

**ATILIM UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS ADMINISTRATION MASTER'S PROGRAMME**

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND
JOB PERFORMANCE IN A MULTINATIONAL COMPANY:
THE CASE OF VODACOM LESOTHO**

Master's Thesis

Lineo Rosina Ratia

Ankara-2019

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Master’s Thesis

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Ankara-2019

ACCEPTANCE AND APPROVAL

This is to certify that this thesis titled “The relationship between job satisfaction and job performance in a multinational company: The case of Vodacom Lesotho” prepared by Lineo Rosina Ratia meets with the committee’s approval unanimously as Master’s Thesis in the field of Business administration following the successful defense of the thesis conducted in January 17th 2019.

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ETHICS DECLARATION

I hereby declare that;

- I prepared this thesis in accordance with Atılım University Graduate School of Social Sciences Thesis Writing Directive,
- I prepared this thesis within the framework of academic and ethics rules,
- I presented all information, documents, evaluations and findings in accordance with scientific ethical and moral principles,
- I cited all sources, to which I made reference in my thesis,
- The work of art in this thesis is original,

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January 17th, 2019

Lineo Rosina Ratia

ÖZ

Lineo, Ratia. Lesotho’da çok uluslu bir şirket olan Vodacom bünyesindeki meslekî tatmin ve iş performansı arasındaki ilişki.

Meslekî tatmin geçmişten günümüze insan kaynakları yönetimi alanında en çok araştırılan konulardan biri hâline gelmiştir ve gün geçtikçe de iş yerlerindeki önemi gittikçe artmaktadır. Çalışanların harcadığı emek ve edinmiş oldukları bilgi, o şirketin üretkenliğini etkileyen en elzem şey olduğu için iyi işçi bir şirketin sahip olabileceği en mühim servetidir. Bu sebeple, onların yaklaşımları ve performansı, söz konusu iş yerlerinde etkin rol oynar çünkü bunlar bir kuruluş bünyesindeki çalışan tutumunun temel belirleyicileridir. Meslekî tatmin ve iş performansına dair çok kapsamlı bir araştırmalar bütünü olmasına rağmen, az gelişmiş ülkelerdeki çok uluslu şirketlerin bünyesindeki bu iki değişken hakkında yapılan araştırmaların sayısı çok seyrek olmakla birlikte bu konu göz ardı edilmektedir. Bu nedenle, bu çalışmanın amacı az gelişmiş bir ülkede yerleşik olan çok uluslu bir şirket çatısı altındaki meslekî tatmin ve iş performansı arasındaki ilişkinin incelenmesidir. Bu çalışma, Lesotho’da bulunup, sektörün öncü firmalarından biri olan çok uluslu telekomünikasyon şirketi Vodacom’nun 210 daimi çalışanı arasında yürütülen nicel yönteme dayalı bir çalışmadır. Veri analizi sürecinde ise Sosyal Bilimler İstatistik Programı (SPSS V 23) kullanılmıştır.

Çalışmanın bulguları, çok uluslu bir şirkette meslekî tatmin ve çalışanların iş performansı arasında karşılıklı bir bağıntı olduğunu (korelasyon) göstermektedir.

Anahtar Kelimeler: Meslekî tatmin, iş performansı, çok uluslu şirket, Lesotho

ABSTRACT

Lineo, Ratia. The relationship between job satisfaction and job performance in a multinational company the case of Vodacom Lesotho.

From past to present, job satisfaction has always been one of the most researched topics in the field of human resource management and is increasingly becoming important in the workplace daily. Good employees are the most crucial assets any company could have since their efforts and knowledge are the most essential aspects affecting the company's productivity. Thus, employees' attitudes and performance play very important roles at the workplace because they are the major determinate of employees' behavior in an organization. Although there is an extensive body of research regarding job satisfaction and job performance relationship, the research concerning the two variables in multinational companies in least developed countries is rather few and overlooked. Therefore, the aim of the current study is to investigate job satisfaction-performance relationship in a multinational company in a least developed country. This is a quantitative method study conducted among 210 permanent employees working at one of the leading multinational telecommunication company Vodacom based in Lesotho. Statistical Package for the Social Sciences (SPSS V 23) was used in data analyzing process.

The findings of the current study indicate that there is a correlation between job satisfaction and employees' job performance in a multinational company.

Keywords: Job satisfaction, job performance, multinational company, Lesotho

DEDICATION

I would like to dedicate this work to my late mother Afakoane who instilled in me at a very young age that hard work and perseverance can take me places. You may be gone but your teachings and values will live with me forever. Your belief in me has made this journey possible!!!

This one is for you mama!!!



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At the end of this research, when I found myself celebrating and experiencing the feeling of fulfilment, it came to my attention that although it is just my name written on the cover, quite a number of people have supported me and contributed to this research work in their own special way and for that I would like express my sincere gratitude and appreciation.

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TABLE OF CONTENTS

ÖZ	i
ABSTRACT.....	ii
DEDICATION.....	iii
AKNOWLEDGEMENTS.....	iv
TABLE OF CONTENT.....	v
TABLE LISTS.....	vii

CHAPTER ONE

1. INTRODUCTION.....	1
1.2. The Purpose of the Study.....	2
1.3. Research Objective	3
1.4. Identifying the Research Question.....	3
1.5. Overview of the Study	3

CHAPTER TWO

2. LITERATURE REVIEW.....	5
2.1. Job Satisfaction.....	5
2.1.1. Factors Affecting Job Satisfaction.....	7
2.1.1.2. Work Environment Variables	8
2.3. Job Performance	13
2.3.1. Task Performance	15
2.3.5. Dimensions used for measuring job performance	16
2.3.6. Relationship between Job Satisfaction and Job Performance.....	17
2.4. Multinational Companies.....	18
2.4.1. The Relationship between Job Satisfaction and Job Performance in the Context of MNCS	20
2.5. Vodacom Lesotho	21
2.5.1. Lesotho.....	21
2.5.2. Least Developed Countries	22
2.5.3. Relationship between Lesotho and Least Developed Countries.....	22
2.6. Hypothesis Development.....	22
2.6.1. Research Hypothesis.....	23

CHAPTER THREE

3. RESEARCH METHODOLOGY.....	25
3.1. The purpose of the study.....	25
3.2. Population.....	25
3.3. The sampling.....	26
3.4. Data Collection.....	27
3.5. Measuring Instruments.....	27
3.6. Data analysis methods.....	30
3.7. Data analysis for research questions.....	30

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION.....	31
4.1. Population and response rate.....	31
4.2. Research Findings.....	32
4.4. Descriptive Statistic of the Study Variables.....	35
4.3. Reliability.....	37
4.4. Normality.....	38
4.5. Mann Whitney-U and Kruskal Wallis-H Results.....	39
4.6. Hypotheses testing and research questions.....	54

CHAPTER FIVE

5. DISCUSSION CONCLUSION AND RECOMMENDATION.....	59
5.1. Summary of the study.....	59
5.2. Discussion.....	60
5.3. Conclusion.....	63
5.4. The Limitation of the study.....	63
5.5. Suggestions and recommendations.....	64
5.6. Practical Implications.....	64

REFERENCES.....	67
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APPENDIX 1. SURVEY QUESTIONNAIRE.....	77
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CURRICULUM VITAE.....	79
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TABLE LIST

Table No.	Title of the Table	Page No.
Table 1.	Population and Response Rate	31
Table 2.	Gender distributions of participants	32
Table 3.	Marital status distributions of participants.....	32
Table 4.	Age distributions of participants	32
Table 5.	Educational status distributions of participants	33
Table 6.	Participants' job titles distributions	33
Table 7.	Number of years working at Vodacom Lesotho	34
Table 8.	Demonstrates descriptive statistics of the job performance study variable.	35
Table 9.	Descriptive statistics of job satisfaction study variable	36
Table 10.	Reliability Analysis Results	37
Table 11.	Normality Analysis	38
Table 12.	Mann Whitney-U results of job satisfaction and performance by gender .	39
Table 13.	Mann Whitney-U results of job satisfaction and performance by marital status	40
Table 14.	Wallis-H results of job satisfaction and performance by age	42
Table 15.	Kruskal Wallis-H results of job satisfaction and performance by education	45
Table 16.	Kruskal Wallis-H results of job satisfaction and performance by employment length	47
Table 17.	Kruskal Wallis-H results of job satisfaction and performance by job description	50
Table 18.	Hypothesis Testing and research questions	54

CHAPTER ONE

1. INTRODUCTION

Productivity through effectiveness and efficiency has always been of paramount importance for any organization to achieve different goals (Zinal, 2016). High level of employees' performance leads to the firm's productivity which in turn leads to profits. In order for employees to be productive they need to be pleased with their work. Moreover, when an employee is highly satisfied with the job, he becomes motivated to work harder and tends to put more effort which in turn increases the company's overall productivity and efficiency.

Employee's effort is definitely one of the most fundamental factor that determine an individual performance in the work place. As stated by Zikmund et al., (2014) a dedicated, satisfied, motivated and hardworking employee is undeniably an important asset any company could have. On the other hand, unsatisfied workers tend to hinder the company's process and productivity due to low employees' morale and dissatisfaction. When employees are highly satisfied with their work, the turnover becomes low, this is very important to the company as it means less employees' absenteeism and resignations. Job satisfaction is very important in both developed and developing nations, many studies nonetheless focus more on developed nations.

In this thesis the focus will be on the impact job satisfaction has on employees' performance in a multinational company based in a least developed country Lesotho. Multinational companies' also known as transnational corporations are playing the biggest roles in the world economy today. Peng (2014) states that multinational companies have huge physical and financial assets which results in huge turnover in terms of sales especially in least developed countries. Due to their huge turnover, multinational companies are sometimes bigger than national economies of several countries and usually the biggest employers especially in Africa (Pan, 2015). For this reason, multinational companies have to pay a lot of attention to their employees' satisfaction in order to attain a greater level of employees' performance which may leads to satisfactory productivity and profits.

1.2. The Purpose of the Study

For several centuries, multinational corporations have played a principal part in international trade. A lot of multinational companies from least developed economies are becoming the fundamental part of the global economy and one of the best employers for which they often have received little credit. In comparison to the local companies, MNCs provide least developed countries with huge resources beneficial for both economic and social development (Mukul et al, 2013). Although, there are several researches relating to job satisfaction-performance relationship in both domestic companies and international companies in developed countries few have focused on the relationship between the two variables in multinational companies in least developed countries. This means that the relationship between the between the two variables in multinational companies is limited in least developed nations yet we are living in the globalised world where multinational companies play very important roles not only in the world economy but also in the tax revenues of the countries in which they operate in.

Abdifatah (2015) state that multinational companies often hold power over local businesses and national governments due to their different market structure, intellectual property and advancement in technology especially in countries like Lesotho where foreign direct investment and international businesses are the biggest employers after the government. Nonetheless, without human resources or employees multinational companies would not exist. Therefore, the current study's aim is to make the review of the literature and investigate the impact of job satisfaction on employees' performance in Vodacom Lesotho by identifying which 9 facets of job satisfaction survey by Paul Spector: (pay, promotion, supervision, relationship with co-workers, the work itself, operating conditions, fringe benefits, rewards and communication) are most important and highly related to the general feelings of satisfaction among Vodacom employees.

1.3. Research Objective

In general, this thesis is trying to form the study's main objective to investigate if job satisfaction has an influence on Vodacom Lesotho employees' performance. Specifically, the research is aimed:

- i. To examine if there is a correlation between job satisfaction and job performance among Vodacom Lesotho employees in general.
- ii. To investigate if there is a connection between the job satisfaction dimensions (co-workers, supervision, the work itself, pay, promotion, communication, fringe benefits, rewards and operating procedures) and employee performance in Vodacom Lesotho.
- iii. To examine the level of job satisfaction on performance in Vodacom Lesotho.

1.4. Identifying the Research Question

Based on the research objectives above, the research questions were formed to assess the impact of job satisfaction on employees' job performance in Vodacom Lesotho.

- i. RQ1. Is there any correlation between job satisfaction and employees' job performance in Vodacom Lesotho?
- ii. RQ2. Is there any relationship between job satisfaction dimensions (co-workers, supervision, the work itself, pay and promotion, operating procedures, communication, fringe benefits and rewards) and employees' job performance?
- iii. RQ3. What is the level of job satisfaction on employees' performance in Vodacom Lesotho?

