

**EMPLOYEE JOB SATISFACTION AND ORGANIZATIONAL PERFORMANCE: EMPIRICAL STUDY FROM  
HIGHER EDUCATION CENTERS IN MOGADISHU-SOMALIA**

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**Abstract**

*This current study attempts to identify the impact of employee satisfaction on organizational performance from higher education centers in Mogadishu, Somalia. The paper had three main objectives which are: 1) To determine the relationship between reward and organizational performance at higher education centers in Mogadishu. 2) To examine the relationship between autonomy and organizational performance at higher education centers in Mogadishu, Somalia. 3) To explore the relationship between social benefit and organizational performance at higher education centers in Mogadishu-Somalia. The researchers utilized convenient sampling to collect 80 questionnaires from four Universities in Mogadishu, Somalia. Employees of these Universities were provided a questionnaire with four main construct which measuring reward, autonomy, social benefit and organizational performance. However, using correlation coefficient, the study found that organizational performance (Dependent variable) had significant positive influence with three independent variables namely, reward, autonomy and social benefit. Also, the result of regression analysis found that three constructs had statistically momentous, affirmative, and straight effects on the organizational performance.*

**Keywords:** Job Satisfaction, Organizational Performance, Higher Education Centers in Mogadishu, Somalia

**INTRODUCTION**

Employees' job satisfaction is central to be studied since it is measured as key issue in improving organizations' performance and competitiveness. Job satisfaction can be significant indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism and turnover. An understanding of the factors involved in job satisfaction is crucial to boost the pleasure of workers (Okpara J.O., Squillace M, Erundu E.A., 2005) as the major cause why they will stay working with the present organization.

In the same way, universities are entities accepted as the centre for imparting higher education. Universities in the contemporary world are anticipated to look for and develop new awareness, provide the right type of leadership and endeavor to promote equality and social justice. As Johnes and Taylor (1990) state, the goals of higher education are to provide in-depth knowledge, seek academic progress, educate students, as well as to organize nationwide development demands. In achieving the mission and goals of the university, enhancing job satisfaction among lecturers should be consistently a decisive agenda.

In alike vein, job satisfaction among academics is very central since it gives to quality of teaching, high job commitment and paves a right path in producing high quality students. Understanding academics' job satisfaction will help the institutions to find mechanism in order to keep academic talents, lower absenteeism and turnover rate, as well as attracting new best brain into the academic line.

Job satisfaction of employees acting extremely essential role on the performance of an organization, It is important to know as how employees can be retained through making them pleased and

motivated to attain extraordinary outcome. Target and success depends on employee satisfaction and in turn contribute for organizational success and growth, enhances the efficiency, and increases the quality of work.

It is crucial for an organization to precisely feel as to what employees feel, think, and wish and to find out and make strategies that how the staff commitment and loyalty can be improved. Through this initiative industry outcomes can be improved, output can be enhanced, dedication can get strengthened. Rising staff satisfaction is very imperative and main factor for the success of an organization.

According to Janssen, (2001) job satisfaction means how an employee of an organization feels about work. These feelings may be constructive or pessimistic, more positive feelings mean employee's level of job satisfaction is high. In other words positive emotions of an employee towards workplace also describe job satisfaction. Locke, (1976) identified that there is a positive relationship between job character and the need of individuals. There is also widespread permission among researchers that Maslow theory of needs also explains this relationship between job characteristics and individual needs.

According to Choo & Bowley (2007) indicated that satisfaction and organizational performance are interrelated with each other and satisfaction is the resultant of organizational performance. Khan, Nawaz, Aleem, & Hamed, (2012) investigated job satisfaction of employees and performance and established the truth that job satisfaction provides input for better performance to organizations. The structure of performance management also emphasizes on employee job satisfaction (Tinofirei, 2011).

