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**Relationship Between Employees' Performance and Job Satisfaction
in The Libyan Banking Sector**

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Relationship Between Employees' Performance and Job Satisfaction in The Libyan Banking Sector

Ali Bridan

Abstract

Organizations in both the private and public sectors across the globe rely on their workforce for optimum productivity, which in turn will lead to organizational efficiency. In this case, the need to ensure the job satisfaction of the employee becomes a matter of necessity for every organization. Nevertheless, numerous researchers and scholars in this area have showed studies; there is however, the need to conduct more studies on job satisfaction and performance of an employee since the employees is believed to be an indispensable part of an organization.

Consequently, these study objectives to inspect the relationship between job satisfaction and employees' performance in the Libyan banking sector. Employee dissatisfaction is seen to be one of the major cause that motivates and demoralizes them at work, resulting in lower productivity and harming the organization's overall performance.

Methodologically, an aggregate of one hundred and twenty questionnaires was distributed staff of banks based on systematic random sampling and data collected is analysed using the Statistical Package for Social Sciences (SPSS). The outcome of the analysis depicts that there is a positive and significant relationship between job satisfaction and employee performance in the Libyan banking sector. The problem of the study is the dissatisfaction with the performance of employees in terms of their performance within the banks under study.

The study will serve as a policy guide to the management of the Libyan banking sector in areas relating to employee performance improvement through job satisfaction and it will also further make an impetus the field of organizational behavior and human resource management.

Keywords: Job satisfaction, employee performance, organisational efficiency.





Jel Code: M12

Libya Bankacılık Sektöründe Çalışan Performansı ile İşgören Memnuniyeti Arasındaki İlişki

Öz

Dünyanın her yerindeki hem özel hem de kamu sektöründeki kuruluşlar, optimum üretkenlik için işgücüne güveniyor ve bu da kurumsal verimliliğe yol açacak. Bu durumda çalışanın iş tatminini sağlama ihtiyacı her örgüt için bir zorunluluk haline gelmektedir. Bununla birlikte, bu alanda çok sayıda araştırmacı ve bilim adamı çalışmalar göstermiştir; ancak çalışanların bir organizasyonun vazgeçilmez bir parçası olduğuna inanıldığından, çalışanın iş tatmini ve performansı ile ilgili daha fazla çalışma yapılmasına ihtiyaç vardır.

Sonuç olarak, bu çalışma, Libya bankacılık sektöründe iş tatmini ile çalışanların performansı arasındaki ilişkiyi incelemeyi amaçlamaktadır. Çalışan memnuniyetsizliği, onları işte motive eden ve moralini bozan, daha düşük üretkenlik ile sonuçlanan ve organizasyonun genel performansına zarar veren başlıca nedenlerden biri olarak görülmektedir.

Yöntem bakımından; sistematik rastgele örnekleme dayalı olarak banka personeline toplam yüz yirmi anket dağıtılmış ve toplanan veriler Sosyal Bilimler için İstatistik Paketi (SPSS) kullanılarak analiz edilmiştir. Analizin sonucu, Libya bankacılık sektöründe iş tatmini ile çalışan performansı arasında pozitif ve anlamlı bir ilişki olduğunu göstermektedir. Çalışmanın problemi, incelenen bankalarda çalışanların performansları açısından memnuniyetsizliğidir. Çalışma, iş tatmini yoluyla çalışan performansının iyileştirilmesi ile ilgili alanlarda Libya bankacılık sektörünün yönetimine yönelik bir politika rehberi olarak hizmet edecek ve ayrıca örgütsel davranış ve insan kaynakları yönetimi alanına da ivme kazandıracaktır.

Anahtar Sözcükler: İş tatmini, çalışan performansı, örgütsel verimlilik.

Jel Kodu: M12

1. Introduction

The world is rapidly transforming due to factors such as globalization, economic growth, and instability, as well as the advancement of information technology, which influences the way people do business (Shrivastava & Purang, 2009). These global changes have created a competitive platform





among many organizations. Thus, to secure talented employees for sustainable organizational economic survival, organizations need to address the challenges, as employees are the valuable organizational asset that helps organizations sustain in the end.