1.5. Overview of the Study

The current study consists of five chapters. The first chapter is about the introduction to the study which is intended to introduce the topic and the nature of the research to the reader. In this chapter, we focus on the main aim, scope and research objectives of the study as well as their contribution and importance in the literature. The overview information about the research gives a general background of the topic and makes it easier for the reader to understand the overall plan and design of the study.

The second chapter of this research consists of the literature review. The review of literature covers in depth the definitions of job satisfaction, job performance, and multinational companies together with both the early and the most recent theories used to define them. The second chapter also explains the factors affecting job satisfaction.

The research methodology is covered in the third chapter. It essentially answers the two main questions of the research: Which method was used for data collection? How was the data analysed? The methodology part includes the research techniques used to identify, select, process and analyse information about the topic of this research. It gives the number of participants that took part in this research and further allows the reader to critically evaluate the study's validity and reliability.

The fourth chapter of the research describes the research findings and discussion of the study. The purpose of the 4th chapter is to interpret and describe the importance of the findings in relation to existing knowledge on research problem being investigated and explains new insights or understanding after the findings were put into consideration. There is always a connection between research findings, introduction, and hypothesis and research questions. It does however not repeat or rearrange the introduction but links the existing knowledge with the current evidence obtained.

The last chapter of the research is about conclusion, suggestions, recommendations and limitations of the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Job Satisfaction

Job Satisfaction has received a lot of attention in the last decades and it is still one of the most important and highly researched yet broad variable topics in the area of HRM. The concept of employees' satisfaction has been developed and defined in many different ways by various researchers, scholars and practitioners interested in finding out why some people report being very happy and pleased with their jobs, whereas other people on the contrary report being very unhappy and dissatisfied with their jobs. According to Dugguh & Denies (2014) Locke (1976) defines job satisfaction as a feeling of pleasure arising from a sense of achievement on one's job. Wong & Laschinger (2013) state that job design is one of the principal factors that need to be evaluated when discussing job satisfaction. Job design is defined as outlining of tasks, duties and responsibilities and describing the work processes and structure at the workplace in relation to the job analysis performed. Job design is concerned with organising and arranging jobs in order to improve organizational efficiency and employees' satisfaction (Amin et al., 2017).

Singh & Jain (2013) define job satisfaction as an emotional response and people feelings not only about their jobs but also different features of their jobs. As indicated by this approach a worker may be content with one or more aspects of his job but at the same time may be dissatisfied with other certain aspects relating to the job. For instance, some employees may be satisfied with their salaries, relationship with co-workers and supervision but may be dissatisfied with organisational communication and rules and procedures that need to be followed in order to complete a given task. To support this view, Bakotić (2016) describes job satisfaction as employees' attitudes towards their different jobs. When a worker is genuinely satisfied with the job he holds positive attitudes towards it, normally exceeds the standard requirements of his formal job and tends to be more productive, motivated, dedicated and committed towards it, on the other hand when an employee is dissatisfied with the job he usually displays a tendency for counterproductive behaviours such as workplace hostility, signs of

disrespect towards one's co-workers, absenteeism withdrawal and stress. Without a doubt, unsatisfied employees are very harmful to any organisation. Additionally, Adewale et al., (2014) define job satisfaction as a certain degree to which employees like their jobs. Amin et al., (2017) define job satisfaction as an emotional, psychological, environmental circumstances, general attitudes and feelings workers have towards their jobs and it is highly influenced by the workers' perceptions in respect to their various jobs and different task assignments.

Job satisfaction plays a very fundamental role in the workplace daily it is very crucial, therefore for the employers and human resource managers to know more about it, its determinants and its overall fit in to the company's goals and objectives because lack of satisfaction has a huge impact on a company's productivity (Javed, Balach & Hassan 2014). To support this view Iskandar, Ahmad & Martua, (2014) state that the success of any organization depends on the workers who really enjoy doing their jobs and feel rewarded and appreciated for their contribution into the company's overall success. Positive and negative attitudes towards the job play very important roles in the workplace, therefore, in order to attain high level of performance through productivity and efficiency employers must pay a great attention to employees' satisfaction and well-being (Dugguh & Denies, 2014). Job satisfaction is undeniably the employees' attitudes; motivation, feelings and level of contentment they feel towards their jobs, which can with no doubt affect performance. In many studies employee satisfaction is regarded as employees' personal expectations between the effort and commitment they put towards their jobs with the actual outcome in a form of salary and benefits they get as a sign of recognition and appreciation for doing that job (Millan, 2013). Similarly, Gupta (2014) states that job satisfaction is related to each individual employee expectations of the work he does in comparison with the actual outcomes he gets and perception on one's job, co-workers and working environment based on experience may evolve over time. As a result, both performance and satisfaction are determined by employees' perception. Based on these views when employees feel motivated in their workplaces they feel good about their jobs and tend to perform optimally.

The more employees' working environment meets and fulfils their various needs, personal values and standards the greater the level of satisfaction (Yousaf et al., 2014). Albeiti (2015) state that various academics and researchers classify job satisfaction into two central categories which are general satisfaction and specific satisfaction. General satisfaction simply means the overall satisfaction of the job, such as overall job evaluation. While specific job satisfaction refers to different job facet of satisfaction, which are evaluated based on various job aspects. Haile & Premanandam (2017) defined job satisfaction as the workers' general attitudes and feelings towards the job. Nevertheless, some other researchers such as Hina, Zamir & Nudrat (2014) measure employees' satisfaction based on their assessments on every particular facet of their work as opposed to the overall explanation. As pointed out by Peterson (2013) satisfaction is mainly dependent on the nature of the job itself, which is combined by different factors such as the daily tasks employee carry out as part of his job, job challenges, skills and knowledge. As a result, the nature of job itself helps researchers to understand clearly what makes people satisfied or dissatisfied with their jobs. Raziq & Maulabakhsh (2015) support this view by stating that measuring the different sub dimension of job satisfaction separately and then using them to evaluate an overall satisfaction level is the most often used and emphasised method on the subject of HRM.

According to Ahmed, Wasey & Malik (2014) most researchers generally pay attention to two mostly used determinants of job satisfaction which are demographic variables and work environment variables.

2.1.1. Factors Affecting Job Satisfaction

Sypniewska (2013) put forward that there are numerous factors that make people feel either negative or positive about their jobs therefore trying to find out precisely what makes them feel satisfied in terms of work become a multi-faceted issue. Moreover, people are different, some individuals may be pleased with few features of their jobs and may be dissatisfied with all the other features. Sedem (2012), Schoenherr (2016) and Sypniewska, (2013) state that environmental factors and personal factors are considered as the major determinants of job satisfaction which also have various factors under them. Demographic variables are associated with individual attributes and characteristics such as gender, age and education. Whereas work environment

variables are associated with employees' personal characteristics, the nature of job and work environment. Work environment variables are mostly about employees' motivation and personal hygiene. Additionally, Garrin (2014) suggests that demographic variables such as work experience, age, sex, marital status, diversity from different cultures and technological challenges continuously influences job satisfaction. In this research we will focus on the work environment variables to determine the impact of satisfaction on job performance amongst Vodacom Lesotho employees.

2.1.1.2. Work Environment Variables

Impact of salary and promotion

Job satisfaction is an outcome of various features like pay, promotion, the work itself, operating procedures, benefits, supervision, promotion and advancements. According to Millán (2013) out of all these factors pay is considered the most significant. Most people choose to spend the majority of their adult lives in paid employment mainly because people have different needs and most of the times these needs cannot be accomplished without money. According to Greer & Singh (2002) on average multinational companies offer higher and better salaries than domestic and small companies. Small companies and some domestic companies are struggling to pay competing salaries of MNCs as a result, MNCs employees have a feeling of self-actualization and tend to overcome problems arising from work easier than other companies. To support this view Jin (2017) state that the wages and salaries structures in MNCS are mostly based on various features such as educational background, work experience at other MNCS and high level of competency. In short the salary ranges in MNCs are a kind of reflection of an employees' credentials in the industry. Some people consider it to be a reality check and are ready to take up the challenge of improving on it. Furthermore, MNCs create more jobs as a result they also have an influence on wages. They normally raise salaries and wages in host countries due to relatively high productivity and high profits. Raising wages play a biggest role in employees' job satisfaction as people will have more income which will be beneficial in meeting most their needs.

Raising wages is not only an advantage for employees' satisfaction but also the economy will boost as people normally pay for goods and services with their salaries (Heidenreich, 2012). Moreover, one more influence of raising wages and salaries is that other companies will also raise their salaries as a way of motivating their employees. Generally, MNCs have a positive influence on wages and salaries in least developed countries. In countries like Lesotho, salary and promotion play the most crucial part in job satisfaction due to high unemployment rate and economic instability therefore working for a multinational company is considered as a high achievement. Gwozdz & Wencke (2013) describe promotion as an act of advancement for an employee into a higher position within an organization. Altuntaş (2014) also defines promotion as worker's movement to a better task with enhanced responsibilities, better salary, increased benefits and rewards.

The Nature of the job

Apart from home, employees spend so much time in their workplace daily. Work environment refers to a workplace where an individual or a group of people work for a company, a firm, an agent or the government. The nature of work can be defined as the type of work an employee does which also involves an employees' workplace such as an office for administration, a construction site for buildings or bridges, an industrial site or a kitchen for cooks. Performance may be improved by better matching employees with their jobs. Work environment includes other factors like co-workers, the quality of air, management, parking spaces, noise level or even the size of one's cabin or desk place. According to Altuntaş (2014) in regard to working environment, multinational companies hire staff from different countries, with different backgrounds, culture and religions. This sort of dynamic environment provides employees with the opportunity to learn multiple languages, different customs and beliefs additionally; employees can engage in cultural dialogue and become informed about the outside world.

A diverse environment does not only enrich a company's culture but also helps in employees' empowerment and self-growth since different viewpoints, skills, knowledge and ideas lead to creativity and problem solving skills. Thornbecke & Salike (2014) argue that for organisations to increase productivity and employees'

commitment they must make sure that the employees' needs are met and satisfied by providing them with better work conditions. Every employee needs a good motivating working environment which will inspire them to do their best. Providing employees with suitable productivity tools such as availability of resources and advanced information technology in order to aid them to perform given tasks more effectively and efficiently is also of paramount importance. Additionally, decent facilities, occupational safety and healthy environment are essential for both the workers and customers' satisfaction which also contributes to the attainment of organizational goals. MNCs usually build new stores and office buildings or renovate their old buildings to be up to standard thus providing employees with new modern surroundings, additionally they provide their workers with employee-friendly environment and latest technology.

Relationship with supervision

A supervisor in a workplace refers to an individual who is responsible for supervising and guiding other employees and their activities. (Shanks, 2012). In organizational settings, employees work under supervision as a result good employee-supervisor relationship is important as it affects performance. Bakotić (2016) state that the way a worker feels about his job determines how he does it. MNCs bring along with them a wealth of knowledge and experience to the countries and companies they operate in, additionally they pay and provide their employees with world class training, guidance that stimulates personal growth and development.

Jin (2017) describes MNCs staff amongst the best in the world as a result, workers from least developed countries can learn quite a number of skills and acquire more useful knowledge from their managers and supervisors not only for the company but for their personal growth and development as well. It is essential however for the supervisors to create an open communication platform where both supervisors and employees would feel more comfortable to express their opinions. It is very important for the supervisors to treat each and every employee with respect, courtesy and sensitivity on the grounds that dissatisfied and unhappy employees tend to be less motivated to do their jobs which will cause them to leave for other companies where they perceive being more valued and appreciated.

Relationship with co-workers

Kaur (2013) states that good relation between the co-workers is also one of the most influential facet affecting both job performance and job satisfaction. Fok & Yeung (2016) supports this view by explaining that people share the work environment with others doing the similar kind of task with. Workers prefer to be treated with respect and courtesy by their co-workers. When employees feel respected they feel important as a result they always look forward to going back to the warm and welcoming working environment every day. On the contrary, a hostile work environment often leads to dissatisfaction. Employees sometimes may need to be reminded what behaviours are considered appropriate and inappropriate when interacting with their other colleagues. In the case of multinational companies, employees are exposed to wider experience by working with other people from different races, culture and ethnic groups, more especially if they get the opportunity to travel or work with co-workers in different parts of the world. According to Baharin & Sentosa (2012) unlike employees from domestic or local corporations, in multinational companies' employees have a chance to learn not only about various cultural, political, customs or ethical norms but also different perspectives from other employees because multinational companies are characterised by great diversity in their activities as a result the employees can experience diversity over time and increase more knowledge.

