

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB  
PERFORMANCE: A CASE STUDY OF A MALAYSIAN  
ELECTRONIC ORGANIZATION**

**SYAIDATUL AKMA BINTI BAHANI**

**BACHELOR OF INDUSTRIAL TECHNOLOGY MANAGEMENT  
UNIVERSITI MALAYSIA PAHANG  
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## ABSTRACT

The aim of this research is to study the relationship between job satisfaction and job performance. For Job satisfactions, pay, promotion, the work itself, supervision and co-workers rotation are set as the independent variables. Then, job performance at the work is the dependent variable. Two hundred seventeen respondents from Khind's electronic manufacturing industry were surveyed by questionnaire. The collected data was analysed by using Cronbach's alpha (reliability analysis), correlation analysis, t-test, factor analysis (KMO) and regression analysis. Results show that there are significant positive relationships between job satisfaction dimensions (pay, promotion, work itself, supervision, and co-worker) and job performance and the findings are in accordance with previous researches.

**Keywords:** job performance, job satisfaction, electronic manufacturing industry

## ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan di antara kepuasan kerja dan prestasi kerja. Untuk kepuasan Kerja, gaji, kenaikan pangkat, kerja itu sendiri, penyeliaan dan rakan sekerja putaran ditetapkan sebagai pembolehubah bebas. Kemudian, prestasi kerja di tempat kerja adalah pembolehubah bersandar. Dua ratus tujuh belas responden daripada industri pembuatan elektronik Khind ini telah dikaji oleh soal selidik. Data yang diperolehi dianalisis dengan menggunakan Alpha Cronbach, Ujian-T, Analisis Kebolehpercayaan, Analisis Faktor (KMO) dan Analisis Regresi. Keputusan menunjukkan bahawa terdapat hubungan positif yang signifikan antara dimensi kepuasan kerja (membayar, kenaikan pangkat, kerja itu sendiri, penyeliaan, dan rakan sekerja) dan prestasi kerja dan hasil adalah mengikut kajian sebelumnya.

***Kata kunci:*** Prestasi Kerja, Kepuasan Kerja, Industri Pembuatan Elektronik

## TABLE OF CONTENTS

		<b>Page</b>
<b>SUPERVISOR’S DECLARATION</b>		ii
<b>STUDENT’S DECLARATION</b>		iii
<b>DEDICATION</b>		iv
<b>ACKNOWLEDGMENT</b>		v
<b>ABSTRACT</b>		vi
<b>ABSTRAK</b>		vii
<b>TABLE OF CONTENTS</b>		viii
<b>LIST OF TABLES</b>		xi
<b>LIST OF FIGURES</b>		xii
<b>LIST OF ABBREVIATIONS</b>		xiii
<b>CHAPTER 1 INTRODUCTION</b>		
1.0	Introduction	1
1.1	Background of Study	2
1.2	Problem Statement	3
1.3	Research Objective	4
1.4	Research Question	4
1.5	Research Framework	5
1.6	Research Hypothesis	6
1.7	Scope of Study	7
1.8	Significance of Study	8
<b>CHAPTER 2 LITERATURE REVIEW</b>		
1.0	Introduction	9
2.1	Definition of Job Satisfaction	9
2.2	Components of Job Satisfaction	11
	2.2.1 Five Dimensions of Job Satisfaction by Opkara 2002	11
	2.2.2 Six item scale of Job Satisfaction by Lambert 2001	12
	2.2.3 Four Dimensions of Job Satisfaction by Wood 1986	13
	2.2.4 Summary	13

2.3	Definition of Job Performance	15
2.4	Different dimensions of Job Performance	15
	2.4.1 Four Dimensions of Job Performance by Hunt	16
	2.4.2 Four Dimensions of Job Performance by Ng and Feldman	16
2.5	Relationships Between Job Satisfaction and Job Performance	18
2.6	Summary	20

### **CHAPTER 3 RESEARCH METHODOLOGY**

3.0	Introduction	21
3.1	Instrument Design	21
3.2	Population and Sampling	22
	3.2.1 Simple Random Sampling	23
3.3	Data Analysis	23
	3.3.1 Single Mean T-test	24
	3.3.2 Reliability Test (Cronbach's Alpha)	24
	3.3.3 Factor Analysis (Kaiser-Meyer-Olkin)	24
	3.3.4 Correlation (Pearson Correlation Analysis)	25
	3.3.5 Regression Analysis	25
3.4	Summary	26