Job satisfaction is to form affirmative feeling among employees about their job Robbin and Judge (2008). Better job satisfaction creates more positive emotions in the mind of employees about their job. Luthans (2006) indicated that job satisfaction creates positive emotional feelings those results from job assessment. Nasaradin (2001) specified that the job satisfaction might be pleasant or the positive emotional condition which is resulting from analysis of one's job or his or her job experience.

According to Lusthaus et al, (1999) state organization's performance is made visible throughout the activities it conducts to accomplish its mission. Outputs and their effects are the most obvious features of an organization's performance. Thoughts about the perception of performance differ considerably and each interest group or stakeholder may have completely unlike ideas of what counts. For example, administrators might describe your organization's performance in terms of the sum of money brought into the organization through grants, whereas a donor might classify performance in terms of your organizations beneficial impact on a target group.

According to Nancy and Mine (2004), on assessing organizational performance declared that the majority organizations outlook their performance in terms of "effectiveness" in achieving their mission, purpose or goals. Nearly all organizations, for example, would lean to tie the larger notion of organizational performance to the results of their particular programs to advance the lives of a target group).

According to Beck (2003), gives an example; organization wants to develop their image as a service-oriented organization with knowledgeable workers. All the call-center agents are trained to carry out according to the expected image in the four fields of capability Management. First, they need knowledge about the company's knowledge. Second, they need the skill to use the databases at their workplace. Third, they must be motivated to serve their customers according to the plan and fourth, be permitted to provide the information needed. Otherwise, the performance will not be satisfactory.

According to Anderson and Carden (1999) in their book entitled "Enhancing organizational performance" state that ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of organization's beneficial impact on a target Group.

According to Nancy and Mine (2004) assert that performance is driven, in part, by organizational capacity, which is understood as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and inter-institutional linkages.

The objectives of the study are:

- To determine the relationship between reward and Organizational performance
- To examine the relationship between employee autonomy and Organizational performance
- To explore the relationship between employee social benefits and Organizational performance

### **REVIEW OF LITERATURE**

This section highlights review articles about Employee Job Satisfaction and Organizational Performance that were published in different international journals. This report also compares the findings of the articles since these studies were conducted in disparate situations according to the environment.

This study was conducted to scrutinize the impact of job satisfaction on organizational performance; it considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee and its relation with organizational performance. It also reviewed the influence of age, sex and experience of employees on level of job satisfaction. It also covered and investigated different events which can satisfy the employees on jobs, their retention in the job, and why employees stay and leave the organization. Data were collected through conducting detailed field survey using questionnaires from different employee (exit interview of outgoing employees) groups like management, senior managers, managers, professionals and support staff from five profit/non-profit sector organizations. The data analysis shows that there exists positive correlation between job satisfaction and organizational performance. (Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem, 2013)

Another study was undertaken to search for key factors that contribute to job satisfaction among health care workers, and also to determine the impact of these underlying dimensions of employee satisfaction on organizational performance. Exploratory Factor Analysis (EFA) was applied to initially uncover the key factors, and then, in the next stage of analysis, a popular data mining technique, Support Vector Machine (SVM) was employed on a sample of 249 to determine the impact of job satisfaction factors on organizational performance. The result showed that there is positive relationship between employee job satisfaction and organizational performance (Kuzey, 2012)

Same study was held to analyze the relationship between job satisfaction and job performance. The analysis takes place in the National Centre of Public Administration and Local Government during the training process, The study was employed questioner with 7-Likert scale is distributed to 246 personnel (nurses). The analysis is taking place between job satisfaction Parameters versus self-job performance parameters. The data indicated positive relationship between job satisfaction and organizational performance (Platasa, Reklitisb, & Zimeras, 2015)

The purpose of this study is to investigate the impact of Organizational performance and on Employee Satisfaction. Author used statistical population of Banking Sector which covers 110 employees of 10 banks and data was collected through a self administrative questionnaire. Correlation coefficient, Regression analysis and ANOVA were tested for the data analysis. Results showed Positive relationship between Organizational commitment and employee satisfaction and similarly Employee Performance has Positive relationship with employee satisfaction. (Ahmad, Komal Javed, & Hamad, 2014)