Fringe Benefits:

Fringe benefits refers to insurance coverage, education assistance, retirement plan contribution and all those other benefits and payments an employee receives in addition to his wages and salaries. Additionally, Pan (2015) shows that fringe benefit can also act as substitutes for employees' wages and salaries and this substitution can increase employees' satisfaction. Fringe benefits are considered as non-inflationary means of improving the economic conditions of employees. Albeiti (2015) states that MNCs normally provide their employees with substantial amount of benefits as a way of encouraging and inspiring them for their efforts.

Organisational Communication:

Tuzun (2013) defines communication as an act of transferring information, opinions, ideas and messages from one place to another. Ali & Haider (2012) further state that communication in an organisation is one of the most fundamental factors essential for the organizational functioning as employees spend the substantial amount of their time at work collecting and transferring company's information concerning vital matters such as performance feedback, company policy, job instructions and customers' queries in telecommunication companies like Vodacom Lesotho. Tuzun (2013) further states that employees tend to be more satisfied with their work when there are fewer distortions and differences that transpire during communication within organisations. In the context of multinational companies Thahier et al., (2014) state that the world is becoming a global village which makes communication process become difficult due to differences in language and culture therefore, global communication requires the use of several types of tools as companies are expanding their businesses all over the world, they need skilled people who have ability to communicate the ideas and the information of the company well.

Operating Procedures

Creswell (2012) defines a company's standard operating procedures as written set of instructions outlining routine processes employees must follow when performing different tasks in the workplace. Thornbecke & Salike (2014) state that multinational companies not only have their own standards of a running a business but they also have to follow three general procedures which are merger with or direct acquisition of existing concerns, joint venture or sequential market entry when they want to expand and seek access to new markets. These rules and procedures are also based on each country's law and industry regulations.

Contingent Rewards

Yousaf et al., (2014) define contingent reward as a form of motivation where employees are rewarded for doing an incredible job and for attaining their identified organisational goals. Companies normally reward their employees as a way of encouraging and motivating them to effectively complete task assigned in a professional and timely manner in order to attain the company's goals and objectives. The contingent reward system in the case of Vodacom Lesotho might be rewards given

to sales and marketing professionals in exchange for good contribution in customer service and exceeding sales quota consecutively for several months. Gustman & Steinmeier (2015) specify that contingent reward are divided into intrinsic rewards and extrinsic rewards. Intrinsic rewards are defined as employees' self-initiated rewards such as having a feeling of accomplishments for working for a company, job enrichment and having pride in one's job. Intrinsic rewards are basically rewards that one gets from the job itself whereas, extrinsic rewards on the other hand are external rewards that are influenced by external forces like management, this rewards can come in a form of promotion, money or fringe benefits (Fok & Yeung 2016).

2.3. Job Performance

Employee performance is also known as job performance. Similar to employees' satisfaction, employees' performance is also one of the most researched dependent variables in the field of human resource management. From past years to the recent years employees' job performance has always been of paramount importance for the success of any organization and its dominance in the field of HRM, organisational behaviour, psychology and other various fields cannot be ignored nor overstated. Employees' performance at the workplace is influenced by a number factors. Peng (2014) defines employee performance as the amount of work as well as quality and quantity of output, or more commonly as to how well an employee can perform tasks assigned to him at workplace.

Job performance is generally about how employees carry out their various tasks as prescribed in the job description (Njagi, 2013). Employees and their performance are key indicators for any organization to achieve its goals. According to Muchiri (2016) these goals and objectives can be attained by utilizing the available organisational resources like human resource, materials, machineries, and money. All these organisational resources are important when running a business but out of them all human resource is the most significant one as all the other resources need to be managed and organised by the manpower in order to perform task well in accomplishing organisational goals. If manpower which results to job performance is not available in an organisation then all other resources are useless and cannot produce anything (Medina-Garrido, 2017).

Shanks (2012) state that there are quite a number of resources necessary in order for an organization to prosper and achieve its goals and objectives, and this consists of the human resource. Gupta (2014) mentioned in his study that employee performance is basically related to what an individual worker does or does not do. Workers' performance that contributes and may have an influence on how much they contribute to the overall organisational performance could include; the amount of time employees take to complete task assigned to them which produces the output, attendance at work, good relations with co-workers, quantity and quality of the output. Pradhan & Jana (2016) refer to job performance as an employee's work achievement after utilising required skills, knowledge and dedication on the work that is linked with acquiring a meaningful work done. Additionally, Albeiti (2015) states that job performance assesses how low, how moderate or how good an employee does his job. Singh & Jain (2013) define performance as the value a company or an organization can expect from separate behaviours performed by a worker over a period of time. Muchemi (2015) suggests the idea that employee's performance is behavioural, evaluative, episodic, and multidimensional. Additionally, Javed. Balach & Hassan (2014) describe performance as a set of organisational behaviours relevant to its goals or part of its unit in which an individual works. As a result, an employee's performance plays an essential role on an organisation growth. This is due to the fact that it has a higher effect on the firm's overall total performance and additionally functions as the key variable and organisational psychology. There must be, nevertheless, a clarification of the difference between behaviour and performance; behaviour is described as the way an individual acts or conducts himself especially around other people, it is basically what individuals do while performance is the expected organizational value of what individuals do. However, individual's job performance is inconsistent and can change over time. Some researchers such as Kehoe & Wright (2013) state that performance of an employee can be changed and influenced by the amount of time an employee spends on a particular job. Performance can be influenced by a number of factors. These factors may include personal issues, working conditions, job training, motivation to succeed, and performance feedback from supervisors or management. Job performance is a multi-dimensional concept which is divided into two aspects; task performance and contextual performance.

2.3.1. Task Performance

Task performance refers to all those activities that are included in the job description which contribute to the organisational technical core; it includes transforming of raw materials of the firm into finished goods and services. Hofmans (2012) supports this view by defining task performance as the way an employee performs certain organisational duties which add to its 'technical core. Task performance can be either direct or indirect (e.g. Employees working at the production department transforming the firm's raw materials into finished goods and services) or indirect (e.g. when supervisors and managers control, lead, supervise and manage the staff).

According to Omondi (2015) task performance also has different aspects. Amongst the 8 performance components proposed by Campbell (1993) five aspects refer to task performance 1. Job tasks specifically assigned to one individual worker, which refers to the degree to which this particular person can carry-out organisational technical tasks that are specifically assigned to only him not his subordinates. 2. Non-specific job tasks; which refers to the fact that individual employees are sometimes expected to carry-out tasks or action where necessary to assist with various tasks that may be different from their assigned specific tasks 3. The ability to write and be able to communicate orally; which is mostly required in most jobs, refers to oral or written presentations which adds as a proficiency that an employee can both write and speak. 4. Supervision and leadership; refers to all the behaviours and ability of supervisors to influence workers' performance by leading them to be more productive and modelling the expected behaviours. 5. Management or administration; which refers to managerial duties that may include certain required performance behaviours directed at organisational goal attainment, problem solving, monitoring and leadership.

2.3.2. Contextual Performance

Contextual Performance, on the contrary refers to all those behaviours or activities that are not even included in the job description nor contribute to the organisational technical core but support task performance and contribute to the overall effectiveness of the firm and further shape its social and psychological environment. It does not only refer to behaviours such as the ability to assist ones' co-workers, being trustworthy

and being reliable at work, but also being able to make suggestions and recommendations about ways to improve work procedures.

Contextual performance is categorised into interpersonal behaviours and job dedication. Interpersonal behaviours includes interacting well with teammates, consideration, being selfless and helping other co-workers. While on the other hand job dedication is all about self-discipline, motivation and dedication to perform one's work. In reality, to satisfy customers, firms do much effort but do not pay attention on satisfying employees. Ahmad, Wasay & Malik (2012) state that customers' satisfaction is the results of employees' satisfaction because when employees are content, they will work harder and increase productivity which will ultimately contribute to the customers' satisfaction. To support this view Kaur (2013) also states that motivation has an influence on employees' performance because when employees are motivated they carry out their tasks with more effort and by which performance will ultimately improve. Kemoh (2016) state that both task and contextual performance are two well-defined dimensions of behaviour at the workplace that contribute to the firm's productivity.

2.3.5. Dimensions used for measuring job performance

According to Binatan & Raghvan (2015) early researchers have used 3 approaches to describe the dimensions of employees' performance which are 1. Performance as a function of behaviour, 2. Outcomes and 3. Personality traits. However, Jain (2016) argues that the majority of the researchers have shifted their focus on describing performance in terms of outcomes and behaviour, because as compared to personal traits, measuring performance in terms of outcomes and behaviour is unbiased, easier to describe and observable. Additionally, Sihag (2016) state that Campbell (1993) established an influential model covering 8 dimensions for measuring job performance.

1. Individual worker' specific task proficiency;
2. Non-job-specific task proficiency;
3. Written and oral communication
4. Demonstrating effort: level of commitment to core tasks;
5. Maintaining personal discipline;

6. Facilitating peer and team performance;
7. Supervision/Leadership;
8. Management/Administration.

2.3.6. Relationship between Job Satisfaction and Job Performance

Singh & Jain (2013) explain that although the relationship between job satisfaction and job performance has received a lot of attention lately, the potential linkage between the two variables dates back to Hawthorne research studies conducted in 1930s which also focused on human relations movements. In his study, Hawthorne theory put forward that there exists a linkage between satisfaction and performance (Dugguh & Denies, 2014). To support this view various researchers such as Herzberg, Cummings (1970), Vroom (1964) and Locke (1970) elaborated in their studies that when employees' satisfaction increases, workers' performance also increases which in turn increases the organisation's productivity thus concludes that satisfaction-performance relationship exists (Anitha, 2014). Eusabia & Samson (2015) state that Herzberg's theory expresses confidence correlation between employees' satisfaction and performance, but put forward that previous relationships between the two variables have been low because researchers were incorrectly measuring performance and satisfaction. Additionally, Owler & Morrison (2015) in their research show that Locke and Cummings's in their theories explain that some early researches regarding the relationship between the two variables have been tricky and complicated due to lack of theory implemented. Following these early theories, researchers began to investigate in-depth the relationship between the two variables using empirical investigations and potential mediators and moderators of the correlation between the two variables.

Jin (2017) in his theory state that, Cummings classifies three most important points to describe satisfaction-performance relationship by putting forward that satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. Additionally, Ali & Ahmed (2009) explain that employees' efforts to perform given tasks well are influenced by the level of satisfaction which leads to rewards. Positive workplace and working conditions are of paramount importance in increasing satisfaction because when workers are pleased

with their work environment they tend to put their best efforts and commitment into their work which increases performance and productivity. In support of these statements various researchers and scholars such as Garrin (2014) and Musyoka (2015) have expressed their own views putting forward that there is a positive association between satisfaction and performance.

When workers are highly pleased with their jobs they work hard, meet deadlines and submit high quality work this is influenced by loving what they do, this means that satisfaction leads to high job performance and dedication. Thomas (2017) states that when employees are content with their jobs the turnover of the company becomes lower, this acts as an added advantage to the firm because experienced workers are an important asset as they know all about the company's strengths and weakness and will try to put more effort to ensure its success. Moreover, the company can be able to save more money as there will be no need to train new staff.

2.4. Multinational Companies

The world is becoming increasingly smaller and interconnected due to the massively advancement in technology, transportation, trade, national economies and cultural exchange; this process is known as globalisation and has given rise to multinational companies. Jin (2017) state that multinational companies' also known as transactional companies can be described as any enterprises that are registered and operate in more than one country but managed from one home country. Additionally, Heidenreich (2012) states that a company cannot be really considered as a multinational company if it only operates in other countries as a contractor to foreign firms because MNCs send abroad a package of managerial talent, technology, marketing skills and capital in order to run businesses in foreign countries. Baharin & Sentosa (2012) support the same view by describing multinational companies as businesses that participate in foreign direct investment and either control or own value added holdings in more than one country. Multinational companies differ in the degree of their transnational activities in terms of resources such as properties, money, others assets and the number of foreign countries they operate in. An enormous multinational company can operate in different continents, in more than hundred countries, with hundreds to thousands of workers located outside of its home country.