### **CHAPTER 4 RESULTS AND DISCUSSIONS**

4.0	Introduction	27
4.1	Respondent Demographic	27
4.2	Results of Single Mean T-Test	29
4.3	Results of Reliability Analysis	30
4.4	Results of Factor Analysis	31
4.5	Results of Pearson Correlation Analysis	31
4.6	Results of Regression	34
4.7	Summary	35

**CHAPTER 5 CONCLUSION AND RECOMMENDATION**

5.0	Introduction	36
5.1	Conclusion	36
	5.1.1 Answers For Research Question 1	36
	5.1.2 Answers For Research Question 2	37
	5.1.3 Answers For Research Question 3	37
5.2	Research contributions	38
5.3	Limitations	38
5.4	Recommendation	39
<b>REFERENCES</b>		40
<b>APPENDICES</b>		
A	Gantt Chart FYP1	43
	Gantt Chart FYP2	44
B	Cover Letter for Survey	45
C	Questionnaire	46
D	SPSS Data Result	50

## LIST OF TABLES

<b>Table No.</b>	<b>Title</b>	<b>page</b>
2.1	Summary of the dimensions of job satisfaction	14
2.2	Summary of the dimensions of job performance	18
3.1	Sample Size Table	22
4.1	Respondent Demographic	28
4.2	Summary of single mean T-test	29
4.3	Summary of Reliability Analysis	30
4.4	Summary of factor analysis	31
4.5	Pearson Correlations between salary and job performance	32
4.6	Pearson Correlations between promotion and job performance	32
4.7	Pearson Correlations between work itself and job performance	33
4.8	Pearson Correlations between supervision and job performance	33
4.9	Pearson Correlations between co – worker and job performance	33
4.10	Regression Analysis Results	34

**LIST OF FIGURES**

<b>Figure No.</b>	<b>Title</b>	<b>page</b>
1.1	The research framework	5



**LIST OF ABBREVIATIONS**

SPSS	Statistical Package for the Social Science
KMO	The Kaiser Meyer Olkin

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0 INTRODUCTION**

Every organization could not last without their employees. Employees are the main reason an organization could exist for a long time. Understanding and utilizing the implications of the connection can increase satisfaction as well as performance which both are beneficial to employers and their employees.

This study attempts to investigate some issues related to job satisfaction and performance in an organization in manufacturing electrical industry in Sekinchan, Selangor. The Khind's electronic manufacturing industry is electrical goods accessories and lamps business. To be successful in a competitive market, it is important that Khind's managers know how their employees feel at work and what they want. The amount of effort that an employee expends toward accomplishing the company goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires. More satisfaction among employee in this company gets the better performance they will perform.

In this research, the key to facilitating motivation lies with managers good understanding of what their employees want from work .In this chapter, I will provides an overview of this research, including/ covering background of study, problem statement, research objective, research question, scope of study, research framework, research hypothesis, significant of study, operational definition and expected results the relationship between work performance and job satisfaction in Khind's electronic manufacturing industry and to attempt to determine how job satisfaction may be enhanced to improve work performance among employee.

Further, job satisfaction was examined in its relationship with work performance. Finally, factors contributing to job satisfaction were investigated to determine how Khind's electronic manufacturing industry might improve job satisfaction and work performance among their employees in manufacturing.

## **1.1 BACKGROUND OF STUDY**

As we know, job satisfaction plays a vital role in life of man, because it affects positively on the personal and social adjustment of the individual. On the country, job dissatisfaction adversely effects on the physical and mental health of the individual. The relationship between job satisfaction and employees performance has always been discussed in organizational behaviour and human resource management literature. A highly satisfaction employee need not necessarily be a profound performer.

Other than that, the employee is satisfied with the pay and pay is paid according to the working experiences and promotion is depending on the length of service of the employee. Promotion is also based on the employee job performance. However, an employee, who is dissatisfied, can cause irreparable damage to the organizational effectiveness.

Satisfied employees have positive attitudes regarding their jobs. Satisfied workers are tend to attend to work on time, more concern about the given targets, work speedily, work free of errors and omissions, loyalty and commitment to the job, less dependability, suggest new ideas, tend to improve knowledge, willing to accept more responsibility, obedience of rules and regulations, less absenteeism and effort to retain in the present job. The positive attitudes will increase the quality and quantity of employee's performance can be achieved.

Hence such a situation is good for an organization. But, some organizations do not concern about satisfaction of employees for example like promotion, a pay increase, or a chance for another job elsewhere, Conversely, an individual with a low level of satisfaction may be very productive if he or she perceives that such a performance will be rewarded. Therefore, if organizations can be more concerned about the job satisfaction of employees, better performances can be expected.

