



Sudan university of Science and Technology

College of Graduate Studies

Impact of Job Satisfaction on Employee Performance

In Animal Wealth Sector

أثر الرضى الوظيفى على أداء العاملين فى قطاع الثروة الحيوانية

**Research presented in partial fulfillment of the requirements
for Master degree of Management of Quality and Excellence**

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In the name of Al I Ah the beneficent the merciful

اهداء

اهدى هذا البحث المعرفى الى امى ؛ ابى ؛ اخوتى ، زوجى ، ابنائى والى جميع اساتذتى فى طريق التماس العلم من مرحلة التعليم قبل المدرسى الى الدراسات العليا والى زملائى الاعزاء بالمؤسسات العلمية والعملية.

والله من وراء القصد

رحاب حسب الرسول محمد خير

ماجستير ادارة الجودة الشاملة والامتياز

الدفعة الرابعة

- ❖ If you talk to a man in language he understands, that goes to his head. If you talk to him in his own language, that goes to his heart.

Nelson Mandela

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Abstract

This research was based on the study of the effect of job satisfaction on the performance of employees, as field study on the livestock sector workers in State institutions and the private sectors and the research was done on two assumptions pillars including the effect of job satisfaction on the performance of the staff rate. and Job satisfaction which includes several wages, incentives and promotions and relationship with superiors and subordinates, colleagues and working environment.

The study also includes the concept of career satisfaction and its importance as well as the concept of functionality and its relationship to job satisfaction and to study the impact of different sex and type of institution (private sector or government) ,qualification, job situation and years of experience and salary on job satisfaction .

Two methods were followed to achieve these goals:

The first exposure of all the subject of this study from previous studies and benefit from them and second was resort search field practical side where the application of the study was a questionnaire worked on a sample of 100 employees then analyses process had been done and extract the results .

The analysis of the data showed that job satisfaction had a significant impact on staff performance and increase employee performance rate attributed to the extent of employee satisfaction. The results were in favor of what imposed by the researcher.

ملخص البحث

يقوم هذا البحث على دراسة أثر الرضا الوظيفي على أداء العاملين وهي دراسة ميدانية على العاملين بقطاع الثروة الحيوانية بمؤسسات الدولة والقطاع الخاص وقام البحث على فرضيتين أساسيتين :

1. تأثير الرضا الوظيفي على معدل أداء الموظفين .
2. الرضا الوظيفي يشتمل على عدة محاور تشمل الأجور والحوافز والترقيات والعلاقة مع الرؤساء والمرؤوسين والزملاء وبيئة العمل .

تحدث البحث عن مفهوم الرضا الوظيفي وأهميته وكذلك عن مفهوم الاداء الوظيفي وعلاقته بالرضا الوظيفي ثم تحدث عن اثر اختلاف الجنس ونوع المؤسسة (قطاع خاص او حكومي) والمؤهل التعليمي والمركز الوظيفي وسنوات الخبرة والراتب.

اتبع البحث طريقتين لتحقيق الهدف :

الأولى : التعرض لكل ما يتعلق بموضوع هذه الدراسة من دراسات سابقة والاستفادة منها .
والثانية : لجأ البحث الى الجانب العملي الميداني ، وفيه قام بتطبيق أداة الدراسة التي كانت عبارة عن استمارة استبيان وحسب الطريقة المثلى في اختيار العينة تم عمل الدراسة على عينة مكونة من 100 موظف استعان الباحث فيها بعدد 100 استمارة وهي الاستمارات التي تم الاعتماد عليها عند عملية التحليل واستخراج نتائج هذه الدراسة .

وبعد الدراسة والتحليل توصل البحث الى أن الرضا الوظيفي له تأثير كبير على أداء الموظفين وأن زيادة معدل أداء الموظف تعزى الى مدي رضا الموظف. وكانت النتيجة مؤيدة لما فرضه الباحث .

Chapter one

Introduction

1-Introduction

Work is beautiful thing, we can get cash and meet our needs and entertain ourselves, work is to make the effort, fatigue and works against the felony money.

Many of us void of work due to lack of employment opportunities and a lot of us worked hard to feed their family and giving charity to the poor, what beautiful work and faith net to God.

