses detailed definition and explanation the impacts and measuring determinants of these variables and its sub-variables. [11] states that literature review is extensive and rational investigation and explanation on the evidence and drawbacks of the literature in a particular area of research study which addresses the information that is currently extracted about the research area. [12] defines literature review as the summarized knowledge about the topic extracted from a number of books, documents, and research articles. The summary directs at the historical and current state of information about the selected topic. As stated earlier, job satisfaction is a multi-domain concept that is studied at a large scale. From studying different literature sources, it clearly shows that job satisfaction and employee motivation are closely related to each other, the one major distinction is related to impacts. [13] states that researchers have given great level of significance to job satisfaction in context of attaining long-term organizational success. [14] asserts that although this topic has been largely investigated, it is still a matter of great debate because of disagreement among researchers. As per [15], higher level of job satisfaction yields positive perception of one job and in contrast, negative perception will lead to dissatisfaction.

Many researchers have explained job satisfaction in general terms while some researchers have formed their own definition [16]. Some researchers have asserted that job satisfaction is believed to be "the extent to which employees express themselves negatively or positively in relation to their work [17]. This is believed to be true at large scale, when companies meet the expectations and aspirations of their employees, they would have a feeling of achievement and it would detect the level of their satisfaction. [18] narrate job satisfaction as a pleasing and emotional frame of mind that the outcome of employees' experience in workplace environment comprising a number of variables that effects their satisfaction in some sense. In short, job satisfaction is the sense of emotional feeling that an employee has for his or her job. These feelings pinpoints on employee's personal expectations form job and perception of how these expectations would be achieved.

In context of organizational behavior, job satisfaction triggers controversy that leads to a number of studies that investigates it from different aspects. It is believed that employee behavior and job satisfaction are two important success factors for any company. [19] stated that the level of productivity of employee and work towards organizational success will be governed by the relationship that they form with their organization. Employee dedication depends upon the achievement of all important variables. Overall satisfaction and dissatisfaction of organizational employee would surely affect the effectiveness of organization. This is why it is vital for organization management to make sure their employees are satisfied with their work and workplace environment.[20] state that the concept of job satisfaction is unquestionably imperative for company's effectiveness

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point of view. This may prompt the absence of responsibility and subsequently missing targets. In another study [21] express that absence of job satisfaction is indication of employee quitting the job. More often employees are noticed leaving private sector for public sector or public sector for private sector. This move of migrating from one sector to another is seen as better in many cases but not all.

As stated by [22], monitoring how staff stay glad and dedicate to their company and the degree to which various parts of the job upgrade levels of responsibility relies upon the company and monitoring the things that keep employees motivated is crucial in the light of the fact that it can possibly expand the employee spirit. At the point when company can run after expanding the degree of job satisfaction on its employees, this does not just benefit the employees, yet it likewise carries a great deal of advantage to the organization as well. It is clear that company's success is principally dependent on the general job satisfaction of employees in light of the fact that a profitable employee force assists the company with drawing near to its long-term success objectives.

2.1. Theories of jobs satisfaction

[23] asserts that there are various models trying to explain the phenomenon of job satisfaction. [24] agree with [23] verifying that there are various manners by which job satisfaction has been contemplated, and that researchers have formed various theories. Most of theories prior were taking gander at the satisfaction of necessities. As per [25], motivation relies upon the necessities of the individual employee. Similarly, Maslow and McGregor emphasized on the satisfaction of individual necessities as the principle for organization. However, current theories cited by [26] show that the employees character have major part in motivation. Current philosophies do not content against these theories, yet they just expand on them.

As per [27], researchers have illustrated wide theories about job satisfaction. Their principal objective was to give a setting to comprehension about the various elements that impact the jobs satisfaction, and to give reason why it brings about various impacts. In the mission to acquire understanding into reasons why a few groups feel gladder with position that others, it is essential to talk about the theories of job satisfaction.