According to Saner and Eyupoglu (2015), banks as the financial institutions serve as the backbone of the nation's economy which will have a direct impact on the development of the country. Thus, maintaining the highest job satisfaction among employees as good human resources are vital for the growth and performance of the nation's economy (Jie, Hasan, & Bidin, 2018).

Satisfaction means the acceptance of a satisfactory product, service, transaction, or other action encountered (Küçük, 2016b: 320) and Performance is the amount of output produced by a specific enterprise, unit, or employee with an acceptable standard infrastructure or qualifications in terms of the sector in a certain period (Küçük, 2017: 233).

Inuwa (2016) observed, "Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase organizational competitiveness is the main objective of every business organization". Therefore, research focusing on job satisfaction amongst banking employees has been often important as satisfied and committed employees are significant asset to organizations that will determine the success of the organization (Bakotić, 2016; Jie et al., 2018).

Howard (2009) noted that job satisfaction as a blend of likable and unlikable moods or behavior of an individual working on their work schedule, implying that when an individual is employed such an individual might come along with desires, wants and anticipations, which define their meaning for being there. Satisfaction on a job symbolizes the enormosity to which optimism is aligning with real rewards and benefits. According to Mowday, Porter, and Steers (2013) most employees today have a high degree of job dissatisfaction which creates attitudes that are undesirable on the job and in turn degenerate their performance ability and that their working place as well. Therefore, the purpose of this study is to identify Relationship between employees' performance and job satisfaction in the Libyan banking sector.





2. Theoretical Framework

Weiss and Cropanzano (1996) consider the search for an answer to the question of the relationship between labor productivity and job satisfaction to be the most significant in organizational behaviour history. All of the studies on this subject simply confirms the fact that a "happy" and "satisfied" employee is significantly more effective and efficient at work.

According to Zelenski, Murphy, and Jenkins (2008) observed that employees were more productive on days when they were pleased and satisfied than on days when they were unhappy and dissatisfied, according to the study's findings.

Job satisfaction moreover plays vital role in contributing to negative behaviors at the workplace such as frequent absence, lack of discipline in performance and high turnover. Narrowing the research to job satisfaction can aid in understanding the connection between personal variables and deviant behavior in the workplace (Bader, Hashim, & Zaharim, 2013; Boamah, Laschinger, Wong, & Clarke, 2018; Dobrow Riza, Ganzach, & Liu, 2018).

Internal customer satisfaction defined as the situation in which the employee feels happy about his job. His perception is satisfactory as a whole with the working environment, employment, authorities, and responsibilities (Küçük, 2016b: 320).

Sabbagha, Martins, and Ledimo (2018) reported that understanding the factors that contribute to an individual's job satisfaction imperative when related to bank employees (Naseer, ul Haq, & Farooq, 2018). Job satisfaction of bank employees is essential to the production due to the levels of collaboration developed from content employees. it has been recommended that knowing the aspects associated with work satisfaction among bank employees is critical in creating the organizations' future policies and strategies, based on the findings of prior research. Furthermore, Muindi (2011) realized that regardless of whether the banks are public or private institutions; job satisfaction of their employees will determine the success of their business. This is consistent with Sowmya and Panchanatham (2011) Which shows that high satisfaction of bank employees in their jobs will lead to higher productivity, higher involvement and a less probability of resignation compared to employees who are less satisfied.





In the present case, job satisfaction can be seen as a sign of weakening in the efficiency of work organization. A few current theories on job satisfaction attempt to explain the construct from the perspective of human behavior and motives (Judge, Parker, Colbert, Heller, & Ilies, 2001; McCormick & Ilgen, 1980) These theories also try to determine the factors contributing to a higher level of job satisfaction and its connection to productivity. Two motivational theories used to explain job satisfaction are Maslow's Need Hierarchy and Herzberg's Motivator-Hygiene Theory (Ghazi, Shahzada, & Khan, 2013).

Küçük (2020: 36) observed that determination of business performance; is the amount of output that a certain enterprise, unit or employee with an acceptable standard infrastructure or qualifications in terms of the sector will produce in a certain period.