## 1.2 PROBLEM STATEMENT

The globalization trend, technology changes also development and new business practices continuously influence organization in Malaysia. Many companies are facing intensive challenge in improving the employee job satisfaction as well job performance to make organization successful. Normally employees will be more satisfied when they feel are rewarded fairly for the work they have done. Hence , those employee are more committed to the organization , have higher retention rates and tend to have higher productivity.

Performance management and employee satisfaction are two areas that pose challenges for employers. Using performance management methods such as appraisals to measure employee performance comes with its own challenges, which are usually unforeseen. Only after employers implement complex appraisal programs do they realize the problems associated with them.

Job satisfaction is another subjective topic that concerns employer's job satisfaction, or lack thereof, can affect performance appraisals and threaten the employer employee relationship by creating friction between employees and their supervisors. Nevertheless, employers can use surveys, employee feedback and supervisor review to define what problems exist within both job satisfaction and performance appraisals.

Some organization motivates their employee to perform effectively by offering some training and developmental programmes and offering various benefits for satisfactory performance among employee. Although the companies had provided some incentives and developmental programmes in order to motivate the employees, job satisfaction issues still exist.

The job satisfaction and job performance relationship has been the object of much research in the area of industrial/organizational psychology for managerial implications. Although multiple models of the relationship have been suggested, to date research has not determined the appropriate causal model to explain this relationship.

### **1.3 RESEARCH OBJECTIVE**

Generally, this research is trying to form the study's main objective to examine the relationship between job satisfaction and job performance among employee in Khind's electronic manufacturing industry . Specifically, the research is aimed:

- To examine the level of job satisfaction and job performance among employee in Khind's electronic manufacturing industry.
- To identify the co-relation between job satisfaction dimensions (pay, promotion , the work itself, supervision and co-workers)and employee job performance in Khind's electronic manufacturing industry.
- To investigate the influence of job satisfaction dimensions on employee job performance in Khind's electronic manufacturing industry.

### **1.4 RESEARCH QUESTIONS (RQ)**

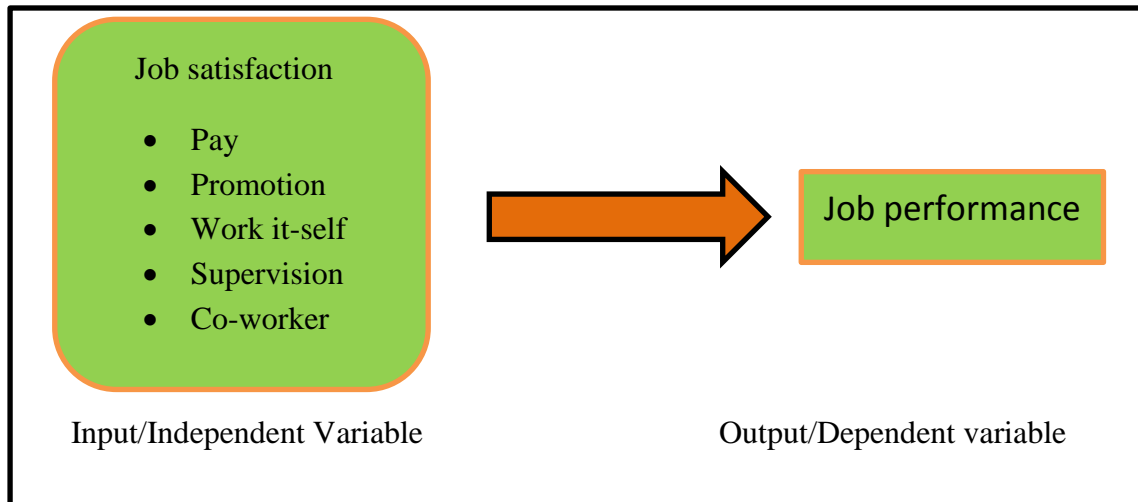
Based on the research objectives above, research questions are formulated as follows:

RQ1: what are the levels of Job Satisfaction and Job Performance of employee in Khind's electronic manufacturing industry?

RQ2: How is the co-relation between job satisfaction dimensions (pay, promotion , the work itself, supervision and co-workers)and employee job performance of employee in Khind's electronic manufacturing industry?

RQ3: What are the effects of job satisfaction dimensions on employee job performance of employee in Khind's electronic manufacturing industry?