The human resources management is today one of the most important administrative functions in any organization, and that what had appeared to the importance of the human element and its impact on the productive efficiency of enterprises, and have expanded the concept of human resource management to include activities multiple masters comes on top of analysis and job descriptions, human resource planning, attracting human resources, stimulate human resources development and training of human resources, in addition to the traditional activity related to the affairs of human resources management in enterprises

Sudanese researchers did not care about the subject of management and the issue of career and vocational satisfaction with great interest before. At a time when concern is increasing in the Arabian Gulf, Europe and America comparative studies in the field of job satisfaction for employees resulted in a large number of published studies but in Sudan we found some published literature on the subject or sporadic studies, it is fewer than required and do not match the importance of the subject, this study came to update of what preceded it, and to an ambitious researcher in raising the issue which is haunt all employees at all levels.

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. (Society for Human Resource Management SHRM report 2009).

Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment.

Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

Employee satisfaction is often measured by anonymous employee satisfaction surveys administered periodically that gauge employee satisfaction. (The annual Society for Human Resource Management (SHRM) 2011)

This study tried to analyze the relationship between job satisfaction and performance of employees and whether varies depending on the type of organization , gender , the educational qualification , years of experience , salary and job situation.

1-1. Statement of the Problem:

What is the relationship between job satisfaction and performance of employees and whether varies depending on the type of institution (government sector or the private sector) and gender (male or female) and the educational qualification and years of experience and salary and career center

1-2. Study justification:

This study was done because of the lack of research on this subject in Sudan, unlike the case in the Gulf, Europe and America countries, where they began to study the job satisfaction and its impact on the performance of employees in various aspects.

1-3. Research question:

1. Is there a statistically significant difference in the performance of employees based on the level of job satisfaction
2. Are there any statistically significant differences in satisfaction of the employees of public and private institutions differences with a different sex, educational qualification and years of experience and salary and career center?

1-4. Objectives:

General Objective:

- 1-To study of the effect of job satisfaction on the performance of employees

Specific Objectives:

1- To determine if there is significant link between performance level and job satisfaction in Khartoum State.

2- To identify the impact of various factors on the satisfaction of the employees of public and private institutions with different sex, educational qualification and years of experience and job status, salary and whether this affect the job satisfaction in Khartoum state.

Chapter Two

Literature Review

Literature Review

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision (Spector,. 1997). Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved (Hulin, and Judge,. 2003). Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) (Thompson,; Phua. 2012). or cognitions about the job (cognitive job satisfaction) (Moorman. 1993).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304).Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision).

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have

cognitive (evaluative), affective (or emotional), and behavioral components -(Hulin, C. L., and Judge, T. A. 2003) Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Tomažević, N., Seljak, J. and Aristovnik A. 2014)

A study title "Analysis of Factors Affecting Job Satisfaction of the Employees in Public and Private Sector", in India concluded that in India Employees tend to love their job if they get what they believe is an important attribute of a good job. Weight age factor of each such attribute based on exhaustive survey has been calculated. Region, sector and gender wise study of job satisfaction has provided consistent picture with respect to distribution of data set analyzed showed that most of the

employees in Indian industry are not satisfied with their job except for a few like male in commerce sector and female in education sector. Total job satisfaction level of males is found to be higher than that of woman. Total job satisfaction level in manufacturing sector is found to be very low (Kumari et al,.. 2014)

The assessment of job satisfaction through employee anonymous surveys became commonplace in the 1930s (Latham, G. P., and Budworth, M. H 2007). Although prior to that time there was the beginning of interest in employee attitudes, there were only a handful of studies published (Kornhauser, A. W. 1930) Latham and Budworth(Latham, G. P., and Budworth, M. H 2007) note that Uhrbrock (Uhrbrock, R. S. 1934). in 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. They also note that in 1935. (Hoppock Hoppock, R1935) conducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with coworkers and supervisors.

Models (methods)

Affect theory:

Edwin Locke's range of affect theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position

that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Dispositional approach:

The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs (Staw, B. M., and Cohen-Charash, Y. 2005) Research also indicates that identical twins raised apart have similar levels of job satisfaction (Arvey et al ,.. 1989)

A significant model that narrowed the scope of the dispositional approach was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997 (Judge et al,.. 1997) Judge et al. argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction (Judge et al,.. 1997).