As indicated by [28] the theories underscore the focal requirements that urge individuals to act with a specific goal in mind in working environment. As per these theories the administration of companies can get the comprehension of the requirements of its employees just be inspecting their conduct by monitoring their necessities. As per (Luthans, 2008), content theories demonstrate that job satisfaction happens when the employee's requirements for self-realization and development are satisfied by their work. [15] asserts that the most perceived theories are Hertzberg's two factor model, Maslow's Hierarchy of needs theory, lock's value theory. These theories are illustrated as below.

2.2. Factors impacting job satisfaction

[29] gave three main aspects of job satisfaction which includes firstly, job satisfaction is the result of emotional response to certain situation in workplace. Secondly, the proportion of outcome to expectation fulfillment often determines job satisfaction. For instance, if employees will feel that they are rewarded lesser than what they deserve, they will begin to feel dissatisfaction in organization. Lastly, one of the most complex aspect of job satisfaction is personal attitude of employees. As per [30] job satisfaction is a group of attitudes of employees to different aspects of their job responsibilities that may include work, workplace relationships, reward, and individual characteristics.

2.2.1. Salary

Salary is one of the most important aspects for any organization. These organizations make sure that they are effective and competitive in reference of salary in market and cooperation of employees. Employee's cooperation can be achieved only when they are satisfied with their salary and this is when the company will be effective and productive in market. This factor has long been debated in various studies that whether this is primary factor that

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affects job satisfaction. As per [31] employees often compare their salaries with other competitive in market.[51] stated the number of reasons related to what employees want in context of salary, as given below:

Tradition: It is very traditional way where people are raised and what their desires are. People want monetary reward in exchange of work they do as a job responsibility.

Tangible: Monetary reward is tangible and can be seen by employees themselves and other people around.

Symbolic: The general perception of employees is "the more money you have, the more successful you are." This is because people often judge the success of a person based on their net worth.

2.2.2. Work

As per [32] refers to the extent to which the job provides growth and development promises, challenging situations, and responsibilities. [33] stated that job satisfaction is more about working condition than about experience, age, and background of employees. In some case employees may be dissatisfied with work itself rather than the workplace environment. As per [34] work responsibility plays vital role in ensuring how much satisfied employees are with their work and further declared that employees must be provided with due independence on they carry out their work as this potentially leads to greater job satisfaction.This will ensure autonomy and sense of self-determination. As stated by [52] people often choose the work which challenging in nature and that provides growth and development opportunities.

2.2.3. Working environment

Employees are always concerned with workplace conditions. They want to work in comfortable and pleasing environment therefore workplace have an obvious impact on job satisfaction. The better working environment conveniently ensures physical and mental well-being of employees as stated in [27]. [35] specified that employee who experience comfort in workplace will be more productive as compared to those who have issues with workplace in any sense. This assertion was later supported by [36]. The author declared that well-being of employee mainly depends upon the better working conditions. The worse working condition is directly proportional to poor quality of work from employees.

2.3. Company Performance

Performance is very crucial for any enterprise. The present literature comprehensively studies productivity, achieving maximum profits, high employee morale and effective services. To ensure proper organizational performance, companies need to place conventional human resource management system, and make organizational strategies [37]. The author sates that organizational performance mainly is mutual relationship between goals of company and productivity of employee. However, [39] added that performance of a company is not only measure of productivity but also developing strategic policy that make a system that ensures the satisfaction of employees who delivers dedication and commitment to goals of company to record better performance.

There is plenty of literature that addresses operational performance as one of the most crucial factor for accompany to achieve their long-term goals. Globally today, organizations are struggling to attain advantageous operations in context of better quality, improved productivity, and low cost. Improving operational performance involves various production activities for generating quality products by achieving maximum profit [53]. The researchers have

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focused on various aspects that comprehend operational performance. As per extensive literature review, various practices in context of operational performance have been studied in order to make companies more efficient. In operational performance management, the best operational practices including Total Quality Management (TQM) is believed to be very effective to improve operational performance. The present literature including empirical and theoretical investigations reveals the obvious relationship between operational performance and financial performance [54].

2.4. Job satisfaction and company performance

Every company's performance relies upon the performance of its employees. At the center of a successful company, there is a group of dedicated employees who work tirelessly to achieve success goals. Human resource is believed to be most vital recourse for any organization to achieve success and attain large-scale profitability. [40] asserts that human capital comprises of people assets which draw company's continued development and growth. They further added that human capital incorporates shared attitudes, skill set, knowledge base, and dedication of whole workforce in any organization. They also concluded that human resource is very vital for organizations to remain effective and competent in industry.