Dizgah, Chegini, and Bisokhan (2012) describes that job performance is the totality of all those expected behaviors that individuals bring to their working environment and give values to the organization. Those employees who are considered as the high performers usually get the chances of hiring earlier in the organization as compare to the low performers. Therefore, the success of every organization is based on the performance of employees' jobs (Pushpakumari, 2008). The higher the performance of employees, the higher the chance for getting the maximum productivity (Sonnentag & Frese, 2002). For each organization, that wishes to increase its productivity, they need to find out all those methods through which they can increase the performance of their employees.

Employee performance is the amount of the production related to the job or area of responsibility delivered in a certain period by employees with the appropriate technical and social equipment (Küçük, 2020: 44).

Pushpakumari (2008) reported that for the achievement of high-performance employees need to work hard. Satisfied employees are motivated when they are motivated they will work hard, will be committed to the organization, and will achieve the goals of the organization as well.

There are different other researches that are conducted on examining the individual factors (pay, work itself, promotion, supervision, and co-worker) of job satisfaction and their impacts on the performance of employees. Edwards, Bell, Arthur, and Decuir (2008) studied various aspects





of job satisfaction and task and contextual performance. In this paper, the sample was of 444 respondents and this research was carried out in the manufacturing plant in southeastern Texas in the United States. After the analysis in this study, positive relation was found between the work itself and job performance. Moreover, a strong association was discovered between promotion and work performance.

3. Aim of Research

The objective of this research is to examine the relationship between job satisfaction and employees' performance, the scope of the study was in employees in the Libyan banking sector.

4. Scope of Research and Methodology

The research adopts Statistical Package for Social Sciences (SPSS) data analysis and test of reliability. A total sum of 125 questionnaires were given out to the respondents which are the staff of the Libyan banking sector., out of which 120 were returned and 5 of the returned questionnaires were invalid due to incomplete and nonchalant responses which make the 120 as adequate and accurate and used for the analysis. This, therefore, constitute 96% of the total responses and on that basis it okay for running analysis as confirmed by Ruperto et al. (2001); Küçük (2016a) that in a cross-sectional study 30% response rate can be accepted for a study.

The data was collected using a quantitative method in the form of a questionnaire that was delivered to various respondents. According to M. Bhatti and Sundram (2015) "A quantitative study as defined is a way of calculating the data through the application of statistical methods and analysis and the outcome of the analysis represent numbers that further explains the proposed remedy of a particular research problem A probability sampling design through the use of systematic random sampling is used by distributing questionnaires to the respondents". Forza (2002) reported that probability sampling is a process that uses random selection to ensure that each unit of the population has a chance of being selected. As a result, the variables measurement questions were adapted from previous studies. Accordingly, the questions used to measure variables on the Likert scale. Employee performance is improved Küçük (2020a) and employee satisfaction Küçük (2020b).





5. The Research Model

Figure 1 illustrates the pictorial positions of the research framework. The research framework shows the relationship between the employees' performance and job satisfaction in the Libyan banking sector.

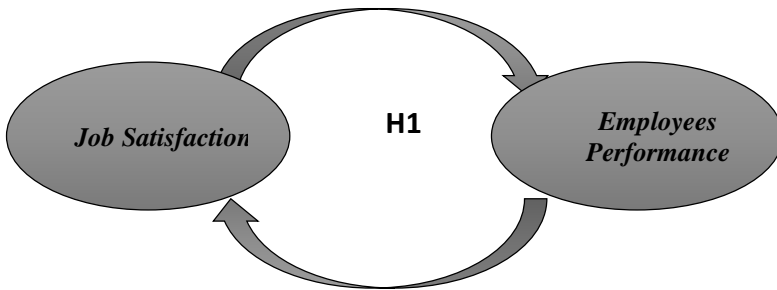


Figure 1. Proposed conceptual framework for the study Derived from the literature review above.

- ❖ Job satisfaction: is the extent to which an employee feels self-motivated, content and satisfied with his/her job.
- ❖ Employee Performance: refers to how your workers behave in the workplace and how well they perform

6. Research Hypothesis

Job satisfaction is a result of different aspects like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Okpara & Wynn, 2008). Khan, Nawaz, Aleem, and Hamed (2012) have clarified the different variables that affect staff performance in an organization, they involved such as pay, organization commitment, the relationship between pay and performance, etc.