Another study attempts to explore the impact of HR practices on employees' job satisfaction in the context of selected iron and steel firms of India. A total of 45 responses from 17 small and medium sized Manufacturing firms were collected and analyzed objectively. It was found that factors like performance appraisal, participation in decision making, training and development, empowerment, compensation influencing human resource management( HR) practices have significant association with job satisfaction (Ray & Ray, 2011)

Same study was done to explore the relationship between job security, organizational justice and organizational productivity with the mediating role of job Satisfaction. The result of this Research suggests offering job security to the employees. In addition, measures should be taken to increase employees' job satisfaction as these factors will directly lead to an increase in Organizational productivity. (Imran, Majeed, & Ayub, 2015)

The purpose of this study is to find out factors that influence level of job satisfaction among the workforce of autonomous medical institutions of Pakistan and its effects on performance. The sample of the study is comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. It is concluded from study that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work; affect the job satisfaction and performance. (Khan, Nawaz, Aleem, & Hamed, 2012)

Same study was conducted to determine the influence of faculty workload on job satisfaction among academics in four public universities in Kelantan, Malaysia. Sample was randomly selected through systematic procedure and data was collected from 320 samples using self-administered questionnaires. The data was analyzed using descriptive analysis to describe the respondents' profile and using Pearson Product Moment Correlation to test the Relationship between variables. The result indicated that there was negative significant relationship between daily faculty workload and job satisfaction. Organization should consider the amount of workload since reasonable daily load will determine the satisfaction of employees. High job satisfaction among employees will enhance organizational citizenship and loyalty. (Mustapha & Ghee, 2013)

Another study was held to clarify ambiguities in the literature regarding the relationships among three key constructs of work relationships: effort, job performance, and job satisfaction. The authors show that conflicting findings in the literature are the result of inconsistency in both the measurement and the definition of constructs across studies that do not fully account for all the relationships between constructs. The current findings emphasize the need to distinguish clearly between factors that represent employees' inputs in a work relationship (i.e., effort) and those that represent their outputs (i.e., job performance). The article also demonstrates the importance of properly accounting or controlling for all key variables to eliminate biases that can arise in empirical research on work relationships. (Christen, Iyer, & Soberman, 2006)

This research was conducted to identify the relationship between job satisfaction and organizational performance. Questionnaire was employed in this study and the data was analyzed by using SPSS.

The result indicated positive relationship between employee job satisfaction and organizational performance (Tella, Ayeni, & Popoola, 2007)

Another study examined the relationship between employee attitudes and selected measures of job performance. Using annual employee survey data from Eroski, a cooperative retail business in Spain, The study found positive relationship between job satisfaction and organizational performance (Luu, 2011)

Same study determined the role of job satisfaction on organizational performance, Staff experience data came from the national NHS staff surveys of 2009, 2010 and 2011, with trust-level measures of staff absenteeism, turnover, patient satisfaction, mortality and infection rates gathered from the same NHS years. Several analytical methods were used, including multilevel analysis, mediated regression, latent growth curve modeling and cross-lagged correlation analysis. The result showed significant positive relationship between employee job satisfaction and organizational performance. (Powell, Dawson, Topakas, Durose, & Fewtrell, 2014)

This research has explored job satisfaction, job performance, and the financial performance of Organizations. Job satisfaction and job performance have been explored separately and collectively. A review of the literature was conducted utilizing keywords such as “job satisfaction”, “job performance”, “firm Performance”, “financial performance of organizations”, “employee affects”, and “employee moods”. Databases utilized included ABI/Inform, Digital Dissertations, and Pro-Quest Direct. The search resulted in numerous refereed articles, books, and on-line resources. As sources were reviewed, additional citations were found and explored. The following table summarizes the salient themes relevant to this research. This paper has presented the salient literature relevant to firm performance; job satisfaction, job performance, and employee affect in relation to other variables and have demonstrated various relationships among these variables (Reio Jr. & Kidd, 2006)