Equity theory:

Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce

an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether or not they have an equitable relationship (Adams, J. S. 1965). (Walster, E. E. Berscheid and G. W. Walster 1973) Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal .(Huseman et al,.. 1987)

For example, consider two employees who work the same job and receive the same pay and benefits. If one individual gets a pay raise for doing the same work as the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, both individuals get pay raises and new responsibilities, then the feeling of equity will be maintained .(Huseman et al,.. 1987) Other psychologists have extended the equity theory, suggesting three behavioral response patterns to situations of perceived equity or inequity (Huseman, Hatfield, and Mile, 1987; O'Neil and Mone 1998). These three types are benevolent, equity sensitive, and entitled. The level by each type affects motivation, job satisfaction, and job performance.

Benevolent-Satisfied when they are under-rewarded compared with co-workers

Equity sensitive-Believe everyone should be fairly rewarded

Entitled-People believe that everything they receive is their just due (Schultz, Duane P. Schultz, Sydney Ellen 2010).

Discrepancy theory:

The concept of discrepancy theory explains the ultimate source of anxiety and dejection (Higgins, E. T. 1999). An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then

they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide (Higgins, E. T. 1987). Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility (Strauman, T. J. 1989) This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide (Higgins, E. T. 1987). When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression (Strauman, T. J. 1989)

Here's a thought, an individual does fulfill those obligations and responsibilities to the company; but the employer punishes the employee regardless of the fulfillment of duties. Agitation and anxiety is the main response toward an ungrateful employer who refuses to recognize improvement to companies bottom line because of employees endeavor.

Two-factor theory (motivator-hygiene theory)

Main article: Two-factor theory:

Frederick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace (J. R. Hackman et al., 1976) This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, and Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition,

promotion opportunities (Aristovnik, and Jaklič, 2013) These motivating factors are considered to be intrinsic to the job, or the work carried out (Hackman et al,.. 1976)

Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions (Hackman et al,.. 1976)

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman and Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact (Hackman et al,.. 1976) Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors (Hackman et al,.. 1976) Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured (Hackman et al,.. 1976).

Job characteristics model

Main article: Job characteristic theory:

Hackman and Oldham proposed the job characteristics model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, and performance). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. Not everyone is equally affected by the MPS of a job. People who are high in growth need strength (the desire for

autonomy, challenge and development of new skills on the job) are particularly affected by job characteristics (Hackman, J. R., and Oldham, G. R. 1976) a meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM (Fried, and Ferris, R1987).

Influencing factors

Environmental factors

Communication overload and underload

One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job.(Kraye, and Westbrook, 1986) Demands can be characterized as a communication load, which refers to “the rate and complexity of communication inputs an individual must process in a particular time frame (Farace et al.,1977) Individuals in an organization can experience communication over-load and communication under- load which can affect their level of job satisfaction. Communication overload can occur when “an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process (Farace et al.,1977) Due to this process, “given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload .(Kraye, and Westbrook, 1986) which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them (Farace et al.,1977) According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied,

aggravated, and unhappy with their work which leads to a low level of job satisfaction.

Superior-subordinate communication

Main article: Superior-subordinate communication

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional (Burgoon et al., 1996). Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content (Teven, 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

Strategic employee recognition

A Watson Wyatt Worldwide study identified a positive outcome between a collegial

and flexible work environment and an increase in shareholder value. Suggesting that employee satisfaction is directly related to financial gain. Over 40 percent of the companies listed in the top 100 of Fortune magazine's, "America's Best Companies to Work For" also appear on the Fortune 500. It is possible that successful workers enjoy working at successful companies, however, the Watson Wyatt Worldwide Human Capital Index study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices (Retrieved 11 July 2012). Employee recognition is not only about gifts and points. It's about changing the corporate culture in order to meet goals and initiatives and most importantly to connect employees to the company's core values and beliefs. Strategic employee recognition is seen as the most important program not only to improve employee retention and motivation but also to positively influence the financial situation (CFO Insight Magazine, January 2013)

The difference between the traditional approach (gifts and points) and strategic recognition is the ability to serve as a serious business influencer that can advance a company's strategic objectives in a measurable way. "The vast majority of companies want to be innovative, coming up with new products, business models and better ways of doing things. However, innovation is not so easy to achieve. A CEO cannot just order it, and so it will be. You have to carefully manage an organization so that, over time, innovations will emerge (Freek Vermeulen in Forbes, May 2011)

Individual factors

Emotion

Mood and emotions at work are related to job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often

more intense, short-lived and have a clear object or cause (Weiss HM, Cropanzano R. 1996).