According to Sokoya (2000) in his study of job satisfaction level for public sector managers concluded that income is the main determinant of job





satisfaction. According to J. Robbins (2003), mention that "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results" (Rast & Tourani, 2012). Furthermore, Rafiei, Amini, and Foroozandeh (2014), In his studies, emphasized that the three dimensions of organizational commitment, affective commitment, continuity, and normative commitment have had a significant positive impact on job performance. Besides, results showed that job performance was closely related to employee commitment (Sarioğlu and Acir, 2011:120).

Jobs matched with the competencies and that is mentally stimulating are liked by the employees (S. P. Robbins, 2001). Therefore, it could be hypothesized that:

H₁: There is a statistically significant relationship between employee's performance and job satisfaction in the Libyan banking sector.

7. Data Analysis

The research adopts Statistical Package for Social Sciences (SPSS) data analysis and test of reliability.

A total sum of 125 questionnaires were given out to the respondents which are the staff of the Libyan banking sector, out of which 120 were returned and 5 of the returned questionnaires were invalid due to incomplete and nonchalant responses which make the 120 as adequate and accurate and used for the analysis. This, therefore, constitute 96% of the total responses and on that basis it okay for running analysis as confirmed by Ruperto et al. (2001) that in a cross-sectional study 30% response rate can be accepted for a study.





Table 1. Factor Analysis of Job Satisfaction

Job Satisfaction	Factor Load	Core value	Variance Exp Rate (%)	Cronbach Alfa	Average	KMO value
4. Employees have faith in the performance appraisal system.	.695	3.38	64.69	.770	2.99	.610
11. The compensation for all employees is directly linked to his/her performance.	.673				3.31	
1. The duties of every job are clearly defined in our bank.	.656				2.46	
5. Employees have more than one potential opportunity for promotion.	.609				2.44	
7. Job security is almost guaranteed in this job.	.562				2.44	
10. If the bank were facing economic problems, employees would be the last to get cut in employment.	.532				2.12	
3. It is very difficult to dismiss an employee in the job	.512				3.77	
2. Employees are provided the	.473					



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opportunity to suggest improvements in the way things are done.					2.46
8. In our bank, compensation is decided on the basis of competence or ability of the employee.	.479				2.69
9. Employees are encouraged to have open communications with their superiors in the bank	.507				3.21
12. Employees in this bank are allowed to participate in decisions affecting them.	.628				2.49
6. Performance-based incentives and bonuses are available to all employees.	.464				3.74

Within the scope of the research, in the questionnaire where Job Satisfaction were included a scale of 12 items and Employees Performance questions were included a scale of 12 items. Descriptive factor analysis was conducted in order to determine the integrative relationship between Job Satisfaction and Employees Performance in addition to scale factors that were related to relevant factors. Factor analysis provides a grouping of measures, measuring the validity of factor loads, values, and measures in the form of suitable analytical results. Cronbach's Alpha model was used when reliability analysis was performed. A value between zero and one this coefficient is called the Alpha coefficient. Depending on the Cronbach's Alpha, $1.00 > 0.80$ scale is highly reliable (Küçük, 2016a).



The statistics related to Job Satisfaction factors and explanatory factor analysis that reveal the factor loadings represented by participants who are surveyed are shown in Table 1. A principal components factor analysis was conducted on the 12 items. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, $KMO = .610$. An initial analysis was run to obtain eigenvalues for each factor in the data.

Two factors had eigenvalue over Kaiser's criterion of one but the scree plot was clear and showed inflections that would justify retaining only one factor that explained 64.686 % of the variance. Table 1 shows the factor loadings after rotation. The items that cluster on this factor suggest that the Job Satisfaction scale can be represented by one factor only (Küçük, 2016a).