Same research was held to explore the effects of transformation leadership, organizational culture and job satisfaction on the organizational performance. The research subjects are the administrative employees who work in the social welfare and benevolent foundations of the non-profit organizations in Taiwan. The purposes of the study are to understand the different response of transformation leadership, organization culture and job satisfaction to supervisors, to examine the relationship among transformation leadership, organization culture and performance, and to investigate whether transformation leadership and organization culture will affect performance through job satisfaction of employees. The result pointed out significant positive relationship between job satisfaction and organizational performance (Chi, Yeh, & Yu, 2015)

This study examines the relationship between job satisfaction and job performance among the employees. Job satisfaction is being discussed in term of its nine facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of works and communication. The result of the study found that the two variables (job satisfaction and job performance) are correlated to each other and the relationship is significant. (Yvonne, Husna, Rahman, & Long, 2014)

Another study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age, and sex differences on the attitudes toward job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. (Parvin & Kabir, 2011)

The main intention of this study was to find out relationship among employee participation, job satisfaction, and employee productivity and organizational performance. The findings of this study are that employee participation not only an important determinant of job satisfaction components. Increasing employee participation will have a positive effect on employee's job satisfaction, employee commitment and employee productivity. Naturally increasing employee participation is a long-term process, which demands both attention from management side and initiative from the employee side. (Bhatti & Qureshi, 2007)

The major purpose of this study was to examine the relations of learning organization level perceived by primary school teachers to job satisfaction. The quantitative survey research method was used to investigate the relationship between learning organization and job satisfaction. The model of the research is a descriptive correlation survey design. Targeted population of the research were 2387 primary school teachers working in the city center of Van province, eastern part of Turkey, in academic year 2011-2012. 450 primary school teachers were selected as cluster sampling. Average mean for Job satisfaction of teachers was at satisfied level. There were no statically significant differences in terms of gender and subject matter of teachers at the level of dimensions of learning organization and job satisfaction of teachers. There were statistically significant differences at the two dimensions of learning organization, shared vision and team learning in terms of service period of teachers; whereas there was no statistically significant difference at the rest of the dimensions of learning organization, personal mastery, mental models, and system thinking. (Erdem, İlğan, & Uçar, 2014)

The present research investigates the effects of personality traits, such as self-efficacy and locus of control, on job satisfaction. It also examines the mediating impact of goal commitment on relationships between personality and job satisfaction. The results indicate that both self-efficacy and locus of control are positively associated with goal commitment. In addition, locus of control is found positively related to job satisfaction. However, self-efficacy does not have the same positive relationship with job satisfaction. The study further confirms the mediating effect of goal commitment on relationships between personality traits and job satisfaction. (Lau, 2012)

This research was conducted to explore the satisfaction of employees in a major hospital to determine the extent to which employee satisfaction relates to the quality of the patient experience. The result shows a direct and positive relationship between the satisfaction of employees and the quality of the patient experience in a major urban hospital. (Pelter & Dahl, 2009)

This study has been conducted to explore the influence of HRM practices on job satisfaction and how job satisfaction brings higher organizational performance. Since, the HRM practices are mostly responsible for the achievements of business strategy and success; this paper has given particular attention to the need of importance of HRM practices. The result indicated significant positive relationship between employee job satisfaction and organizational performance (Atiqur & Sarker, 2010)

Another study was held to examine the effect of job satisfaction on organizational performance. Analysis is constructed around Herzberg's motivation theory and, accordingly, significance of motivator and hygiene factors is measured through employee perceptions of extrinsic and intrinsic job characteristics. Distinctions between different employee groups, namely academic and administrative staff as well as supervisor and subordinate positions are explored and both motivational gaps and overlaps are unfolded. Study results suggest a number of practical implications measuring and identifying employee essential needs and expectations and promoting their job satisfaction through motivational segmentation. (Bendaraviciene & Bakanauskiene, 2012)