Some research suggests moods are related to overall job satisfaction (Brief AP, Roberson L. 1989) (Weiss , Nicholas , Daus 1999) Positive and negative emotions were also found to be significantly related to overall job satisfaction (Fisher 2000)

Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced (Fisher 2000)

Emotion work (or emotion management) refers to various types of efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative (Pugliesi. 1999) It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction (Cote, Morgan 2002).

The understanding of how emotion regulation relates to job satisfaction concerns two models:

Emotional dissonance. Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions, (Ashforth, , and Humphrey, 1993) (Rafaeli and Sutton, 1989). that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction (Abraham. 1999). (Morris, and Feldman, C1997)

Social interaction model. Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters

that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction (Cote, Morgan 2002).

Genetics

It has been well documented that genetics influence a variety of individual differences (Rowe, C1987) Some research suggests genetics also play a role in the intrinsic, direct experiences of job satisfaction like challenge or achievement (as opposed to extrinsic, environmental factors like working conditions). One experiment used sets of monozygotic twins, reared apart, to test for the existence of genetic influence on job satisfaction. While the results indicate the majority of the variance in job satisfaction was due to environmental factors (70%), genetic influence is still a minor factor. Genetic heritability was also suggested for several of the job characteristics measured in the experiment, such as complexity level, motor skill requirements, and physical demands (Arvey et al, 1989).

Personality

Some research suggests an association between personality and job satisfaction (Judge et al, 2002). Specifically, this research describes the role of negative affectivity and positive affectivity. Negative affectivity is related strongly to the personality trait of neuroticism. Individuals high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related strongly to the personality trait of extraversion. Those high in positive affectivity are more prone to be satisfied in most dimensions of their life, including their job. Differences in affectivity likely impact how individuals will perceive objective job circumstances like pay and working conditions, thus affecting their satisfaction in that job (Brief, and Weiss. 2002)

There are two personality factors related to job satisfaction, alienation and locus of control. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement and organizational commitment. A meta-analysis of 187 studies of job satisfaction concluded that high satisfaction was positively associated with internal locus of control. The study also showed characteristics like high machiavellianism, narcissism, trait anger, type A personality dimensions of achievement striving and impatience/irritability, are also related to job satisfaction (Bruk-Lee et al, 2009).

Psychological well-being

Psychological well-being is defined as “the overall effectiveness of an individual’s psychological functioning” as related to primary facets of one’s life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one's life as a whole. It is a global evaluation (Wright, , and Cropanzano,. 2000)

Chapter Three

Materials and methods

Materials and methods

3-1. Research hypotheses:

1. There is a statistically significant difference in the performance of employees based on the level of job satisfaction.
2. There are statistically significant differences in satisfaction of the employees of public and private institutions with a different sex, educational qualification and years of experience and salary and career center.

3-2 Study Design:

Application of the study was a questionnaire tool - Structured questionnaire - A Likert scale ,worked on a sample of 100 employees after that analysis process was done and extract the results of this study.

3-3 Study area and duration:

Public and private organization of the livestock sector in Khartoum State from March to July 2015.

3-4 Study population:

Livestock employee at state institutions and the private sector in Khartoum State.

The study was done on a sample of 100 employees.

3-5 Data collection:

Questionnaire form was printed and distributed to 100 employees in livestock sector workers in state institutions and the private sector in Khartoum State then unloading the data of the questionnaire forms.

3-6 Data analysis:

After collecting the forms and unloading of the data had been analyzed by statistical data analysis and obtaining results of the study- SPSS version 14, Independent Samples Test **and** dependent Samples Test.

3-7 Ethical consideration:

Strict confidentiality was maintained in dealing with the questionnaire and the usage of these data for the research only – not for any another purpose.

Chapter Four

Results

Results

Descriptive Table :

Table (1) Explain the frequency and percentage of sex , type of organization , education level ,experience years ,job situation and salary

		Frequency	Percent
Sex	Male	44	44.0
	Female	56	56.0
Type of organization	Public	40	40.0
	Private	60	60.0
Education level	Diploma	7	7.0
	Bckalarios	68	68.0
	Master	25	25.0
experience years	1-5year	45	45.0
	6-11year	25	25.0
	Up to 12year	29	29.0
	Missing	1	1.0
Job situation	Manager	15	15.0
	Dep-director	10	10.0
	Employee	75	75.0
salary	les1000	24	24.0
	1000-2500	52	52.0
	Up t0 2500	24	24.0

The census results that there was a large proportion of female worker in the field of livestock where the percentage was 56% of the sample and the proportion of workers in the private sector reached 60% of the size of the sample and found that the campaign B.SC. had represented 68% of the sample size , the largest percentage and master's campaign reached 25% percentage .