According to this test as the value of (α) of the correct one indicated that the homogeneity and then credibility, and conversely the closer the value of (α) from zero indicated that the lack of homogeneity and this leads to the lack of credibility. The below Table shows reliability analysis for the Job Satisfaction Scale, which had reliability, Cronbach's $\alpha = 0.770$. The Cronbach's Alpha, which showed reliability in the test, was found to be 0.770. As a result, the scales seem to be quite reliable. So, the scale is reliable and valid, scientific research and analysis, which indicates homogeneity and increase credibility (Küçük, 2016a: 227-232).

Table 2 shows the statistics for the Employees Performance factors, as well as an explanatory factor analysis that exposes the factor loadings represented by survey participants. This result illustration the goodness of being above 0.60. Kaiser-Meyer-Olkin measure of sampling adequacy is within acceptable limits ($p < 0.000$). A principal components factor analysis was conducted on the 12 items. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, $KMO = 0.652$.





Table 2. Factor Analysis of Employees Performance

Employees Performance	Factor Load	Core value	Variance Exp Rate (%)	Cronbach Alfa	Average	KMO value
24. I feel encouraged to come up with new and better ways of doing things.	.670	3.63 7	65.909	.784	3.31	.652
17. There are formal training programs to teach new employees the skills they need to perform their jobs	.662				2.99	
14. Job performance is an important factor in determining the incentive compensation of employees.	.644				2.46	
18. The job description for each job contains all the main tasks performed by the employees.	.617				2.44	
13. Employees in this job can expect to stay as long as they wish.	.593				2.55	
20. Employees are	.536				2.43	



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provided with performance-based feedback and counseling.						
23. I could clearly define quality goals in my work.	.491				2.12	
22. My expertise and skills are put to excellent use in my job.	.492				3.21	
21. The Bank does an excellent job of keeping employees informed about matters affecting us.	.500				2.69	
15. Each employee is aware of a clear career path in this bank.	.455				2.46	
16. Each job in our bank has a clear job description	.544				3.77	
19. The purpose of this bank's performance appraisal system is to discipline employees rather than to enhance their performance.	.286				3.75	



A preliminary analysis was performed to obtain the eigenvalues of each factor. One factor had eigenvalue over Kaiser's criterion, and the scree plot was clear and showed inflections that would justify retaining only one factor that explained 65.909% of the variance. Table 3 shows the factor loadings after rotation. The items that cluster on this factor suggest that Employees Performance scale can be represented by one factor only (Küçük, 2016a).

Kaiser-Meyer-Olkin measure of sampling adequacy is within acceptable limits ($p < 0.000$). A principal components factor analysis was conducted on the 12 items. The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis, $KMO = 0.652$. In this test, the value of (α) of the correct one indicated that the homogeneity and then credibility, and conversely the closer the value of (α) from zero indicated that the lack of homogeneity and this leads to the lack of credibility. The table below shows the reliability analysis for the Employees Performance scale.

This scale had high reliability, Cronbach's $\alpha = 0.784$. The Cronbach's Alpha, which showed reliability in the test, was found to be 0.784. As a result, the scales seem to be quite reliable. So, that your scale is reliable and valid, scientific research and analysis which indicates homogeneity and increase credibility (Küçük, 2016a: 227-232).

The relationship between job satisfaction and employee performance has been investigated by correlation analysis. The main statistical measure of the relationship is the correlation coefficient, where the correlation analysis is primarily concerned with finding out whether a relationship exists and within determining its magnitude and direction (Pagano, 2012) .





Table 3. Correlations Analysis

		Employee Performance	Job Satisfaction
Employee Performance	Pearson Correlation	1	.974**
	Sig. (2-tailed)		.000
	N	120	120
Job Satisfaction	Pearson Correlation	.974**	1
	Sig. (2-tailed)	.000	
	N	120	120

To find out more contributors to this relationship between the variables, the multiple regressions were conducted. The multiple regressions as a statistical technique to predict the variance in a single dependent variable caused by the effect of more than one independent variable (Saunders & Bezzina, 2015; Sekaran & Bougie, 2016).

At the bottom of the „Correlations“ table (Table 3) is displayed “**Correlation is significant at the 0.01 level (2- tailed)”. This implies that the Pearson’s correlation coefficient $r = .974$ with N of 120 is statistically significant at 0.01 level ($p = 0.000$), which of course is also significant at 0.05 level. It has been determined that there is a direct and very strong, statistically significant relationship between employee performance and employee satisfaction in the Libyan banking sector (Küçük, 2016a: 250).