## 1.5 RESEARCH FRAMEWORK



**FIGURE 1.1:** The research framework

From the research framework in Figure 1.1, job satisfaction dimensions which are pay, promotion, the work itself, supervision and co-workers rotation are set as the independent variables. Then, job performance at the work is the dependent variable. The operational definitions of those variables are as follows.

### Job satisfaction

According Wikipedia, job satisfaction refers to how content an individual is with his or her job also the level of contentment a person feels regarding their job.

### The Pay

For the purpose of this research, pay is defined as the employee pay which is adequate for their normal expenses. The employee is satisfied with the pay and pay is paid according to the working experiences and equal to the work done. Pay also defines to give compensation for their employee.

### The Promotion

Promotion can define something devised to publicize or advertise a product, cause, and instruction such as like as a brochure, free sample, poster, television or radio commercial or personal appearance.

### The work itself

According learner dictionary (1995), define the work as what is done by somebody. The work itself also refers to the working environment of the workers and their perception about the job itself that they are responsible for. The definition of the work itself for this research is how the employee perceives their current work whether as fun, comfortable, challenging or respect by others.

### Supervision

For the context of this research, supervision can be defined as how the supervisor treat the employee in term of praises, the employee good work, seeking the advice from the employee, understanding the nature of the employees work as well as giving the employee enough supervision and the same time shows good example to the workers.

### Co-workers

In this research , the co- workers is defined as someone who is understanding and concern to the employees, sometimes they give helpful information , advice and gives practical assistance. The co-worker is friendly, supportive and easy to participate in a discussion. Longman dictionary of contemporary English 3<sup>rd</sup> edition (2000) stressed that, co-workers as someone who works with you and has a similar position.

## **1.6 RESEARCH HYPOTHESIS**

H1: *Pay is positively related to employee job performance.*

H2: *Promotion is positively related to employee job performance.*

H3: *Work itself is positively related to employee job performance.*

H4: *Supervision is positively related to employee job performance.*

H5: *Co-workers is positively related to employee job performance.*

## 1.7 SCOPE OF STUDY

Job satisfaction is important to an organization's success. Much research have been conducted into ways of improving job satisfaction of employees in various sectors of the Malaysia economy, including the educational sector, hotel, non- profit sector , naval sector as well as the automobile manufacturing sector. Previously there were many studies on job satisfaction as well as studies on job satisfaction towards job performance, however the research had found that there is lack of study little research conducted on investigating the relationship between job satisfaction components which are (pay, promotion, the work itself, supervision and co-workers) among employee job performance in Khind's electronic manufacturing industry .

The scope of this study will be emphasizing on local organization in manufacturing electrical industry in Sekinchan, Selangor. This study also will conduct among employee in Khind's electronic industry in order to investigate the relationship between job satisfaction and job performance among employee. Khind Holdings Berhad or Khind's had been chosen because as we know, this company is a national leading electrical and electronics appliances company listed on Bursa Malaysia.

Other than that, the company is principally engaged in investment holding and provision of management services, whilst the principal activities of the subsidiaries are renting of commercial properties and motor vehicles, manufacture and sale of electrical home appliances and wiring accessories. Khind's is involved in the marketing and distribution of a wide range of electrical and electronic appliances, electrical products and wiring accessories, audio-visual products and white goods, through its wholly owned subsidiary.



## **1.8 SIGNIFICANCE OF STUDY**

Hopefully, the results of this research will be both theoretically and practically beneficial. In theoretical perspective this research would help other researchers to prove the theory and also support the future research, generating good ideas and also provides better understanding. Next, for management perspective this research could support the management to improve the employee job performance in the future as well as to increase employee job satisfaction in industries. Lastly, this research will benefit other students to understand the relationship between job satisfaction and job performance better and could be guideline for other researcher who is interested to study the relationship between job satisfaction and job performance in other organization.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

In this chapter, the previous relevant literatures were reviewed. It provided several definitions for job satisfaction in order to get a broad indication of the different aspects of this definition. It also gave insights in the different dimensions of job satisfaction that have been examined by three different researchers (Opkara, 2002; Lambert et al., 2001; Wood et al., 1986). Other than that, job performance and the relationship between job satisfaction and job performance were also discussed in details in this chapter.

#### **2.1 DEFINITION OF JOB SATISFACTION**

Job satisfaction is how content an individual is with his or her job. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs.