Same argued that human resource performance management (HRPM) practices in organizations are essentially related to the satisfaction of employees. Especially, measuring and appraisal of employee

performances and the procedures enabling feedback correspond to employee satisfaction, while higher levels of employee satisfaction further contribute to their higher achievements and better performance. The study found that Employee satisfaction is one of the key success factors of the organization and is viewed considering basic goals that are posted by contemporary socially responsible corporations. Besides employee satisfaction, organizations tend to maintain customer satisfaction, client satisfaction, Supplier satisfaction as well as the satisfaction of other stakeholders. Employee satisfaction is one of the main aims of the company and its management. (Jaksic & Jaksic, 2013)

This study examined the relationships of perceived organizational support and job satisfaction with organizational performance in China. Data analyzed using zero-order correlation and hierarchical regression analysis. The result indicated showed positive associations of perceived organizational support and job satisfaction with organizational performance and each of its four dimensions. Showed positive correlations of perceived organizational support and job satisfaction with task performance (Miao, 2011)

The primary objective of this research was to investigate the relationships between some characteristics of organizational Climate and employee Satisfaction in Bharti Airtel India Ltd at Shimla head office. Employees working in Bharti Airtel India limited in Shimla zonal office have been selected as respondents for the sample. Only 35 questionnaires have been utilized to analyze and draw Interpretations. The present study found a positive relationship between organizational performance and employee satisfaction; as if the performance of any organization is found unable to create a satisfactory atmosphere for its employees it may lead to decline in the loyalty and satisfaction of the very important assets of any organization, i.e.; the employees. (Kumar, 2014)

Another study examined the relationship between employee motivation, job satisfaction and organizational Performance on palm oil project found in Kalangala district of Uganda. A quantitative research design incorporating in quantitative research methods such as survey and questionnaires were used to gather the data. The gathered data were analyzed using factor analysis, correlation and regression analysis. Findings reveal that there is a positive relationship between Employee Motivation and Job Satisfaction, And also a positive relationship between Job Satisfaction and Organizational Performance. The Employee Motivation and Job Satisfaction were both positively related to Organizational Performance respectively. Results indicate that if employees are well motivated through, for example, fair promotions and justifiable salary differences, they will work more towards a better performance of the organization. (Mc, Ssekakubo, Lwanga, & Ndiwalana, 2014)

This study was conducted to know the impact of reward and recognition, satisfaction with supervision and work itself on job satisfaction. Moreover, the relationship between job satisfaction and work motivation was also explored with the help of responses collected from employees working in public educational institutions in Rawalpindi area. Questionnaire as research instrument was used and floated to 379 employees are various hierarchical levels. In total, 294 usable responses were received which were analyzed through SPSS 15.0. Results showed significantly positive relationship between reward and recognition, satisfaction with supervision and the work itself, with job satisfaction as well as a very positive and significant relationship was also observed between job satisfaction and intrinsic motivation. Implications of the study for management and policy makers in the context of human resource practices are discussed. Limitations and guidelines for future research are also given. (Shah, Ur-Rehman, Akhtar, Zafar, & Riaz, 2012)