Clarke (2013) states that the economic description of MNCs emphasizes the fact that the managerial activities of MNCs in foreign countries are controlled and managed by its owners and their managerial agents are based at the main headquarters in the home countries. Additionally, International Labour Organisation (2010) report supports this view by stating that, the momentous nature of MNCs lies in the fact that main headquarters are located in one home country while the corporation carries out operations in a couple of different countries as well. However, Kamminga & Zia-Zarifi (2000) define MNCs in a different way, they describe MNCs as privately owned corporations established to be organised, through employment contracts and interrelationships between individuals located in more than one foreign country. Whereas MNCs according to Makinde (2013) are economic corporations that grow from their home countries origins to spanning across borders. Multinational companies have played a major role in international trade for quite a lot of centuries now. Omondi (2015) state that a number of multinational companies from both developed and developing economies are rapidly growing and becoming major contributors to the global economy. MNCs engage in very valuable morally defensible activities in least developed countries for which they normally have received little credit (Narula and Pineli 2016). Substantial amongst these activities includes their extension of opportunities for offering better salaries, better working environments as well as, providing individuals in poorer parts of the world with consumption of good quality goods and services. In comparison to local firms, MNCs provide least developed nations with huge resource for economic and social development (Clapp, 2003).

Despite some negative impact on some countries economy, MNCs role in promoting the world economy cannot be ignored. According to Ite (2004) multinational corporations play a leading role in globalisation and the world economy at large; this means that some large multinational companies like Wal-Mart, Microsoft, IBM, Sinopec and Royal Dutch Shell have budgets that exceed some other countries national budgets. According to United Nation data (2018) some 35,000 corporations have direct investment overseas, and the 100 largest of these MNCs control about 40 percent of the global economy. MNCs can be further classified as financial controllers and integrated international companies.

2.4.1. The Relationship between Job Satisfaction and Job Performance in the Context of MNCS

Being an employee in multinational companies can prove to be enormously advantageous and helpful when it comes to gaining the right kind of exposure, wages and benefits packages, and also a work-pay balance (Omondi, 2015). These are the principal reasons why many people are increasingly drawn towards MNCs. Furthermore, Fobete (2013) state that people are inspired to work for MNCs because of the motivating kind of competitive spirit required to propel an employee forward in his professional career. Job satisfaction in multinational companies is essential for workers to remain happily motivated and fulfilled. MNCs help create a lot of well-paying jobs with good benefits for the host countries. For this reason, knowing how to keep employees satisfied will be an important tool to increase effectiveness and productivity, moreover satisfied employees contribute to the company's good reputation. According to Hall (2001) when employees are satisfied in MNCs their performance increases which in turn contributes to the growth and success of the company as they increase its productivity and employees' loyalty which in turn lowers employee's turnover. Highly content workers become dedicated to their jobs as they feel rewarded for their efforts and contributions at the workplace. When employees are passionate about their jobs they rarely complain and focus more on increasing the company's productivity. De Schutter & Oliver (2005) state that one of the most important decisions that multinational companies make is the choice and the selection of a manager to run the company in a foreign country which is imperative to the image, success and employees' performance. Jin (2017) describes that multinational companies transfer managerial skills, knowledge and practices from their country of origin to their country of operation. In multinational companies, job performance factors such as leadership, coaching, organisational culture, motivation, working environment, training, participation and empowerment are momentous as they have a positive effect on employees' satisfaction.

2.5. Vodacom Lesotho

Vodacom is one of the most successful mobile network multinational companies in Africa. Established in 1994 in the Republic of South Africa, it covers a total population of approximately 182 million people across 5 different African countries which are The Republic of South Africa, Lesotho, DRC, Mozambique and Tanzania. The Corporation also offers commercial managed services to enterprises in over 40 countries across Africa. One of the company's purpose is to utilize its products and services to change people's lives for the better and be part of sustainable living in countries where they run their operations. Vodacom is one of the few companies in Africa that are not only concerned about profits but also concerned about the community in which they operate in. In trying to develop the lives of the general public through partnerships with the government, leaders and other corporations Vodacom has spent approximately R1.2 Billion (\$97 million) towards various programmes which includes; anti women and child abuse, and other programmes as a contribution to the communities in various countries in which they operate in. Vodacom started its operations in Lesotho in 1996. It also has some great contributions in the societal development of the country by promoting education, sports, community development as well as safety and security initiatives. Biztech Africa (2018) state that Vodacom Lesotho offers free internet connectivity to 90 schools and plans to increase the number to 200 before the end of 2018 financial year as a way of enabling more digital learning and access to content for learners.

2.5.1. Lesotho

Lesotho which is officially known as the Kingdom of Lesotho is an independent mountainous least developed country surrounded all around by the Republic of South Africa with approximately 2 million population. English is the official language in this small country because it was under the British colony. According to BBC News (2017) Lesotho is scarce in resources because it is a mountainous country that has limited space for agricultural and imports almost 85% of the goods it consumes from RSA. High unemployment rate and poverty are the major challenges facing Lesotho, about 40% of the whole population lives below the international poverty line of 1.25usd

(6.74 TRY) per day. The government of Lesotho followed by foreign direct investment and multinational companies are the biggest employers in Lesotho.

2.5.2. Least Developed Countries

Least developed countries (LDCs) a list of countries that are basically poorer than the developing countries. They can also be described as low-income, extremely vulnerable countries in terms of economy and environmental shocks. The people living in least developed countries normally live in poverty. United Nations states that a country qualifies to be called LCD if it happens to be affected by these three conditions. 1. Poverty: A country that has a gross national income of 1.025USD or below. 2. Human resource weakness: based on indicators such as nutrition, health and adult literacy. 3. Economic vulnerability: Factors such as instability of agriculture, production instability of exports of goods and services.

2.5.3. Relationship between Lesotho and Least Developed Countries

According to Development Policy and Analysis Division (March, 2018) the least developed countries is a list of countries that are poorer than the developing nations with poor nutrition and vulnerable to diseases. Therefore, as of 2018 Lesotho still falls under least developed countries because it only meets the per capita income of US\$1,374 which is above the threshold while on the other hand 40% of its population still lives below the international poverty line (Lesotho Times, 2016).

2.6. Hypothesis Development

The previous chapters and the literature review of this study discussed and showed that there are several studies on job satisfaction-performance relationship. The majority of the surveys conducted between the two variables revealed that there is an existing relationship. For instance, Hofmans (2012) state that two of the most well-known and highly used scales are by Smith, Kendall, and Hulin (1969) and Weiss et al (1967) who investigated employees' satisfaction using job descriptive index survey and Minnesota satisfaction survey that measure 5 sub-dimensions of satisfaction; (pay, supervision, promotion, the work itself and co-workers) respectively.

In this study however, the researcher decided to use job satisfaction survey by Paul Spector (1994) which covers 9 job satisfaction dimensions (Pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication) and job performance survey created by Choo (1986) in order to investigate the relationship between satisfaction and performance in Vodacom Lesotho. The hypotheses were therefore developed in accordance to the two variables to determine their correlation. Creswell (2012) defines a hypothesis as a formal statement that presents the expected relationship between an independent and dependent variable. The literature review and the data analysis based on research findings in this study demonstrates that there is a correlation between job satisfaction and employees' job performance. Based on these studies, addressing the nature of this relationship hypotheses below were also developed in accordance to the current study's research findings:

2.6.1. Research Hypothesis

- H1: There is a correlation between job satisfaction and job performance
- H2: Pay has a positive impact on job performance
- H3: Promotion has a positive impact on job performance
- H4: Supervision has a positive impact on job performance
- H5: Fringe benefits have a positive impact on job performance
- H6: Contingent rewards have a positive impact on job performance
- H7: Operating conditions have a positive impact on job performance
- H8: Relationship with co-workers have a positive impact on job performance
- H9: Nature of work has a positive impact on job performance
- H10: Communication has a positive impact on job performance

CHAPTER THREE

3. RESEARCH METHODOLOGY

The purpose of this chapter is to highlight and explain the procedures and the methodology used to determine if there is any correlation between employees' job satisfaction and performance in a multinational company. Methodology in a research is all about data collection methods, procedures taken for data analysis techniques and all the possible choices the researcher decided to put into use when carrying out the research (Sekaran & Bougie, 2016). The current chapter also addresses the population of the study and the measuring instruments used to conduct various analysis. The research methodology of this study consists of six sections. The study purpose is defined in the first section. The second section presents the population of the study. The third section contains a description of the sampling design and data collection methods used to efficiently collect data. The fourth section describes the instrumentation used, while the fifth section presents data analysis methodology utilized for the research questions. The last section gives the summary of the whole chapter.

3.1. The purpose of the study

The main purpose of the current study is to investigate if there is a correlation between job satisfaction and job performance in a multinational company in the case of Vodacom Lesotho. Being knowledgeable about how the two variables relate may boost organisational strategic planning and decision making. It is essential to understand the concepts associated with satisfaction and performance so that appropriate measures may be implemented to boost the level of satisfaction if there are any deficiencies. Moreover, job satisfaction-performance attentiveness may be an added advantage for organisations to run more smoothly and efficiently by enhancing employees, supervision and management relationship.

3.2. Population

According to Collis & Hussey (2013) a population is a total collection of elements or every member of a group such as people, events, objects etc. which researchers seek to examine or make inference about. Zikmund et al., (2014) state that a target

population can be described as part of individuals from the entire population that a research wishes to investigate. Additionally, Cooper & Schindler (2014) state that the more specific a population of interest is defined, the better the ability to define the behaviour intended to be studied. The researcher choose to make a study at Vodacom Lesotho because it is one of the leading multinational companies not only in Lesotho but also in Africa that is not only interested in making profits but also cares about the societal development of the country by promoting education, sports and community development.

The researcher also only choose Vodacom Lesotho as a case study because of ease of access to respondents and limited time. The other reason for the smaller sample size being Lesotho as a country has only 2 million population with only 27% of the whole population leaving in the urban areas where there are industrial firms and job opportunities while the rest of the population which is about 73% lives in the rural areas with no jobs, with just enough to feed themselves and families. Maseru the capital city which is also the largest city of Lesotho contains about 300,000 people (Africa and the world 2018).

The population of this study consists of 210 full-time permanent workers of Vodacom Lesotho. Before the commencement of data collection Vodacom Lesotho asked the researcher to provide them with a letter from the institution indicating that the research is purely for academic purposes and that the information will be held in confidentiality. After the letter was written and signed by the director of the institute the research process was carried out.

3.3. The sampling

A sampling design can be defined as a process by which cases or members in the target population are drawn from which accurate conclusions can be made about the entire population (Mugenda, 2013). A sampling design is essential because it is the method used to determine whether the study sample represents the entire population from which it is drawn or not. Vodacom Lesotho has the total of 288 employees, 250 of these employees work on a permanent basis while the remaining 38 work on temporary basis. As a sampling method and the selection of the sample size, the researcher decided to only identify the 250 permanent, full-time Vodacom Lesotho

employees as a target population, the main reason being that some of the temporary employees just work for a period of 3 months or less than a year. As a sampling method selection criteria therefore, it can be said that the researcher used a homogeneous purposive sampling. Out of 250 target population 210 questionnaires were returned and processed which means 84% response rate was achieved. The survey was completed within three and half months. Potential respondents' departments of the sample (n=210) are as follows customer service (41.9%), sales and marketing (13.3%), cashiers (6.7%), monitoring and evaluation (10.0), cleaners (9.5%), security guards (9.0) % and drivers (9.5%). Overall the number of females was (50.5%) female and (49.5%) male. The respondents' ages ranged from 18 to 64.

3.4. Data Collection

The current research is correlational in nature and uses questionnaire survey to collect data in order to measure job satisfaction and job performance variables and assesses the statistical relationship between them. The research process of the current study lasted over a period of three and half months. In this research personally administered questionnaires were used as data collection tool. Due to the busy work schedules respondents were given time to complete the questionnaires at their own convenient time. Questionnaires were used in the case of Vodacom Lesotho because there are more suitable for collection of data that involves more respondents. Sypniewska (2013) state that questionnaires are the easiest form of collecting data from the respondents and saves the researcher's time as well.