According to ilham (2009), employee satisfaction refers to the positive or negative aspects of employee attitude towards their job. Employee satisfaction is the terminology used to describe whether employees are happy and needs at work. Job satisfaction plays a vital role in the life of man because it affects positively on the personal and social adjustment of the individual.

The researcher found that work environment is an important determinant of job satisfaction of employees (Herzberg, 1968; Spector, 2008). The work environment in the new research, was found to be a better determinant of job satisfactions by the scholars

(Reiner and Zhao,1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994).

Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Guest (2004), Silla et al. (2005) and Ceylan,( 1998) concluded that the working conditions have affect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, lighting, ventilation.

Schermerhorn (2005) emphasized that it is essential to recognize to the significance of these factors to boost the satisfaction level in the workforce. The researchers found the factors like pay, promotion and satisfaction with co-workers that influence the employee feeling towards job satisfaction.

The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al.,2003).The scholars previous found that environmental factors are important determinant of job satisfaction. The job, fellow worker, supervision, pay, and promotion and advancement are the vital factors. (Lambert et al., 2001).

Opkara (2002) stated that job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions . Out of these factors, pay is a very important factor. Okpara also founded that, conducted the study of IT managers, found that job satisfaction among managers can be increased with the help of supervision.

Other than that, Brunetto and Farr-Wharton (2002) concluded that supervision of the immediate manager increases the level of job satisfaction in the public sector employees.

Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Igalens and Roussel, 1999). The study regarding the job

satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinants of job satisfaction (Sokoya, 2000).

## **2.2 COMPONENTS OF JOB SATISFACTION**

### **2.2.1 Five dimensions of Job satisfaction by Opkara (2002)**

Opkara (2002) used the Job Descriptive Index (JDI) to define and measure job satisfaction. It is a very well-known and often used measure (Gregson, 1991). Each of their five dimensions of job satisfaction is addressed in short below.

Firstly is supervision. This dimension relates to the satisfaction employees experience with regard to their supervisors. It has a small link with the „Satisfaction with information“ dimension of Wood et al. in the sense that they both address (accessible) feedback from supervisors.

Secondly are co-workers. This aspect describes the relation between employees amongst themselves. It addresses issues like working together, temperament, characteristics and intelligence of colleagues.

Thirdly is pay. This dimension is highly related to the „Satisfaction with Pay“ . Both dimensions account for salary and security. However, one extra item is included by Smith et al., namely satisfaction with pay with regard to what one deserves for their work (Gregson, 1991).

Next, opportunities for Promotion. This rather is on opportunities for promotion than on promotion itself. Statements focus on promotion policy, reason for promotion and chances for promotion.

Lastly, work. This dimension has an eye for overall work satisfaction. Statements mainly involve adjectives about work like „good“, „challenging“, „satisfying“ and „boring“.

To conclude, Opkara (2002) used a five-dimension scale to measure job satisfaction. Two out of five of these dimensions (namely Supervision and Pay) addressed to a more or less extent the same issues as Wood et al. (1986). The remaining elements distinguished themselves more from the Wood et al. scale.

### 2.2.2 Six-item Scale of Job satisfaction by Lambert et al. (2001)

Lambert et al. (2001) used previous research and developed their own interviews in several industries to come up with a more complete, six-item scale for job satisfaction. First, the job. This item is about the job itself. It highly relates to the Work dimension of Opkara (2002) .

Second , fellow workers. This item shows much overlap with the „Co-workers“ dimension from Lambert et al. (2001). Both discuss issues like teamwork, intelligence, and selfishness of colleagues.

Third, supervision. This item obviously has some overlap with the „Supervision“ item from Lambert et al. (2001), although this one clearly focuses upon sales managers as the supervision. Another difference is that the focus is more on the ability of sales managers to see what is going on at the work floor, and to really help employees if they run into any troubles, whereas in the Lambert et al. (2001), „Supervision“ item, characteristics and demands from supervisors are the centre of attention.

Next, pay .This is an item that returns regularly on job satisfaction dimensions. Therefore, it has overlap with the other two theories, but it extends beyond those by including statements about the category salesmen and not just overall pay satisfaction.

Other than that, promotion and advancement. Again, this item rather is on opportunities for promotion than on promotion itself, corresponding to the Opportunities for Promotion item from Lambert et al. (2001).

Then , customers. This element relates to the image employees have about their customers; are they trustworthy and do they keep their promises? It distinguishes itself from the other dimensions because customers are specifically important to industrial salesmen, where they play a significant less important role in the other two descriptions of job satisfaction.