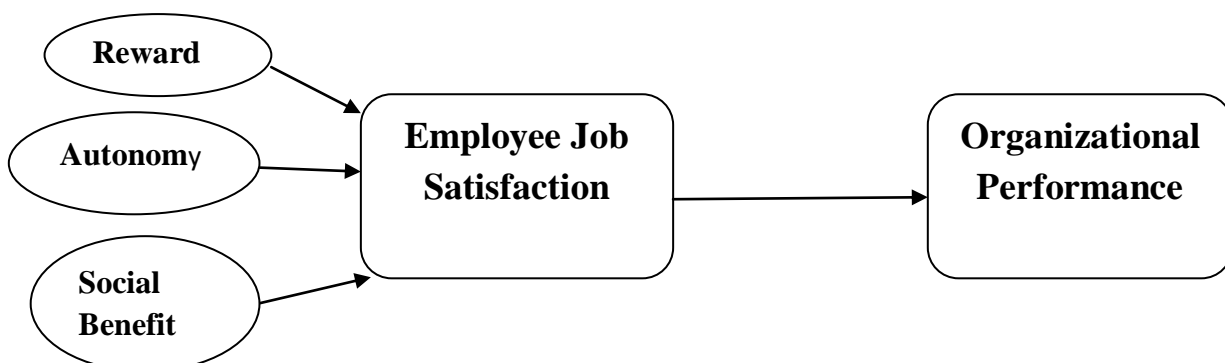
Same study investigated the most satisfying event of an employee in the job, why employees stay and leave the organization. The result found that Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they

believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. (N N & Jacob, 2015)

This paper aims to examine the relationship between organizational Performance and employee job analysis in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District, and Gujarat. The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (417 out of 1361) by employing sample size determinants like: confidence level, Confidence interval and population. The questionnaire consists of factors like; organizational performance, job design, job Description, organizational policies and practices, job specification and job evaluation..All the 417 respondents are considered as valid respondents for further investigation. The study is quantitative research approach and the collected data are analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, correlation, regression analysis and other applicable tests with a view to know that at what level job analysis is related with organizational performance. IBMSPSS.20 is employed as a statistical tool for data analysis. The collected data reveals that organizational performance and job analysis are positively related with each other. This study shows that employee job analysis can be a powerful tool to enhance Organizational performance. Further research can be held with more samples by extending the area of research. (Suthara, Chakravarthib, & Pradhan, 2014)

#### CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

After reviewing these articles, most of the researchers found that employee job satisfaction had great influence on Organizational Performance especially the contribution of ( Mc, Ssekakubo, Lwanga, & Ndiwalana, 2014) Performance of the employees indicated significant relationship with the financial rewards as well as non-financial rewards. With the light of the results job satisfaction factor is the one of them brunt positively on the performance with the intervention of the reward, autonomy as well as social benefit. While others found no relationship between employee job satisfaction and organizational performance. However it is further research is needed to be conducted about the effect of employee motivation on organizational performance to make clear the relationship between employee job satisfaction and organizational performance in higher Education centers; the below is Conceptual model to investigate the relationship between the two variables.





## METHODOLOGY

This study conducted through survey method to investigate the relationship between employee job satisfaction and organizational performance; the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers utilized convenient sampling to collect 80 respondents from four Universities in Mogadishu, employees of these Universities were provided a questionnaire with four main construct which measuring reward, autonomy, social benefit and organizational performance.

The researcher's utilized Cronbach alpha to investigate the internal consistency of the questionnaires collected from the respondents.

All variables of the study gained high inside reliability as shown in below table 1 this allows as to make further analysis and discussion.

**Table 1: Reliability test**

Variables	Item	Cronbach Alpha
Reward	3	0.78
Autonomy	3	0.76
Social benefits	3	0.74
Organizational Performance	9	0.80

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## DATA ANALYSIS AND DISCUSSION

### DEMOGRAPHIC PROFILE

According to the gender respondents 83% were male while 16% was female; in Somalia male domain all the sector of employment and education sector is no exception. One third of the respondent's age were between 26-35 years old, 36% were young teachers between 18-25 years old, 22% of the respondents reported that they are between 36-45 years while only close 4% were above forty six years old. In terms of marital status of the respondents, More than half of them are married while 41% are single.

Half of respondents had bachelor degree, 47% are master degree holders while only one respondent reported PhD degree. In terms of experience, One-third of respondents had three years while 45% had Four years and above experience.