Consequently, the null hypothesis that “there is the relationship between the employees' performance and job satisfaction” is accepted. In other words, there is a significant relationship between employees' performance and job satisfaction in the Libyan banking sector.

The main purpose of this study was to investigate the relationship between employee performance and job satisfaction in the Libyan





banking sector. In the study, the Pearson Correlation Analysis revealed a relationship between employee performance and job satisfaction a statistically significant and positive relationship was found. Pearson's correlation analysis showed that the relationship between employee performance and job satisfaction was investigated by Pearson's correlation analysis using SPSS.

The finding shows that there is a statistically significant positive correlation between employee performance and job satisfaction; this supports the hypothesis of the study: H₁: There is a statistically significant relationship between employee's performance and job satisfaction in the Libyan banking sector. This results in spotting the light on the importance of understanding employee performance and job satisfaction in the field of the Libyan banking sector, as well as the connection and relationship between them.

8. Results

The study title was the relationship between employee performance and job satisfaction in the Libyan banking sector. This research aims to review the literature on employee performance and job satisfaction in the Libyan banking sector. Furthermore, highlight the relationship between variables and job satisfaction in the framework of alternative strategies based on previous literature. In addition, this research attempts to explore employee performance and its relation to job satisfaction.

The research used a structured questionnaire to survey a different sample unit from the entire investigation study. This data collection tool included a symbolic and systematic question on research issues. All survey data were studied and investigated using SPSS software, then evaluated by discussion.

As a result of our study, it has been determined that the employee performance and employee satisfaction scales are reliable and valid. Thus, it has been determined for the research group that we are working on that the scales can be used in scientific studies.

As a result of the correlation analysis; it has been determined that there is a direct and very strong, statistically significant relationship between employee performance and employee satisfaction in the Libyan banking





sector.

This research concluded some conclusions show the employees' performance and within the banks' sector and its role in job satisfaction. Spotlight on the concepts of job satisfaction and their role in improving the employees' performance. Highlight the potential of the relationship between employees' performance and job satisfaction. In addition, give a detailed explanation of ideas associated to the concept of employees' performance and searching about ways of measuring it.

As a final point, the finding shows a statistically significant positive relationship between employees' performance and job satisfaction In the Libyan banking sector.

9. Discussion

The research focused on investigating the relationship between employee performance and job satisfaction and their role in improving the performance of employees in the republic's banks in Libya. This study reached some conclusions of them, showed a Pearson correlation analysis of the existence of a statistically significant and positive relationship between two variables of the survey "job satisfaction and employee performance".

This result agrees with Crossman and Abou-Zaki (2003); Khan et al. (2012) that employee satisfaction helps the organization reach its goals to achieve competitive advantages. Our findings are also supported by Crossman and Abou-Zaki (2003) , K. Bhatti and Qureshi (2007)and Karatepe, Uludag, Menevis, Hadzimehmedagic, and Baddar (2006). They argue that their previous studies showed a significant correlation between employee performance and job satisfaction.

According to Crossman and Abou-Zaki (2003); Gu and Siu (2009) They prove that employees who are satisfied with their jobs perform better compared to others. This result supports the results of our research.

The study also revealed a strong relationship between employee performance and job satisfaction. Both support this finding (Balouch & Hassan, 2014; Dugguh & Dennis, 2014; Inuwa, 2016).

10. Suggestions

*The researcher recommends that banks pay attention to employee needs to improve the regulatory environment to help them achieve a competitive advantage.



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*This study focuses on the duty of motivating human resources to work hard, efficiently and effectively to achieve the highest degree of employee satisfaction.

*The research focuses on the need to involve employees in making decisions and formulating the organization's policies.

*The researcher recommends the need to adopt policies and strategies that create an organizational environment in which employees are satisfied with their jobs, which is reflected in their work performance

*The researcher recommends that employees should be given the opportunity to suggest improvements in the way things are done.

*The researcher recommends the need to develop a fair system for evaluating the performance of employees, which would raise the level of job satisfaction for employees





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