2.5. Conceptual Framework

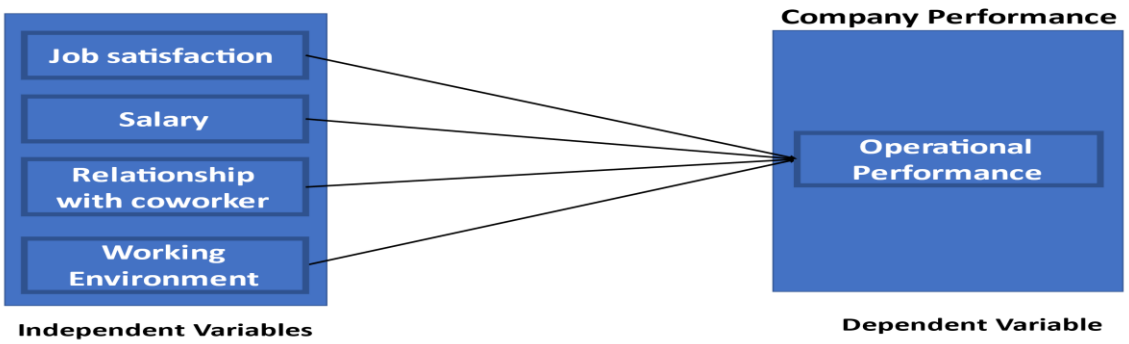

Figure 1: Conceptual Framework

The above figure shows the study research framework and bases on the above figure; the researcher selected to study salary, relationship with coworker, and working environment as independent variables to measure the job satisfaction. And the researcher adapted all independent variables related to job satisfaction from [41]. Also, the researcher selected to study operational performance as dependent variables to measure the business company performance. And the researcher adapted the dependent variable related to company performance from [42]. Hypothesis as below:

H1. Salary effects operational performance of the business organization positively.
H2. Relationship with coworker effects operational performance of the business organization positively.
H3. Working environment effects operational performance of the business organization positively.
H4. Job satisfaction effects operational performance of the business organization positively.

3.1 METHOD

The role of research holds significant value in the domain of business as it provides methodology, comprehensive knowledge which is essential to meet the requirements of today's rapidly growing pace of competition and development in industry [43]. [44] asserts that research has been carried out continuously in all organizations with various forms and purposes to figure out what is being done and what needs to be done. He further added that carrying out continuous research has been necessary prospect for discovering new information and trends. The

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findings assist in encouraging productivity, inventiveness, and creativity. The research does not only highlight the strong prospects for organizations but also figure out certain flaws that organizations need to work upon.
The literature in chapter two thoroughly reviewed the studies previously carried out in context of job satisfaction, and its obvious impacts on performance of companies. This chapter includes comprehensive methodology of research design, data collection, data sampling, data analysis, and instrumentations used. As per [45] any research methodology attempts to draw facts, figures, and assumptions in order to test proposed hypothesis. Although [46] states that research also aims at responding relevant research questionnaire.

3.2 Sampling Size

The researcher evaluates the responses and observations of population based on survey, questionnaire, and sampling. As per [47], a sample is a subset of population only if the subset fairly reflects and depicts the large-scale of population. The sample size is believed to be the number of responses or replicates in a survey to be included for statistical sample [48].As per the data revealed from Amman Chamber of Commerce and Amman Chamber of Industry, in Amman-Jordan and based on [49], the number of known small and medium-sized enterprises is 47,587. The following equation given by [42] gives the number of respondents for the survey required is calculated as 269.