**Table 2: profile of the respondents**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	67	83.8
Female	13	16.2
Total	<b>80</b>	<b>100.0</b>
<b>Age</b>		
18-25	29	36.2
26-35	30	37.5
36-45	18	22.5
46andabove	3	3.8
Total	<b>80</b>	<b>100.0</b>
<b>Marital status</b>		
Single	33	41.2
Married	47	58.8
Total	<b>80</b>	<b>100.0</b>
<b>Level of Education</b>		
Diploma degree	1	1.2
Degree	40	50.0
Master degree	38	47.5
PhD	1	1.2
Total	<b>80</b>	<b>100.0</b>
<b>Experience</b>		
One year	1	1.2
Two years	12	15.0
Three years	31	38.8
Four years and above	36	45.0
Total	<b>80</b>	<b>100.0</b>

**Correlation between the variables**

The first objective of this study was to determine the relationship between reward and organizational performance at higher education centers in Mogadishu.

**Table3: Correlation Analyzes**

Variables	1	2	3	4
Reward	1			
Autonomy	.498	1		
Social benefit	.482	.437	1	
Organizational Performance	.647	.477	.549	1

Table 3 shows the result of correlation analyzes of the relationships among reward, autonomy, social benefit and organizational performance. Reward has positive relationship with organizational performance ( $r=.647$  and  $p<0.10$ ).

Besides employees actively satisfy their jobs and improve organizational performance, then employees with good reward tend to enhance organizational performance. In addition the second objective of this study was to examine the relationship between employee autonomy and organizational performance at higher education centers in Mogadishu, Somalia. Correlation has positive effect on organizational performance ( $r=.477$  and  $p<0.10$ ).

The third objective was to explore the relationship between social benefit and organizational performance at higher education centers in Mogadishu, Somalia. Social benefit had positive relationship with organizational performance ( $r=.549$  and  $p<0.10$ ).

### HYPOTHESIS TEST

The current study wished to investigate the influence of employee job satisfaction dimensions of organizational performance in higher education centers in Mogadishu, Somalia. Three hypotheses were developed after reviewing the literature, to test the research hypotheses were employed the linear regression analysis. The researchers checked regression hypothesis before taking place to further analysis. The dependent variable organizational performance was normally distributed across all independent variable. No violation was observed after checking the outliers, linearity and co-linearity.

Three hypotheses were developed after reviewing the existing literature; **H1** confirmed that there is significance relationship between reward and organizational performance at higher education centers in Mogadishu. **H2** asserted that there is relationship between autonomy and organizational performance at higher education centers in Mogadishu while **H3**: there is significant relationship between social benefit and organizational performance at higher education centers in Mogadishu, Somalia.

The result of regression analysis shown in below table shows that employee job satisfaction (Reward, Autonomy and Social benefit) had significant and positive relationship with organizational performance.

**Table 4: Regression Analysis**

Variables	Beta	T	P value
Reward	.448	4.524	.000
Autonomy	.134	1.389	.169
Social benefit	.275	2.880	.005
R	.710a		
R square	.504		
F change	.25773		

### DISCUSSION

The current study investigated the effect of employee job satisfaction on organizational performance in higher education centers in Mogadishu, Somalia; the paper had three main objectives which are: 1) To determine the relationship between reward and organizational performance at higher education centers in Mogadishu, Somalia. 1) To examine the relationship

between employee autonomy and organizational performance at higher education centers in Mogadishu, Somalia. 3) To explore the relationship between social benefits and organizational performance at higher education centers in Mogadishu, Somalia

The researchers employed convenient sampling to collect 80 respondents from four Universities in Mogadishu, employees of these Universities were provided a questionnaire with four main construct which measuring reward, autonomy, social benefit and organizational performance.

The result of correlation coefficient revealed that organizational performance (Dependent variable) had significant positive influence with three independent variables namely, reward, autonomy and social benefit. The result of regression analysis found that three constructs had statistically significant, positive, and direct effects on the organizational performance.

Regarding the three hypotheses; this study supported; the most indicator of employee job satisfaction was reward; the employees like the managers who satisfy them in the workforce.

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