It was found that 45% of the number of employees were in the period from a

year before to 5years and 25% of them working years ranged from 6years to 11 years and 29% experience of more than 12 years .

It was also found that more than 50 % of the workers' salaries were between 1000 - 2500 Sudanese pounds and 24% of them their salaries less than 1,000 Sudanese pounds and 24% of their salaries more than 2,500 pounds, the average salary of the employees is the subject of the study between 1000 – 2500 pounds for workers in the public sector or private sector, regardless of the employment conditions , various scientific and grades and the varying years of experience working in the sample studied.(table (1))

Independent Samples T-Test:

Table (2) Explain the Independent Samples Test of the Impact of job satisfaction in employee performance

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.956	.331	2.022	98	.046	.25652	.12688	.00472	.50832
Equal variances not assumed			2.080	91.332	.040	.25652	.12331	.01159	.50146

The independent samples was used t-test to see whether the performance affected by the employee satisfaction level. The t test compares one variable (performance) between two groups (satisfied and dissatisfied employees) by comparing the means,

there was a statistically significant difference in the performance of employees based on the level of job satisfaction.(Table (2))

Dependent Samples One-way ANOVA Test :

Table (3) Explain the dependent Samples Multiple Comparisons Test

			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		2.614	2	1.307	3.442	.036
	Linear Term	Unweighted	.271	1	.271	.715	.400
		Weighted	.271	1	.271	.715	.400
		Deviation	2.343	1	2.343	6.170	.015
Within Groups			36.831	97	.380		
Total			39.445	99			

from the test result , it was clear that the different variables including sex, type of organization, education level, experience years ,job situation and salary were statistically significantly affect job satisfaction rates.

Post Hoc Tests:

Table (4) Explain the Multiple Comparisons (experience years)Test

As a dependent Variable with employee satisfaction

(I) exp	(J) exp	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1-5year	6-11year	-.41700(*)	.14910	.006	-.7130	-.1210
	up12year	.18198	.14234	.204	-.1006	.4645
6-11year	1-5year	.41700(*)	.14910	.006	.1210	.7130
	up12year	.59898(*)	.16313	.000	.2752	.9228
up12year	1-5year	-.18198	.14234	.204	-.4645	.1006
	6-11year	-.59898(*)	.16313	.000	-.9228	-.2752

* The mean difference is significant at the .05 level.

Years of experience on the job satisfaction rates of years of experience that affect the job satisfaction significantly and that the most satisfaction are the workers who were in the middle category of 6-11 years compared with other groups.