3.3 Research Instrumentation

Researcher adapted all independent variables related to job satisfaction from [41]. Also, the researcher selected to study operational performance as dependent variables to measure the business company performance. And the researcher adapted the dependent variable related to company performance from [42].
The instrumentation for this study was acquired from the research [50] that comprises of close-ended questionnaire. The questionnaire was categorized in two parts that includes demographic questions and different variables based on research objectives and hypothesis. The number of close-ended questions in demographic part comprises of 5. The variable part includes 5 variables namely, job satisfaction, salary, co-worker relationship, working environment, and operation performance. The number of questions in these variables is 5, 4, 5, 5, and 7 respectively. Add Article

4. FINDINGS

4.1 Reliability Test:

Table 4. 1: Reliability Test
Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Job satisfaction	.840	5
Salary	.725	4
Relationship with coworker	.735	5
Working environment	.706	5
Operational performance	.766	7
Overall Items	.867	26

Above table discusses the reliability statistics for the variable job satisfaction that gives the value as 0.840 and having five items internal validity that is good for via cronbach's alpha. Secondly, the reliability statistics for the variable salary that gives the value as 0.725 and having four items internal validity that is good for via cronbach's alpha. Thirdly, the reliability statistics for the variable coworker relationship that gives the value as 0.735 and having five items internal validity that is good for via cronbach's alpha. Fourthly, the reliability statistics for the variable working environment that gives the value as 0.766 and having seven items internal validity that is good for via cronbach's alpha. Lastly, the reliability statistics for all variables collectively and the value is 0.867 and after

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testing twenty-six items together. Internal validity of all variables together is 86.7% that indicates excellent results via cronbach alpha.

4.2 Correlations:

Table 7: Correlations

		JS	Salary	RC	WE	OP
JOB SATISFACTION (JS)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	271				
Salary	Pearson Correlation	.156**	1			
	Sig. (2-tailed)	.010				
	N	271	271			
Relationship with coworker (RC)	Pearson Correlation	.208**	.297**	1		
	Sig. (2-tailed)	.001	.000			
	N	271	271	271		
Working Environment (WE)	Pearson Correlation	.222**	.352**	.424**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	271	271	271	271	
Operational Performance (OP)	Pearson Correlation	.269**	.334**	.451**	.628**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	270	270	270	270	270

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

Above table discusses correlation analysis for all variables. Correlation analysis is an excellent test to find out the understanding about the relationship among variables and also its p value can be used for hypothesis testing. The best thing about correlation analysis is that it investigates and measures the relationship among all variables collectively. In the above table 37 there is weak relationship between job satisfaction and salary that gives the value 0.156 whereas, job satisfaction and coworker relationships has slightly moderate value at 0.208. The analysis has figured out that the variable job satisfaction has slightly strong relationship with working environment with the value stands at 0.222 while it has strongest relationship with operational performance variable that has value of 0.269.

Secondly, the variable salary has moderate relationship with variable coworker relationship with the value 0.297 while, it has strong relationship with working environment with the value stands at 0.352. Salary variable has also good relationship with the variable operation performance with the value stands at 0.334.

Thirdly, the variable coworker relationship has strong relationship with the variable working environment while it also acquire stronger relationship with operational performance with the values stands at 0.451.

Lastly, the variable working environment has also strong relationship with variable operational performance with the value stands at 0.628.

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4.3 Regression

Table 8: Regression Test

Dependent Variable: Operation Performance

Variables	Beta	t	P
WE	.108	2.304	.022
JS	.076	1.523	.129
Salary	.198	3.860	.000
RC	.494	9.411	.000

R= 0.673; R2= 0.453; F= 54.961; p= 0,000

The above table contains the model summary of running model having three independent variables namely salary, coworker relationship, and working environment which are run by one dependent variable operation performance. The R value stands at is 0.673 means model has moderate positive correlation and all variables are strongly correlated, R square is 0.453 so competitive differentiation, salary, working environment and coworker relationship clarifies about 45% variations in job satisfaction variable.

The table above displays the analysis of variance in context of the variance level of the model. The regression sum of squares is 63.286 whereas; the residual sum of square is 76.285. The total sum of square stands at 139.571. Moreover, in regression analysis, there is three degrees of freedom while in residuals it stands at 265 degrees of freedom. In total, there is 269 degree of freedom. Mean square of regression is 15.821 and residuals mean square is .288. The F value stands at 54.961 and Significance value is 0.000 which suggests that model is statistically significant.