3.5. Measuring Instruments

Since Lesotho was under the British Colony, English is the official language and it is used as the language of instruction at schools, universities and people use it to communicate at their workplaces daily, the questionnaires were not translated. The questionnaire consists of 3 parts. Just like most of the quantitative research method used to collect data the first part was designed to reveal the demographics of the participants. The demographic variables are very essential when conducting a research because they help a researcher to differentiate between different sub groups, allows, him to determine if he is actually reaching his target audience. The respondents answer questions about their age, gender, education level, job position, marital status etc.

The second part was designated to measure job satisfaction therefore the job satisfaction survey (JSS) by Paul E. Spector (1994) was used in this study. The researcher decided to use the JSS because it is one of the most well-known and most well used scale used to measure job satisfaction. In his scale Spector evaluates 9 dimensions of job satisfaction which are described at the end of this chapter. Five of these dimensions namely (pay, promotion, supervision, co-workers and the nature of the job) have been measured previously by other well-known researchers like Smith, Kendall and Hulin (1969) and Weiss et al.'s (1967).

In his scale, Spector shows that employees are different as a result they are satisfied by different factors at the workplace. He measures job satisfaction based on 9 facets using 36 questions where each facet has 4 questions. The JSS is measured on a 6 Likert scale. (1. Disagree very much, 2. Disagree moderately, 3. Disagree slightly, 4. Agree slightly, 5. Agree moderately and 6. Agree very much). The JSS total score is determined by combining the nine sub scores from the different facets. The minimum score a researcher can get when using JSS is 36 (answering all questions with “disagree very much”) while the maximum score is 216 (answering all questions with “agree very much”). Almost half of the questions in JSS are worded negatively, e.g. “My supervisor is unfair to me” and has to be coded reversely before the final summation of scores to allow for continuity in scoring the responses. Below is Paul. E. Spencer Scale described.

Pay-Satisfaction with pay and pay raises

1. I feel I am being paid a fair amount for the work I do.
10. Raises are too few and far between
19. I feel appreciated by the organization when I think about what they pay me.
28. I feel satisfied with my chances for salary increases.

Promotion-Satisfaction with promotion opportunities

2. There is really too little chance for promotion on my job.
11. Those who do well on the job stand a fair chance of being promoted.
20. People get ahead as fast here as they do in other places.
33. I am satisfied with my chances for promotion

Supervision-Satisfaction with person's immediate supervisor

3. My supervisor is quite competent in doing his/her job.
12. My supervisor is unfair to me.
21. My supervisor shows too little interest in the feelings of subordinates.
30. I like my supervisor.

Fringe Benefits-Satisfaction with fringe benefits

- 4. I am not satisfied with the benefits I receive.
- 13. The benefits we receive are as good as most other organizations offer.
- 22. The benefit package we have is equitable.
- 29. There are benefits we do not have which we should have.

Contingent Rewards-Satisfaction with rewards (not necessarily monetary) given for good performance

- 5. When I do a good job I receive the recognition for it that I should receive.
- 14. I do not feel that the work I do is appreciated.
- 23. There are few rewards for those who work here.
- 32. I don't feel my efforts are rewarded the way they should be.

Operating Conditions-Satisfaction with rules and procedures

- 6. Many of our rules and procedures make doing a good job difficult.
- 15. My efforts to do a good job are seldom blocked by red tape.
- 24. I have too much to do at work.
- 31. I have too much paperwork.

Co-Workers-Satisfaction with co-workers

- 7. I like the people I work with.
- 16. I find I have to work harder because of the incompetence of people I work with.
- 25. I enjoy my co-workers.
- 34. There is too much bickering and fighting at work.

Nature of Work-Satisfaction with the type of work done

- 8. I sometimes feel my job is meaningless
- 17. I like doing the things I do at work.
- 27. I feel a sense of pride in doing my job.
- 35. My job is enjoyable.

Communication-Satisfaction with communication within the organization

- 9. Communications seem good within this organization.
- 18. The goals of this organization are not clear to me.
- 26. I often feel that I do not know what is going on with the organization.
- 36. Work assignments are not fully explained.

The third part of this chapter measures employees' job performance. The scale used to measure the job performance of employees was developed by Choo (1986) and was later used by Ceylan et al. (2006). As mentioned earlier in this study generally there have been three approaches used to define the dimensions of employees' performance which are employees 'job performance as a function of outcome, behaviours and personality traits. Therefore, in his job performance scale Choo's focused on measuring job performance in terms of outcomes and employees' behaviours using 9 questions on a Likert scale of 5 (Disagree very much, disagree, neutral, agree, agree very much). Examples of job performance as a function of outcome questions are as follows; 1. I am satisfied with the quantity and quality of our products at work, 4. I am satisfied with all the responsibilities I shoulder and take a

positive approach towards them. On the other hand, 3. I am very satisfied with my ability to guide others, 8. I am satisfied with my ability to get on with other people where I work and 9. I am satisfied with my ability to get on with external clients are examples of job performance as a function of behaviours used in Choo's questionnaire.

3.6. Data analysis methods

The current research study uses quantitative research method. It is used to answer questions on relationships within measurable variables with an intention to explain, predict and control a phenomena (Streiner and David, 2003). Sekaran and Bougie (2016) define data analysis as the process of examining, evaluating, cleaning, transforming and modelling data in order to form some sort of findings and conclusions on the data that has been collected for research. The data collected for this research was coded with respect to the different variables of the study to ease the process of data entry and data interpretation as proposed by Cooper and Schindler (2014). Data was entered into SPSS version 23 to evaluate descriptive statistics, frequencies and percentages, and to provide analysis to answer the research questions posed.

3.7. Data analysis for research questions

The research question guiding this study focused on the impact of job satisfaction on job performance between the mean total JSS score and the mean job performance obtained from Choos's survey. Firstly, the normality analysis was tested and since the standard p value was below 0.05 the nonparametric tests had to be used. Kruskal Wallis-H and Mann Whitney U and correlations were used in this study to see if there is any correction between satisfaction and performance.

The current chapter has extensively addressed the procedures and methodology utilized. The study purpose, population, target group, sample size and data collection steps used to conduct this research have been presented. Additionally, suitable tests used for analysing data have also been identified to support their use. The successive chapters will assess and sum up the data analysis presented in this chapter in relation to the research questions anticipated and discuss the potential for future research

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

Chapter four aims to present the research findings and interpretation established from the current study. The findings are presented in relation to the research objectives and questionnaires presented in the previous chapters. Once the questionnaires were collected from Vodacom Lesotho SPSS version 23 was used to evaluate, transform and analyse data to examine job satisfaction-performance relationship. The current chapter consists of population description, the results of demographic analysis, data analysis for research questions proposed at the beginning of this study and the hypothesis testing. The last section sums up the whole chapter.

4.1. Population and response rate

The response rate refers to all those targeted individuals who managed to answer and returned the questionnaire as a percentage of the sample size. The response rate measures the statistical power of a research. A high response rate is the key to legitimizing a survey's result (Cooper & Schindler, 2014). In this study, 250 permanent employees of Vodacom Lesotho were identified as the target population. 210 questionnaires were filled and returned representing a response rate of 84%. According to Field, (2013) the statistically significant response rate for a study should be at least 50% therefore the threshold requirement condition was met.

Table 1. Population and Response Rate

Questionnaire	Number	Percentage
Filled and collected	210	84
Non-responded	40	16
Total	250	100

4.2. Research Findings

Demographic Information

Table 2. Gender distributions of participants

	Frequency	Percent
Female	106	50,5
Male	104	49,5
Total	210	100,0

To examine the age of the respondents at Vodacom Lesotho findings revealed that out of 210 participants (106) 50.5% of the respondents were female while (104) 49.5% of respondents were male. The results show that the number of female and male participants is almost equal.

Table 3. Marital status distributions of participants

	Frequency	Percent
Single	108	51,4
Married	102	48,6
Total	210	100,0

To examine the marital status of the participants, it is seen that the number of single participants is slightly higher than the number of married participants being 108 (51.4%) and 102 (48.6%) respectfully.

Table 4. Age distributions of participants

	Frequency	Percent
18-24	16	7,6
25-34	96	45,7
35-44	43	20,5
45-54	28	13,3
55-64	27	12,9
Total	210	100,0

To examine the age distribution of the participants, findings revealed that (96) 45.77 % of participants are between the ages of 25-34 and constitute the most crowded group of the participants. 43 (20.5 %) of people who took part in this research study are between the ages of 35-44. While 28 (13.3%) of the participants are between the ages 45-54. On the other hand, the findings revealed that 27 (12.9 %) of the participants are between the ages 55-64 and 16 (7.6 %) of the participants are between the ages 18-24 which is also the least crowded group.

Table 5. Educational status distributions of participants

	Frequency	Percent
High School	40	19,0
Diploma	21	10,0
Associate Degree	20	9,5
Bachelor's Degree	84	40,0
Honors Degree	21	10,0
Master's Degree	24	11,4
Total	210	100,0

To examine the educational status of the participants, findings revealed that bachelor's degree has the highest population density with 84 (40%). Followed by high school with 40 (19%). Participants 21 (11.4%) have master's degree. The findings also show that honors degree and diploma have the same population density of 21 (10%). Associate degree has the lowest population density of 20 (9.5%).

Table 6. Participants' job titles distributions

	Frequency	Percent
Customer Service	88	41,9
Sales and marketing	28	13,3
Cashier	14	6,7
M&E	21	10,0
Cleaner	20	9,5
Security Guard	19	9,0
Driver	20	9,5
Total	210	100,0

To examine the job titles of employees at Vodacom Lesotho, findings revealed that customer service department has the highest population density of 88 (41.9%). The result suggest that customer service dominate more, partly because of the culture and nature of the industry. The findings also revealed that 28 respondents work in the sales and marketing department representing (13.3%) of the population. Monitoring and evaluating department had 28 respondents representing (10.0%). While cleaners and drivers had the same population density of 20 employees representing (9.5%) of the population. 19 employees (9.0%) represents security guards respondents. Lastly 14 respondents were cashiers representing (6.7 %) of the population.

Table 7. Number of years working at Vodacom Lesotho

	Frequency	Percent
5 years or under	114	54,3
6 to 10 years	37	17,6
11 to 15 years	16	7,6
16 to 20 years	19	9,0
21 years or more	24	11,4
Total	210	100,0

To examine the number of years employees have been working at Vodacom Lesotho, research findings revealed that the majority of respondents 114 (54.3%) have been working at (VCL) for less than five years. As the results show this was the highest percentage in this study. Then 37 respondents have been working in the company for 6 to 10 years representing (17.6%) of the total population. 24 respondents representing (11.4%) of the total population have been working at Vodacom for 21 years or more. The findings further show that 19 respondents representing (9.0%) of the total population have been working at VCL for 16 to 20 years. Lastly 16 respondents (7.6%) have been with the company for 11 to 15 years.

4.4. Descriptive Statistic of the Study Variables

Table 8. Demonstrates descriptive statistics of the job performance study variable.

Descriptive Statistics	N	Mean	Std. Deviation
I am satisfied with the quantity and quality of our products at work.	210	3,80	,995
I am very satisfied with my ability to guide others.	210	3,91	,884
I am satisfied with my ability to adapt to new situations.	210	3,15	1,150
I am satisfied with all of the responsibilities I shoulder and take a positive approach to them.	210	3,11	1,114
I am satisfied with my professional capabilities and duties at work.	210	3,99	,810
I am satisfied that I carry out my responsibilities in accordance with company policies and processes.	210	3,12	,872
I am satisfied with my implementation and coordination abilities at work.	210	4,18	,798
I am satisfied with my ability to get on with other people where I work.	210	4,36	,893
I am satisfied with my ability to get on with external clients	210	3,65	1,169

To examine the descriptive statistics of job performance of employees working at Vodacom Lesotho, research findings revealed that the mean scores of answers of participants about job performance relating to the relationship between co-worker's question, "I am satisfied with my ability to get on with other people where I work" has 4.36 as mean value which is the highest score. This indicates that most of the respondents at Vodacom Lesotho do get along well with their co-workers. "I am satisfied with my implementation and coordination abilities at work" also has the highest mean of 4.18 after the relationship with co-worker's question. On the other hand, the findings revealed that employees are less satisfied with operational procedures at work. As it can be seen above, "I am satisfied that I carry out my responsibilities in accordance with company policies and processes" has a mean of 3.12 followed by "I am satisfied with all of the responsibilities I shoulder and take a positive approach to them" has 3,11 as mean making the two questions the least on the list.