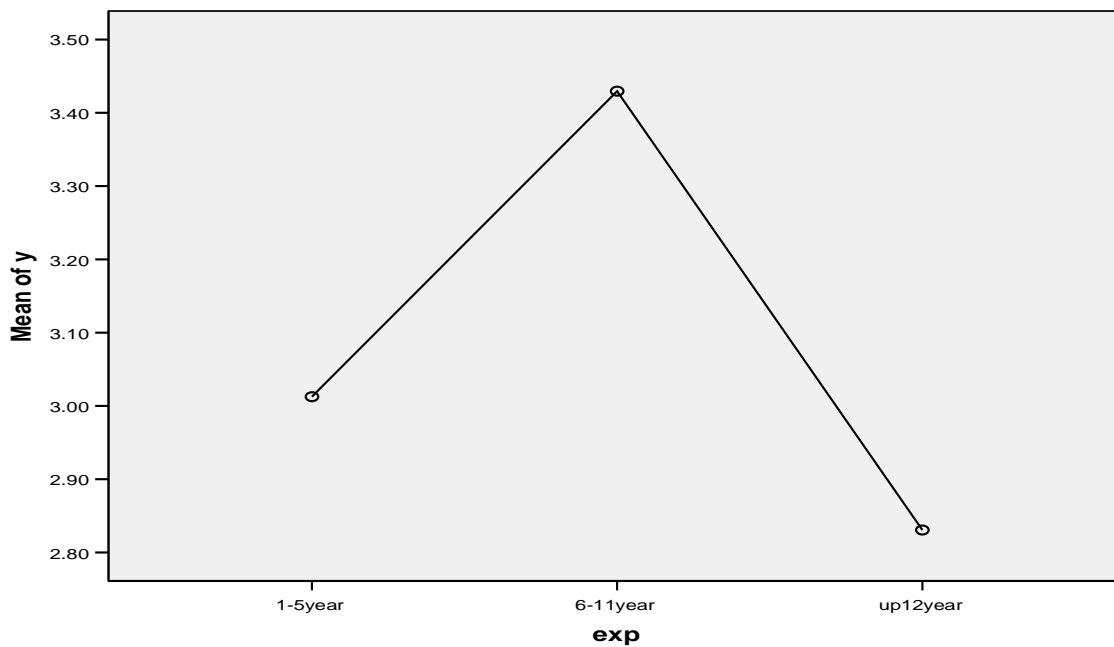


Figure (1) Explain the Multiple Comparisons (experience years)Test as a dependent variable with employee satisfaction

Post Hoc Tests:

Table (5) Explain the Multiple Comparisons(salary) Test as a dependent variable with employee satisfaction

LSD

(I) salary	(J) salary	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
les1000	1000-2500	-.23119	.15206	.132	-.5330	.0706
	up2500	.15036	.17788	.400	-.2027	.5034
1000-2500	les1000	.23119	.15206	.132	-.0706	.5330
	up2500	.38155(*)	.15206	.014	.0797	.6834
up2500	les1000	-.15036	.17788	.400	-.5034	.2027
	1000-2500	-.38155(*)	.15206	.014	-.6834	-.0797

* The mean difference is significant at the .05 level.

The impact of wages and salaries to job satisfaction rates that Salaries are affecting job satisfaction significantly and that the most satisfaction employee are the workers who were in the middle of 1000 to2500 Sudanese pounds Category compared with other groups.

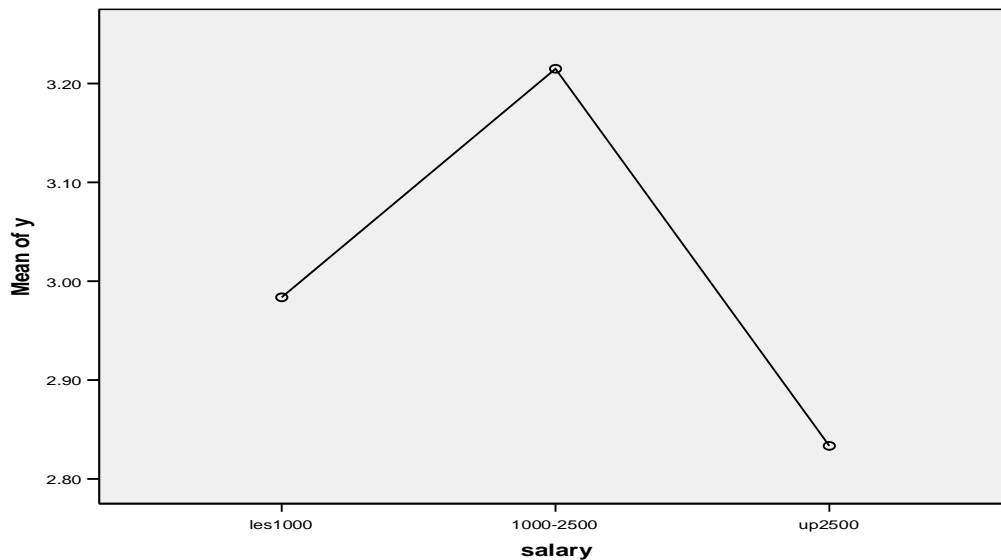


Figure (2) explain the Multiple Comparisons (salary) Test as a dependent Variable with employee satisfaction

One-way analysis of variance (ANOVA) used to determine whether there were any significant differences between the means of independent (unrelated) groups which including the variables sex,type of organization ,education level ,experience years ,job situation and salary and their relation to job satisfaction. One-way ANOVA is an omnibus test statistic and cannot tell us which specific groups were significantly different from each other; it only tells us that at least two groups were different. Since i have six groups in my study design, determining which of these groups differ from each other is important. I did this using a post-hoc test for tow variables, found that the performance of employees affected by the level of satisfaction, but the different factors affect with different degrees.

Chapter Five

Discussion

Discussion

From previous studies it became clear that the good performance of the work and the level of satisfaction linked by many characteristics, but they relate to the characteristics of the person and the most important for the employee successful in his work is to be understand his potential first and foremost, the successful employee is the one who achieves the goals of his career and is aware that his effectiveness is measured by the extent to accomplish the goals of the site occupied by because what counts is not the efforts, but the results achieved by and he should be successful when he see himself as a member of an integrated team has a role his performance cannot be efficiently unless combined with cooperation and interaction with the efforts and roles of others.