Also, the above table discusses regression analysis; this test proves to be great for inspecting the significance level in the model and also provides the separate outcomes for the analysis. The table provides us t test values, beta coefficients, p values and standard errors. Here in this model the t values stand at 2.304, 1.523, 3.860, and 9.411.
Beta 1 of job satisfaction stands .108. In the same way, Beta 2 of salary stands .076. In the same way, Beta 3 of relationship with coworker variable stands at .198 while, Beta 4 of working environment variable is 0.494.

4.4 Hypothesis Testing:

Hypotheses Testing table reflects that hypothesis are supported or not by considering the P-Values of regression analysis and correlation analysis tables, it is stated that H1 Salary is has no any positive effect on operational performance because P-value is above than 0.05, hence H1 reject and null hypothesis is accepted. Secondly Relationship with coworkers P value is 0.000 and it is less than 5% so H2 is accepted. Thirdly, H3 Working environment has also positive effect on operational performance because P values is 0.000 and it is below than 0.05, so it supports H3. Lastly H4 Job satisfaction has also positive effect on operational performance because P values is 0.022 and it is below than 0.05, so it supports H4.

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H	Hypothesis	P Value	Result
H1	Salary effects operational performance of the business organization positively.	P Value is 0.092	Not Supported
H2	Relationship with coworker effects operational performance of the business organization positively.	P Value is 0.000	Supported
H3	Working environment effects operational performance of the business organization positively.	P Value is 0.000	Supported
H4	Job satisfaction effects operational performance of the business organization positively.	P Value is 0.022	Supported

5. CONCLUSIONS

The prime focus of this chapter was to present the summarized conclusion of the study related to research objectives, recommendations, future work and limitations while attempting this study. This research investigated the relationship between job satisfaction and company performance in context of SMEs in Amman-Jordan. Impactful variables related to job satisfaction and company performance were investigated. It is well understood that certain variables that includes salary, coworker relationship, working environment and companies' operation performance impacts the job satisfaction level among employees. Moreover, a good level of job satisfaction helps companies achieve their targeted success in industry with greater organizational effectiveness overall. This study finds that the success of any enterprise lies on the collective efforts of both management and employees.

The data collection was implemented through a set of questionnaires that was handed over to 271 SMEs' respondents in Jordan. Based on findings of the study as described in hypothesis in above chapter, the study concludes that there is an obvious and great impact of job satisfaction on companies and there are some critical areas that need attentions in order to maintain that satisfaction among a number of employees. Once these areas are attempted with fair requirement ofinterventions, it is more likely that employees will fell satisfied with their job.Based on the finding of the research, it is obvious that job satisfaction has both negative and positive impacts on the employees and their perception about their job in context of effectiveness of SMEs.

The principal objective of this study was to find out the relationship between job satisfaction and company's performance. The investigation was carried out keeping a small number of objectives and the variables that help in investigating these objectives of this study. Based on study hypotheses, the finding it weas 3 hypotheses supported and one hypothesis not supported. The finding for this study was find theno affects between salary and operational performance of the business organization positively, was find very good relationship between the relationship with coworker and operational performance of the business organization positively, was find very good relationship between the working environment and operational performance of the business organization positively, and lastly was find very good relationship between the job satisfaction and operational performance of the business organization positively.

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6. Recommendations

Based on finding obtained in chapter four, following are the recommendation for SMEs in Amman-Jordan:

- The management of companies should clarify their employees with the work they have to perform and certain timeframe should be clearly identified. Most of the employees are likely to be stay satisfied when they have clarity about everything they need to perform.
- The management should try their level best to create a pleasing working environment for their employees as it si evident from the findings that the variable working environment plays a vital role in increasing level of job satisfaction among employees.
- The management must ensure to recognize the dedicated efforts of employees and reward them for their hard work. The employees often likely to be dissatisfied if their efforts are unnoticed and unrewarded.
- The management should focus on salary payment structure. The employees are found to be satisfied when they are given timely and market-competitive salary with combined benefits.
- The employees must ensure to form positive relationship with other coworkers as this overall helps them achieving productive results and maintain good working environment.
- The management should focus on operational performance of companies has this variable has great impact on job satisfaction of employees.

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