To conclude, only one dimensions, namely “Customers” distinguish themselves from the other scales. It is because that Lambert et al. (2001) focussed specifically on job satisfaction with regard to industrial salesmen.

### **2.2.3 Four dimensions of job satisfaction by Wood et al. (1986)**

In their research on social responsibility and personal success, Wood et al. (1986) examined the effect of social responsibility on job satisfaction among marketing professionals. They identified four dimensions which are discussed briefly below.

First, satisfaction with information. This dimension involves assertions regarding the amount of information about job performance and the accessible feedback from the supervisor.

Second, satisfaction with variety. This item regards the diversity in one job. Aside from variety, also independent thought and action are considered.

Next, satisfaction with closure. By closure, the opportunity to complete working tasks is meant.

Last, satisfaction with pay. Here, contentment with regard to the job is of main concern. Statements concerning salaries and securities are included in this item.

To conclude, Wood et al. (1986) used a four dimension scale to measure job satisfaction among marketing professionals. They ended up with a four item scale measuring satisfaction with regard to: information, variety, closure and pay.

### **2.2.4 Summary**

If to sum up all the items from previous related researches, there distinguished eight different dimensions, out of which six tend to have resemblances to a smaller or larger extent across the three theories about job satisfaction. In other words, only four dimensions (Customers, Closure, Variety and Information) appear in only one of the three researches. The reason why they do not overlap with the other dimension scales, probably has to do with the fact that they narrow down their research to specific industries. To give an overview of the previously discussed researches and their differences and resemblances, a table containing all dimensions and the researchers is shown in Table 2.1. And the operational definitions of each job satisfaction dimension are presented below.

**Table 2.1: Summary of the dimensions of job satisfaction**

Overview of the Researchers and their dimensions	<u>Opkara (2002)</u>	<u>Lambert et al., (2001)</u>	<u>Wood et al. (1986)</u>
supervision	✓	✓	
Co-workers	✓	✓	
pay	✓	✓	✓
information			✓
closure			✓
variety			✓
Job its self	✓	✓	
promotion	✓	✓	

Supervision---- For the context of this research, supervision can be defined as how the supervisor treat the employee in term of praises, the employee good work, seeking the advice from the employee, understanding the nature of the employees work as well as giving the employee enough supervision and the same time shows good example to the workers.

The work itself---- According learner dictionary (1995), define the work as what is done by somebody. The work itself also refers to the working environment of the workers and their perception about the job itself that they are responsible for. The definition of the work itself for this research is how the employee perceives their current work whether as fun, comfortable, challenging or respect by others.

Co-workers ---- In this research , the co- workers is defined as someone who is understanding and concern to the employees, sometimes they give helpful information , advice and gives practical assistance. The co-worker are friendly , supportive and easy to participate in a discussion. Longman dictionary of contemporary English 3<sup>rd</sup> edision (2000) stressed that, co-workers as someone who works with you and has a similar position.

Pay ---- For the purpose of this research, pay is define as the employee pay which is adequate for their normal expenses . the employee is satisfied with the pay and pay is paid according to the working experiences and equal to the work done. Pay also define to give compensation for their employee.

Promotion ----Promotion can define something devised to publicize or advertise a product, cause, and instruction such as like as a brochure, free sample , poster, television or radio commercial or personal appearance.

### **2.3 DEFINITION OF JOB PERFORMANCE**

Many studies have addressed the use of job performance as an outcome to measure empirical research, relatively little effort has been spent on clarifying the performance concept. Campbell et al. (1993) defined performance as “Performance is what the organization hires one to do, and do well”. Thus Job performance is what a staff member does in the job situation. It is commonly accepted that organizations need and value staff member who perform well, and these high performers are considered a valuable asset for the organization.

According Brown and Peterson (1993), organizations need highly performing staff members in order to meet their goals, to deliver excellent services, and finally to achieve competitive advantage. Performance is also important for the staff members as it can be a source of satisfaction, with feelings of pleasure and pride. Furthermore, high recognized job performance often rewarded by financial and/or other benefits such as getting promoted more easily and having better career opportunities. On the other hand, low job performance might lead to job dissatisfaction or even as a personal failure.

### **2.4 DIFFERENT DIMENSIONS OF JOB PERFORMANCE**

As is the case with job satisfaction, also work performance can be described into more detail by means of dimensions. This section elaborates on two different researches. The first will be the four dimension scale by Hunt(1996). Next, the four different constructs examined by Ng and Feldman (2008) are discussed. The section ends with a comparison between the different researches.