Table 9. Descriptive statistics of job satisfaction study variable

	Mean	Std. Deviation
I feel I am being paid a fair amount for the work I do.	4,34	1,322
There is really too little chance for promotion on my job.	4,01	1,519
My supervisor is quite competent in doing his/her job.	4,03	1,202
I am not satisfied with the benefits I receive.	3,21	1,621
When I do a good job, I receive the recognition for it that I should receive.	3,34	1,603
Many of our rules and procedures make doing a good job difficult.	3,80	1,397
I like the people I work with.	4,84	1,041
I sometimes feel my job is meaningless.	4,43	1,499
Communications seem good within this organization.	2,71	1,648
Raises are too few and far between.	3,72	1,418
Those who do well on the job stand a fair chance of being promoted.	4,17	1,352
My supervisor is unfair to me.	4,52	1,391
The benefits we receive are as good as most other organizations offer.	3,65	1,674
I do not feel that the work I do is appreciated.	3,20	1,554
My efforts to do a good job are seldom blocked by red tape.	3,81	1,432
I find I have to work harder at my job because of the incompetence of people I work with.	4,40	1,402
I like doing the things I do at work.	4,90	,894
The goals of this organization are not clear to me.	3,96	1,538
I feel unappreciated by the organization when I think about what they pay me.	4,58	1,232
People get ahead as fast here as they do in other places.	3,85	1,143
My supervisor shows too little interest in the feelings of subordinates.	4,10	1,521
The benefit package we have is equitable.	3,37	1,476
There are few rewards for those who work here.	3,31	1,329
I have too much to do at work.	2,55	1,345
I enjoy my co-workers.	5,17	,900
I often feel that I do not know what is going on with the organization.	3,42	1,333
I feel a sense of pride in doing my job.	4,82	,950
I feel satisfied with my chances for salary increases.	4,21	1,266
There are benefits we do not have which we should have.	3,15	1,623
I like my supervisor.	4,19	1,367
I have too much paperwork.	3,59	1,888

Table 9 (continued)

I don't feel my efforts are rewarded the way they should be.	2,84	1,388
I am satisfied with my chances for promotion.	3,88	1,328
There is too much bickering and fighting at work.	4,90	1,193
My job is enjoyable.	4,97	1,018
Work assignments are not fully explained.	3,82	1,342

To examine the descriptive statistics of job satisfaction of employees working at Vodacom Lesotho, research findings revealed that employees have a high level of job satisfaction in general. Job satisfaction survey by Paul. E. spencer was used to measure the level of employees' satisfaction at Vodacom Lesotho. The questionnaire contains 36 questions that measure 9 facets of job satisfaction which are pay, promotion, supervision, co-workers, benefits, rewards, operating conditions, nature of the work and communication. Each facet contains 4 questions; responses were recorded on a 6 point Likert scale ranging from the strongly disagree to strongly agree. Almost half of the items are worded negatively and reverse coding was done where required. The findings revealed that employees at Vodacom Lesotho are mostly satisfied and have positive ideas when it comes to the nature of work and the relationship with co-workers. As it can be seen from table 8. "My job is enjoyable" with a mean of 4.97 and "I enjoy my co-workers" with a mean value of 5.17. The findings further revealed that employees are less satisfied with the company's operating procedures and communication at work. "I have too much to do at work" with a mean of 2.55 and "Communications seem good within this organization" with a mean of 2.71.

4.3. Reliability

Table 10. Reliability Analysis Results

	Cronbach's Alpha	No. of Items
Job satisfaction	,791	36
Job Performance	,730	9
Pay	,821	4
Promotion	,787	4
Supervision	,779	4
Fringe Benefits	,736	4

Table 10 (continued)

Contingent rewards	,716	4
Operating Conditions	,406	4
Co-workers	,656	4
Nature of work	,449	4
Communication	,401	4

Cronbach's Alpha was used to examine the research reliability of job satisfaction and job performance. Reliability is the degree in which research instrument produces consistent results. This means in order for a research to be considered reliable it should give same or similar results if repeated. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. In Cronbach alpha the reliability of the scale is considered acceptable if the coefficient of all the items measured is found equal or greater than 0.70. Table 9 shows that at the end of the analysis, 36 items of job satisfaction scale have a Cronbach Alpha level of 0,791 and 9 items of job performance scale have a Cronbach Alpha level of 0,730. Examining the Cronbach Alpha values of job satisfaction scale, values are seen as follows: pay 0.821, promotion 0.787, supervision 0.779, fringe benefits 0.736, contingent rewards 0.716, operating conditions 0.406, co-workers 0.656, nature of work 0.449 and communication 0.401.

4.4. Normality

Table 11. Normality Analysis

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Pay	,164	210	,000	,899	210	,000
Promotion	,165	210	,000	,922	210	,000
Supervision	,200	210	,000	,905	210	,000
Fringe Benefits	,113	210	,000	,956	210	,000
Contingent rewards	,095	210	,000	,962	210	,000
Operating Conditions	,080	210	,002	,985	210	,022
Co Workers	,181	210	,000	,876	210	,000
Nature of work	,211	210	,000	,859	210	,000

Table 11 (continued)

Communication	,131	210	,000	,963	210	,000
Job Performance	,111	210	,000	,964	210	,000
Job satisfaction	,089	210	,000	,970	210	,000

In order to measure normality Kolmogorov-Smirnov and Shapiro-Wilk tests were used as it is seen on table 10. Since the p values for both tests are less than 0.05 (statistical significance) it can be said that the assumption of normality is not met. Furthermore, Q-Q Plots was also used to test the assumption of normality, where observed value and expected value are plotted on a graph. The plotted value varied more from a straight line which additionally indicates that data was not normally distributed. Lastly the histogram indicated the none symmetric distribution, which implies that data distribution was skewed. Therefore, in this situation non-parametric test techniques were used. The Mann Whitney test was used to analyze and calculate the differences between two or less variant non-parametric values as it can be seen in the case of measuring gender and marital status, and the Kruskal-Wallis H test was used to analyze and calculate the differences between three and more variable non-parametric values, this can be seen where age, educational status and title of employees were measured.

4.5. Mann Whitney-U and Kruskal Wallis-H Results

Table 12. Mann Whitney-U results of job satisfaction and performance by gender

	Gender	N	Mean Rank	Mann Whitney-U p Value
Job performance	Female	106	104,73	,853
	Male	104	106,28	
Job satisfaction	Female	106	101,96	,393
	Male	104	109,11	
Pay	Female	106	105,97	,909
	Male	104	105,02	
Promotion	Female	106	110,50	,226
	Male	104	100,40	
Supervision	Female	106	103,85	,690
	Male	104	107,18	

Table 12 (continued)

Fringe benefits	Female	106	95,76	,019
	Male	104	115,42	
Contingent rewards	Female	106	103,70	,663
	Male	104	107,34	
Operating conditions	Female	106	96,64	,032
	Male	104	114,53	
Co-workers	Female	106	102,92	,532
	Male	104	108,13	
Nature of work	Female	106	114,88	,022
	Male	104	95,94	
Communication	Female	106	111,76	,130
	Male	104	99,12	

There is no statistically significant difference between the participants' gender and job performance and job satisfaction levels ($p > 0.05$).

There is no significant difference between the participants' gender and job satisfaction pay, promotion, supervision, contingent rewards, co-workers, and communication levels ($p > 0.05$).

There is a difference between the participants' gender and job satisfaction sub dimensions' fringe benefits and operating conditions levels ($p < 0.05$). Fringe benefits and operating condition levels of males are higher than females.

There is statistically significant difference between the participants' gender and job satisfaction nature of work sub dimension levels ($p < 0.05$). Nature of work job satisfaction levels of females are higher than males.

Table 13. Mann Whitney-U results of job satisfaction and performance by marital status

	Marital Status	N	Mean Rank	Mann Whitney-U p Value
Job performance	Single	108	104,46	,798
	Married	102	106,60	
Job satisfaction	Single	108	109,65	,308
	Married	102	101,10	

Table 13 (continued)

Pay	Single	108	111,24	,157
	Married	102	99,42	
Promotion	Single	108	113,02	,064
	Married	102	97,54	
Supervision	Single	108	105,35	,970
	Married	102	105,66	
Fringe benefits	Single	108	104,70	,845
	Married	102	106,34	
Contingent rewards	Single	108	107,22	,671
	Married	102	103,68	
Operating conditions	Single	108	100,61	,228
	Married	102	110,68	
Co-workers	Single	108	106,80	,748
	Married	102	104,13	
Nature of work	Single	108	106,19	,863
	Married	102	104,77	
Communication	Single	108	112,21	,098
	Married	102	98,39	

There is no statistically significant difference between the participants` marital status and job performance and job satisfaction levels ($p>0.05$).

There is no statistically significant difference between the participants` marital status and job satisfaction pay, promotion and supervision sub dimension levels ($p>0.05$).

There is no statistically significant difference between the participants` marital status and job satisfaction fringe benefits, contingent rewards and operating conditions sub dimension levels ($p>0.05$).

There is no statistically significant difference between the participants` marital status and job satisfaction co-workers, nature of work and communication sub dimension levels ($p>0.05$).

Table 14. Wallis-H results of job satisfaction and performance by age

	Age	N	Mean Rank	Kruskal Wallis- H p value
Job performance	18-24	16	116,59	,173
	25-34	96	95,08	
	35-44	43	106,71	
	45-54	28	118,25	
	55-64	27	120,81	
Job satisfaction	18-24	16	146,53	,038
	25-34	96	100,00	
	35-44	43	107,84	
	45-54	28	90,79	
	55-64	27	112,28	
Pay	18-24	16	140,97	,067
	25-34	96	102,36	
	35-44	43	107,71	
	45-54	28	86,73	
	55-64	27	111,59	
Promotion	18-24	16	88,22	,031
	25-34	96	113,49	
	35-44	43	118,73	
	45-54	28	86,02	
	55-64	27	86,46	
Supervision	18-24	16	93,38	,854
	25-34	96	108,05	
	35-44	43	107,30	
	45-54	28	108,27	
	55-64	27	97,87	
Fringe benefits	18-24	16	153,25	,001
	25-34	96	93,92	
	35-44	43	102,42	
	45-54	28	100,38	
	55-64	27	128,61	
Contingent rewards	18-24	16	139,69	,133
	25-34	96	100,71	
	35-44	43	104,13	
	45-54	28	95,79	
	55-64	27	114,54	

Table 14(continued)

Operating conditions	18-24	16	122,03	,082
	25-34	96	97,13	
	35-44	43	113,17	
	45-54	28	92,59	
	55-64	27	126,63	
Co-workers	18-24	16	109,78	,028
	25-34	96	96,27	
	35-44	43	96,15	
	45-54	28	129,45	
	55-64	27	125,83	
Nature of work	18-24	16	102,97	,937
	25-34	96	105,44	
	35-44	43	111,95	
	45-54	28	102,09	
	55-64	27	100,48	
Communication	18-24	16	129,88	,277
	25-34	96	107,82	
	35-44	43	105,85	
	45-54	28	89,04	
	55-64	27	99,33	

There is no statistically significant difference between participants` age groups and job performance levels ($p>0.05$).

There is a difference between participants age groups and total job satisfaction levels/ranks ($p<0.05$). As it can be seen from the table above, total job satisfaction mean score of the respondents under the age group of 18-24 was found to be the highest, followed by those respondents under 55-64 age group. The mean scores of those under the age groups of 25-34 and 35-44 were found to be somehow similar and 45-54 respondents` age groups mean score was found to be lowest.

Participants` job satisfaction pay, supervision, contingent rewards, operating conditions, nature of work and communication sub dimension levels are not different in terms of age groups ($p>0,05$).