Good management is fully aware that the employee is the cornerstone of the institution and must be an effective in order to be able to achieve its objectives, in addition to community service.

The study showed that there is a clear feeling among the staff to provide the best for their organization and that there was an exchange of interests between the institutions and staff and there was awareness among employees of the need constant interaction between the staff and the institutions, also the institutions aware that every employee has ambitious targets to be achieved at all levels the workplace and the environment had a great significance and a positive or negative impact on employee satisfaction and their performance

Through the study, the presence of high levels of scientific expertise and large

livestock in different areas of public and private sectors in the State of Khartoum, and the presence of a large proportion of women working in the field of livestock in various locations, also campaign B.SC. who represented 68% of the sample size , the largest percentage and master's campaign reached 25% percentage .and this refers to the growing number of people with higher degree.

It was clear from the study results that the wage increase affected the satisfaction significantly with the presence of a clear relationship between employees for promotions, incentives and an increased rate of satisfaction and improve performance

Independent sample test was measured between the average variables , gender, type of organization and found that there is a statistically significant level of employee satisfaction at the level of their performance in various aspects of the impact .

In one way anova test and the Post Hoc Tests to measure the discrepancy between impact of sex , type of institution (private sector or government) , qualified educational , job situation , years of experience and the salary to achieve job satisfaction and performance of different operators is not equal

Thus the first hypothesis was accepted and the second hypothesis was rejected, considering that the performance of employees were affected by the level of satisfaction, but the different factors affect with different degrees.

The study of the special relationship between job satisfaction and performance on the employee in the livestock sector in Khartoum state and based on monitoring and analyzing the research results of the study and dissemination of the study on all states of the Sudan and all its institutions

Referring to previous studies, it was found that many study agrees with this study

About many of the fact that job satisfaction affects the performance rates but the influence is different by different sex and type of institution (private sector or government) qualification, job situation and years of experience and salary.

The Americans and Europeans were aware to the importance of job satisfaction and its impact on the performance of employee and worked to improve and increase satisfaction rates among employees so that they can improve performance and raise the rates of growth and development and to increase productivity and the provision of goods, services and information in high quality.

Sudan need for interest in this matter and make it the importance and place in the priorities of continuous improvement plans and strategies of the state and the private sector.

Conclusion and Recommendations

Conclusion:

- To improve performance in public and private sectors, it is very useful to focus on recognize the importance of taking care of the internal customers – employees and any other stakeholders, the employees of any organization are a key factor in facilitating its success and should be treated well and with respect to create a positive and productive working environment where staff morale is high
- Internal customer care should enable to work as a team and successful team will be more efficient because Internal customers have a direct link to the external customers and the quality of product or service they receive , Taking care of internal customers impacts Cultural Working Experience and environment and Speed Up Systems and Processes.

Recommendations:

- Because of the importance of this topic ,the Sudanese researchers should continue to study the importance and impact of employee satisfaction on the performance of employees and cover another aspects not covered by this research.
- I hope to benefit from this research for the application of the output in all the institutions in Sudan ratio in need in Sudan for the development and prosperity and to catch up on a par with the developed countries and the inclusion of improved job satisfaction rates in the continuous improvement of state institutions and the private sector plans.

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Appendixes:

1- Questionnaire form:

جامعة السودان للعلوم والتكنولوجيا
الدراسات العليا
مركز الجودة الشاملة والامتياز

لتحقيق التميز في المؤسسات السودانية بالقطاعين العام والخاص نرجو تعبئة هذا الاستبيان بشكل صريح وموضوعي والذي يهدف الى معرفة أثر الرضا الوظيفي على اداء الموظفين لعملهم مع العلم انه سيتم معاملة هذا الاستبيان بشكل سري وسيتم عمل دراسة احصائية للنتائج ليتم معالجة نقاط الضعف والارتقاء بالموارد البشرية والذي سينعكس إيجابا على تحقيق اهداف الجودة واهداف المؤسسات حيث يمثل رضا العاملين احد مبادئ التميز المؤسسي فضلاً عن التحسين المستمر:

المعلومات الشخصية:

- الجنس : ذكر انثى
- نوع المؤسسة : قطاع عام قطاع خاص
- المؤهل العلمي : دبلوم فأقل بكالوريوس ماجستير فأكثر
- سنوات الخبرة : 1-5 سنوات 6-11 سنة 12 سنة فأكثر
- المركز الوظيفي : مدير رئيس قسم موظف
- الراتب : اقل من 1000 جنيه 1000-2500 جنيه اكثر من 2500 جنيه

مسلسل	محور الاستبيان	وافق بشدة	وافق	محايد	لا اوافق بشدة	لا اوافق
1	تشجع الادارة العليا الاراء والمقترحات والافكار					
2	يتم توزيع العمل داخل الادارة بعدالة تامة					
3	يوجد وصف وظيفي واضح ومكتوب لجميع العاملين					
4	لا تسمح الادارة باى تفصير من العاملين					
5	كمية العمل المطلوبة منى تعتبر معقوله مقارنة بالوقت المتوفر					
6	مدبرك المباشر يقوم بتطوير أدائى ويزيد من خبراتى العملية					
7	مديرى المباشر يعاملنى باحترام					
8	يتم تزويدى بالتدريب المطلوب لاحتياجاتى الوظيفية					
9	النموذج الحالى المستخدم لتقييم الأداء يعتبر مناسباً لوظيفتى					
10	نتيجة تقييم الأداء الخاصة بى تعكس فعلياً حقيقة أدائى بالعمل					
11	اقوم بعمل واجباتى الوظيفية بدون اخطاء تذكر					
12	انجز المطلوب منى حسب الجدول المخطط لذلك					
13	الراتب الذى اتقاضاه يسمح بممارسة نشاطات ترفيهية					
14	الراتب الذى اتقاضاه مرضي مقارنة بحجم مهامى ومسئولياتى					

متسلسل	محور الاستبيان	او افق بشدة	او افق	محايد	لا او افق بشدة	لا او افق بشدة
15	يعتبر الراتب الحالي الذي اتقاضاه رضياً مقارنة بزملائي					
16	توجد حوافز مادية اضافية للعمل الاضافى والاداء الجيد					
17	تتم اجراءات الترقية ضمن فترة زمنية معقولة					
18	تتم الترقيات بنظام الاقدمية					
19	تتم الترقيات على اساس الكفاءة					
20	تتم الترقيات بدمج نظام الاقدمية مع الكفاءة وتقارير الاداء					
21	لدي المعلومات والبيانات اللازمة للقيام بعملى على اكمل وجه					
22	تتناسب طبيعة عملى مع ميولى و رغباتى					
23	اشعر بالرضا التام عن وظيفتى					
24	تتيح لى وظيفتى المشاركة فى أنشطة غير رسمية					
25	ضغوط العمل لا تؤثر على حياتى الشخصية					
26	لدي ثقة بما يتم أخبارى او وعدى به من قبل الإدارة					
27	اشعر بالالفة والصدقة وتسود اجواء التعاون بين زملاء العمل					
28	يشعرنى اداء وظيفتى بأنى شخص ذو قيمة					
29	لدي الصلاحيات الكافية لاتخاذ القرار فى اطار موقعى الوظيفى					
30	اشعر بالامان الوظيفى فى المؤسسة					
31	الخدمات التى تقدمها ادارة الموارد البشرية والشئون الادارية مرضية لى					
32	التحفيز غير المادي من قبل مديرى يزيد من إنتاجيتى					
33	اشعر ان ادائى مناسب لطبيعة وظيفتى					
34	اطور نفسى مهنياً من خلال عملى					
35	عند الحاجة للعمل بعد ساعات العمل الرسمية فاننى مستعد لذلك					
36	اعتقد ان العمل به تحدى كبير لقدراتى					
37	اشعر اننى من خلال عملى اخدم بلدى واساهم فى رقيه ورفعه					
38	افكر بترك العمل الان					
39	افكر بترك العمل (بنفس الظروف الحالية) خلال عامين					
40	؟ افكر بترك عملى الحالى مطلقاً					

أي ملاحظات اخرى :

مع فائق الشكر والتقدير

2- Statistics

Statistic table

		sex	typorg	edu	exp	job	salary
N	Valid	100	100	100	99	100	100
	Missing	0	0	0	1	0	0
Mean		1.5600	1.6000	2.1800	1.8384	2.6000	2.0000
Median		2.0000	2.0000	2.0000	2.0000	3.0000	2.0000
Std. Deviation		.49889	.49237	.53899	.85365	.73855	.69631