There is statistically significant difference between participants age groups and job satisfaction promotion sub dimension levels ($p < 0.05$). Mean ranks of those participants under the ages of 25-34 and 35-44 are higher in comparison to 18-24, 45-54 and 55-64 age groups.

There is significant difference between participants age groups and job satisfaction sub dimension fringe benefits levels ($p < 0.05$). Fringe benefits mean of participants at the age group of 18-24 is higher as compared to 35-44, 45-54, 55-64. The mean score of 25-34 ranked the lowest.

There is statistically significant difference between participants age groups and job satisfaction sub dimension co-workers' levels ($p < 0.05$). The co-workers mean of 45-54 and 55-64 ranked higher than the mean score of other age groups.

Table 15. Kruskal Wallis-H results of job satisfaction and performance by education

	Education	N	Mean Rank	Kruskal Wallis- H p value
Job performance	High School	40	104,68	,371
	Diploma	21	105,24	
	Associate Degree	20	104,05	
	Bachelor's Degree	84	103,08	
	Honors Degree	21	132,62	
	Master's Degree	24	93,04	
Job satisfaction	High School	40	106,15	,803
	Diploma	21	93,71	
	Associate Degree	20	107,18	
	Bachelor's Degree	84	103,66	
	Honors Degree	21	121,36	
	Master's Degree	24	105,90	
Pay	High School	40	98,73	,111
	Diploma	21	77,62	
	Associate Degree	20	126,38	
	Bachelor's Degree	84	104,63	
	Honors Degree	21	116,90	
	Master's Degree	24	116,88	
Promotion	High School	40	84,03	,000
	Diploma	21	69,57	
	Associate Degree	20	117,78	
	Bachelor's Degree	84	125,13	
	Honors Degree	21	104,12	
	Master's Degree	24	95,02	
Supervision	High School	40	94,70	,275
	Diploma	21	105,74	
	Associate Degree	20	120,83	
	Bachelor's Degree	84	111,82	
	Honors Degree	21	109,38	
	Master's Degree	24	85,02	

Table 15 (continued)

Fringe benefits	High School	40	113,15	,030
	Diploma	21	101,83	
	Associate Degree	20	79,93	
	Bachelor's Degree	84	96,70	
	Honors Degree	21	130,38	
	Master's Degree	24	126,31	
Contingent rewards	High School	40	107,38	,254
	Diploma	21	100,00	
	Associate Degree	20	84,48	
	Bachelor's Degree	84	102,75	
	Honors Degree	21	129,88	
	Master's Degree	24	113,00	
Operating conditions	High School	40	157,41	,000
	Diploma	21	133,71	
	Associate Degree	20	76,45	
	Bachelor's Degree	84	86,55	
	Honors Degree	21	94,86	
	Master's Degree	24	94,15	
Co-workers	High School	40	122,24	,566
	Diploma	21	100,12	
	Associate Degree	20	102,05	
	Bachelor's Degree	84	100,75	
	Honors Degree	21	103,33	
	Master's Degree	24	103,71	
Nature of work	High School	40	106,60	,536
	Diploma	21	86,21	
	Associate Degree	20	111,38	
	Bachelor's Degree	84	110,05	
	Honors Degree	21	112,38	
	Master's Degree	24	93,69	
Communication	High School	40	98,40	,393
	Diploma	21	93,71	
	Associate Degree	20	126,28	
	Bachelor's Degree	84	102,90	
	Honors Degree	21	120,64	
	Master's Degree	24	106,19	

There is no statistically significant difference between participants' education and Job performance and job satisfaction points ($p>0.05$).

There is no a statistically significant difference between educational status and supervision, contingent rewards, co-workers, nature of work and communication levels of job satisfaction ($p>0.05$).

There is a statistically significant difference between educational status and Job satisfaction sub-dimension promotion ($p<0.05$). The above table demonstrates that the mean ranking of associate degree, bachelor's degree and honors degree appears to be higher than high school, diploma and masters mean score.

The table also demonstrates that there is a difference between fringe benefits mean score and educational level ($p<0.05$). The mean scores of participants who have honors degree and master degree are the highest while associate degree mean score is the lowest.

Significance difference can also be seen between operating conditions mean levels and educational level ($p<0.05$). High school and diploma mean score is the highest, followed by masters, honors and bachelor degree, while associate degree mean score appears to be the lowest.

Table 16. Kruskal Wallis-H results of job satisfaction and performance by employment length

	Length of employment	N	Mean Rank	Kruskal Wallis- H P value
Job performance	5 years or under	114	101,64	,171
	6 to 10 years	37	93,61	
	11 to 15 years	16	109,69	
	16 to 20 years	19	129,47	
	21 years or more	24	120,42	
Job satisfaction	5 years or under	114	108,63	,551
	6 to 10 years	37	96,65	
	11 to 15 years	16	92,81	
	16 to 20 years	19	120,26	
	21 years or more	24	101,04	

Table 16 (continued)

Pay	5 years or under	114	102,62	,757
	6 to 10 years	37	112,66	
	11 to 15 years	16	104,47	
	16 to 20 years	19	118,03	
	21 years or more	24	98,90	
Promotion	5 years or under	114	113,07	,255
	6 to 10 years	37	102,77	
	11 to 15 years	16	94,78	
	16 to 20 years	19	100,82	
	21 years or more	24	84,63	
Supervision	5 years or under	114	114,33	,030
	6 to 10 years	37	82,76	
	11 to 15 years	16	102,78	
	16 to 20 years	19	85,03	
	21 years or more	24	116,65	
Fringe benefits	5 years or under	114	104,11	,148
	6 to 10 years	37	96,20	
	11 to 15 years	16	94,00	
	16 to 20 years	19	137,21	
	21 years or more	24	108,98	
Contingent rewards	5 years or under	114	107,43	,617
	6 to 10 years	37	98,53	
	11 to 15 years	16	93,13	
	16 to 20 years	19	121,50	
	21 years or more	24	102,67	
Operating conditions	5 years or under	114	99,97	,382
	6 to 10 years	37	113,15	
	11 to 15 years	16	112,56	
	16 to 20 years	19	95,97	
	21 years or more	24	122,79	
Co-workers	5 years or under	114	102,47	,003
	6 to 10 years	37	81,73	
	11 to 15 years	16	114,00	
	16 to 20 years	19	114,68	
	21 years or more	24	143,60	

Table 16 (continued)

Nature of work	5 years or under	114	106,16	,944
	6 to 10 years	37	105,23	
	11 to 15 years	16	105,28	
	16 to 20 years	19	112,76	
	21 years or more	24	97,17	
Communication	5 years or under	114	107,95	,235
	6 to 10 years	37	110,55	
	11 to 15 years	16	119,94	
	16 to 20 years	19	100,16	
	21 years or more	24	80,69	

The table above shows Kruskal Wallis results of job performance and job satisfaction points in terms of age groups. According to the results, there is no statistically significant difference between job satisfaction and job performance in terms of length of employment ($p > 0.05$).

There is a statistically significant difference between job satisfaction sub dimension supervision and employees' length of employment mean score ($p < 0.05$). The table illustrates that employees who have been working at Vodacom for 5 years or under and 21 years or more have higher mean score as compared to the others.

The table also clarifies that there is a difference between employees' length of employment mean score and job satisfaction sub dimension co-workers ($p < 0.05$). Employees who have been working for 21 years or more have higher mean score as compared to others, additionally employees who have been with the company for 6 to 10 years have the lowest mean score.

Table 17. Kruskal Wallis-H results of job satisfaction and performance by job description

	Job Description	N	Mean Rank	Kruskal Wallis- H p value
Job performance	Customer Service	88	89,54	,001
	Sales and marketing	28	139,79	
	Cashier	14	132,79	
	M&E	21	116,24	
	Cleaner	20	111,40	
	Security Guard	19	82,37	
	Driver	20	113,43	
Job satisfaction	Customer Service	88	98,99	,001
	Sales and marketing	28	118,98	
	Cashier	14	81,93	
	M&E	21	117,98	
	Cleaner	20	64,38	
	Security Guard	19	122,89	
	Driver	20	143,25	
Pay	Customer Service	88	108,65	,001
	Sales and marketing	28	105,86	
	Cashier	14	102,21	
	M&E	21	107,79	
	Cleaner	20	64,40	
	Security Guard	19	87,47	
	Driver	20	149,28	
Promotion	Customer Service	88	118,02	,000
	Sales and marketing	28	113,27	
	Cashier	14	127,82	
	M&E	21	110,33	
	Cleaner	20	98,80	
	Security Guard	19	36,79	
	Driver	20	90,83	

Table 17 (continued)

Supervision	Customer Service	88	107,20	,000
	Sales and marketing	28	105,11	
	Cashier	14	112,14	
	M&E	21	132,52	
	Cleaner	20	154,70	
	Security Guard	19	70,11	
	Driver	20	49,98	
Fringe benefits	Customer Service	88	87,05	,000
	Sales and marketing	28	134,30	
	Cashier	14	84,50	
	M&E	21	121,12	
	Cleaner	20	44,35	
	Security Guard	19	141,16	
	Driver	20	171,93	
Contingent rewards	Customer Service	88	93,01	,000
	Sales and marketing	28	128,23	
	Cashier	14	78,11	
	M&E	21	113,90	
	Cleaner	20	42,50	
	Security Guard	19	159,39	
	Driver	20	150,80	
Operating Conditions	Customer Service	88	95,61	,000
	Sales and marketing	28	77,68	
	Cashier	14	51,50	
	M&E	21	78,45	
	Cleaner	20	161,45	
	Security Guard	19	171,13	
	Driver	20	135,85	
Co-workers	Customer Service	88	94,46	,000
	Sales and marketing	28	101,43	
	Cashier	14	93,96	
	M&E	21	122,83	
	Cleaner	20	161,90	
	Security Guard	19	77,47	
	Driver	20	119,88	

Table 17 (continued)

Nature of work	Customer Service	88	104,54	,700
	Sales and marketing	28	103,07	
	Cashier	14	119,39	
	M&E	21	104,12	
	Cleaner	20	114,50	
	Security Guard	19	115,34	
	Driver	20	86,50	
Communication	Customer Service	88	107,18	,000
	Sales and marketing	28	119,18	
	Cashier	14	90,79	
	M&E	21	104,50	
	Cleaner	20	52,78	
	Security Guard	19	153,87	
	Driver	20	97,10	

Table 17 above shows the Kruskal Wallis test results of employees` performance, job satisfaction and sub dimension points. According to the results, there is no statistically significant difference between title of employees and job satisfaction sub dimension-nature of work levels ($p>0.05$).

The findings revealed there is significance difference between title of employees mean score and total job satisfaction and total performance scale ($p<0.05$).

The table also illustrates that there is a difference between 8 dimensions of job satisfaction and the titles of employment mean score ($p<0.05$).

- Pay- there is a statistically significant difference between the participants` sub dimension pay and titles of employees mean rank ($p<0.05$). As it can be seen from the table, employees who work as drivers have the highest mean score as compared to the other departments and employees who work as cleaners at Vodacom have the lowest mean scores in terms of pay.
- Promotion- There is a difference between the participant` sub dimension promotion and titles of employees mean rank ($p<0.05$). Cashiers mean rank is the highest while security guards mean rank is the lowest.

- Supervision- There is a difference between supervision sub dimension and titles of employees mean rank ($p < 0.05$). Cleaners' total mean rank is the highest while the mean score of drivers ranked the lowest.
- Fringe benefits- The results also illustrates that significant difference exists between benefits and titles of employees mean rank ($p < 0.05$). Drivers mean score is higher than the rest departments and cleaners mean score is the lowest.
- Rewards- There is a difference between rewards and title of employment mean rank ($p < 0.05$). Security guards and drivers mean scores are the highest as compared to the others, cleaners mean rank appears to be the lowest.
- Operating conditions- There is a difference between operating conditions and titles of employment mean score ($p < 0.05$). Cleaners and security guards mean score is more than the others. Cashiers mean score is the lowest.
- Co-workers- As it can be seen from the table, there is also a difference between co-workers and the mean rank of the title of employees ($p < 0.05$). Cleaners mean score is the highest while security guards mean appears to be the lowest.
- Communication-The Kruskal Wallis- H results also illustrates that there is a difference between communication and the titles of the employee ($p < 0.05$). Security guards mean rank appears to be the highest while cleaners mean appears to be the lowest as it can be seen from the table above.

4.6. Hypotheses testing and research questions

Table 18. Hypothesis Testing and research questions

		Job Performance
Job satisfaction	R	,434**
	P	,000
Pay	R	,261**
	P	,000
Promotion	R	,082
	P	,239
Supervision	R	,241**
	P	,000
Fringe Benefits	R	,327**
	P	,000
Contingent rewards	R	,281**
	P	,000
Operating Conditions	R	-,096
	P	,166
Co Workers	R	,488**
	P	,000
Nature of work	R	,271**
	P	,000
Communication	R	,163*
	P	,018

As a result of the correlation analysis between job satisfaction and job performance Table 18 above shows Pearson product-moment correlation results of job performance, job satisfaction and satisfaction sub dimensions. According to Schoenherr & Tobias (2016) Pearson r is always between -1 and 1, the stronger the association of the two variables, the closer the Pearson correlation coefficient, r will be either +1 or -1 depending on whether the relationship is positively or negatively related respectively. Sekaran & Bougie (2016) support this view by indicating that a value greater than 0 indicates a positive association between the measured variables in other words as the value of one variable increase the other variable's value also increases. On the contrary a value less than 0 indicates a negative association between the measured variables, that is when the value of one variable increases, the value of the other variable decreases.

Research question #1

‘Is there any correlation between job satisfaction and employees’ job performance in Vodacom Lesotho?

- In the case of Vodacom Lesotho, the association of the two variables by the Pearson product movement correlation results findings revealed that: There is a middle level positive significant relationship between job performance points and job satisfaction ($r = .43$, $p < 0.01$). As a result of the current analysis, it can be noted that: “H1: Job satisfaction has a positive impact on job performance”- has been supported (+) and accepted. The correlation results findings also answer the research question proposed at the beginning of this research study, ‘Does job satisfaction have any positive impact on employees’ job performance?

Research question #2

Is there any relationship between job satisfaction dimensions (co-workers, supervision, the work itself, pay and promotion, operating procedures, communication, fringe benefits and rewards) and employees’ job performance?

To answer the above research question, the results of the correlation analysis below show the statistically significant relationship level of all the 9 dimensions of job satisfaction in association with job performance.

The relationship between job satisfaction sub-dimension pay and job performance

- The correlation coefficient revealed that there is a low level positive significant relationship between job performance and job satisfaction sub dimension pay ($r = .26$, $p < 0.01$). Therefore, “H2: Pay has a positive impact on job performance,” has been Supported (+) and accepted.

The relationship between job satisfaction sub-dimension promotion and job performance

- When it comes to correlation between job performance and job satisfaction sub dimension promotion the correlation coefficient revealed that ($r = .08$, $p < 0.05$) meaning there is no statistically significant relationship between job performance and job satisfaction sub dimension promotion “H3: Promotion has a positive impact on job performance-” has been rejected (-) and unsupported

The relationship between job satisfaction sub-dimension supervision and job performance

- There is a low level positive significant relationship between job performance and job satisfaction sub dimension supervision ($r = .24$, $p < 0.01$). “H4: Supervision has an impact on job performance”- has been supported (+) and accepted.

The relationship between job satisfaction sub-dimension fringe benefits and job performance

- There is a middle level positive significant relationship between Job performance and job satisfaction fringe benefits sub dimension ($r = .32$, $p < 0.01$). “H5: Fringe benefits has a positive impact on job performance”- Supported (+) and accepted.

The relationship between job satisfaction sub-dimension rewards and job performance

- There is a low level positive significant relationship between Job performance and job satisfaction contingent rewards sub dimension ($r = .28$, $p < 0.01$). “H6: Contingent rewards has a positive impact on job performance. Supported (+) and accepted.

The relationship between job satisfaction sub-dimension operating conditions and job performance

- On the other hand, the correlation results revealed that in the case of Vodacom Lesotho there is no statistically significant relationship between job performance and job satisfaction sub dimension operating conditions ($p > 0.05$). “H7: Operating Conditions has a positive impact on job performance.” Rejected (-) and unsupported.

The relationship between job satisfaction sub-dimension co-workers and job performance

- There is a middle level positive significant relationship between Job performance and job satisfaction co- workers sub dimension ($r = .48$, $p < 0.01$). “H8: Relationship with co-workers has a positive impact on job performance.” Supported (+) and accepted.

The relationship between job satisfaction sub-dimension nature of work and performance

- There is a low level positive significant relationship between Job performance and job satisfaction sub dimension nature of work ($r = .28$, $p < 0.01$). “H9: Nature of work has a positive impact on job performance.” Supported (+)

The relationship between job satisfaction sub-dimension communication and performance

- There is a low level positive significant relationship between job performance and job satisfaction communication sub dimension ($r = .16$, $p < 0.05$). “H10: Communication has a positive impact on job performance.” Supported (+) and accepted.

The hypotheses above answer the second research question. Is there any relationship between job satisfaction facets (pay, promotion, supervision, co-workers, rewards, benefits, operating procedures, nature of work and communication) and employees' job performance? The correlation coefficient revealed that there is a positive and significant relationship between job performance and job satisfaction in general. When it comes to the correlation between job satisfaction sub dimensions it is seen that out of all the nine sub dimensions, co-workers and fringe benefits correlates more with job performance followed by pay, supervision, rewards, the nature of work and communication. The correlation findings also revealed that there is no correlation between job performance and job satisfaction sub dimensions operating procedures and supervision at Vodacom Lesotho.

Research question #3

What is the level of job satisfaction on employees' performance in Vodacom Lesotho?

To answer the above research question, the findings revealed that, there is a high level of employee's satisfaction in general. Pearson product-moment correlation results show that when it comes to the level of job satisfaction on job performance in Vodacom Lesotho, there is a middle level positive significant relationship between the two variables. Furthermore, the results revealed that the level of job satisfaction sub dimensions on employees' performance ranges from medium to low.

The current chapter has presented results and findings of the research study based on the research objectives, research questions and the research hypothesis proposed in the chapter 1 of this study. The first section addressed the demographic variable of the study, the second section analyzed the descriptive statistics for both job satisfaction and job performance study variables, and reliability analysis was also used to measure internal consistency, normality analysis was also run and suitable test techniques were used for the analysis of the scale. Hypothesis were also tested relating to the study. The next chapter discusses the findings, conclusions, and recommendations.

CHAPTER FIVE

5. DISCUSSION CONCLUSION AND RECOMMENDATION

Chapter five which is also the last chapter of the study analyzed findings obtained from the research study. This was done by comparing and contrasting with previous literature related to job satisfaction and employees' performance. The chapter was organized based on the specific research questions which sought to establish how job satisfaction affects job performance at Vodacom Lesotho.

5.1. Summary of the study

The purpose of this study was to investigate the impact of job satisfaction on job performance in a multinational company based in a least developed country. The study was guided by the following research questions: 'Is there any correlation between job satisfaction and employees' job performance in Vodacom Lesotho? Is there any relationship between job satisfaction dimensions (co-workers, supervision, the work itself, pay and promotion, operating procedures, communication, fringe benefits and rewards) and employees' job performance? What is the level of job satisfaction on employees' performance in Vodacom Lesotho?

A correlational research design was used in this research study. 250 was the target population of employees working for Vodacom Lesotho. Homogenous purposive sampling was used and out of 250 employees 210 participated, answered and returned the questionnaire making it 84% of the response rate. Primary data was collected using demographics survey, job satisfaction survey and job performance questionnaires. After collecting all the questionnaires Statistical Package for Social Sciences (SPSS V 23) software was used to code, clean, edit and analyze and to ensure good quality of the data. To test internal consistence and reliability of the questionnaires Cronbach Alpha was used. Descriptive statistics of both job satisfaction and job performance study variables were also done. Normality analysis was also done to determine the suitable test techniques to be used for analysis and correlation of the scale, since the p values were less than 0.5 non-parametric tests Whitney U and Kruskal Wallis H-test were used. Mann Whitney U test was used to calculate the differences between two and less variant non-parametric values while Kruskal-Wallis H test was used to

calculate the differences between three and more variable non-parametric values. Pearson product-moment correlation was also used to check if there was a relationship between job satisfaction, job satisfaction facets and job performance. Research findings revealed that there was a positive relationship between job satisfaction and job performance in general and out of all 9 job satisfaction sub dimensions 7 were significantly and positively related to job performance. On the contrary, the results revealed that 2 sub dimensions of job satisfaction were not correlated with job performance in the case of Vodacom Lesotho.

5.2. Discussion

Anita (2014) state that job performance can be defined in terms of outcomes and employees' behaviour. The results of the descriptive statistics show that employees of Vodacom Lesotho are mostly satisfied with their ability to get along well with their co-workers (behaviour) followed by the quality and quantity of their products (outcomes). The results of the descriptive statistics also show that when it comes to descriptive statistics of job satisfaction, employees of Vodacom Lesotho who participated in the survey have a high level of job satisfaction in general.

According to the research findings the total number of participants was 210 of which 106 were females and 104 participants were males. The results outcome of Mann Whitney-U tests revealed that there is no statistically significant difference between the participants' gender, job performance and job satisfaction levels. The findings also revealed that there is no statistically significant difference between the gender of participants and job satisfaction sub dimensions; pay, promotion, supervision, contingent rewards, co-workers, and communication levels. On the contrary, the findings revealed that there is statistically significant difference between the gender of participants and job satisfaction sub dimension fringe benefits in that fringe benefits levels are higher in male participants as compared to female participants. The findings also revealed that there is statistically significant difference between the gender of participants and job satisfaction sub dimension operating procedures. Operating procedures levels of male's participants are higher as compared to females' participants. Furthermore, statistically significant difference between the genders of participants revealed that the nature of work levels is higher in female participants in comparison to male participants.

The research findings also demonstrated that the number of single participants is 108 which is slightly higher than the number of married participants which is 102. According to the results of Mann Whitney-U analysis there is no statistically significant difference between participants' marital status, job satisfaction and job performance levels.

Results of the descriptive statistics show that the vast majority of participants are between the age group of 25 and 34, while the least amount of participants belong to the age group of 18-24. The findings revealed that there is no statistically significant difference observed between the age groups and job performance levels. Significant differences were observed between the participants' age groups and total job satisfaction levels. The results showed that there is difference between participants' age groups and promotion, fringe benefits and co-workers. On the other hand, there were no significant differences observed between participants' age groups and pay, supervision, contingent rewards, operating procedures, nature of work and communication.

It can be mentioned that most of the participants who took part in this study have bachelors' degree. The research findings revealed that there is no significant difference between the participants' education, job performance and job satisfaction's points. Furthermore, no statistically significant difference was found between participants' educational statuses and supervision, contingent rewards, co-workers, nature of work and communication. When it comes to the participants' educational statuses and promotion, fringe benefits, and operating procedures statistically significant differences were obtained.

The Kruskal Wallis H revealed that there is no significant difference between job performance, satisfaction and employees and their work experience. On the contrary, the results indicated that there is a statistically significant difference between supervision and co-workers and employees work experience at Vodacom Lesotho.

The Kruskal Wallis H results also revealed that there is no statistically significant difference between employees' job positions and nature of work but the findings further reveal that there is statistically significant difference between job performance, job satisfaction and job satisfaction sub dimensions; pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers and communication.

The last section of the previous chapter focused on the analysis of hypothesizes. The current study measured the impact of job satisfaction on job performance by using the job satisfaction survey by Paul Spector which has 9 facets of satisfaction: 1. Pay-amount and fairness or equity of salary. 2. Promotion-opportunities and fairness of promotion. 3. Supervision-fairness and competence at managerial tasks by one's supervisor. 4. Fringe benefits- insurance, gym membership, educational support and vacation. 5. Contingent rewards-sense of respect, recognition and appreciation. 6. Operating procedure-policies, procedures, rules, perceived red tape. 7. Coworkers-perceived competence and pleasantness of one's colleagues. 8. Nature of work-enjoyment of the actual tasks themselves and 9. Communication- sharing information within the organization (verbally or in writing).

Job performance was measured using job performance survey based on outcomes and employees' behaviors towards their co-workers, external clients and the way they perceived their jobs in general. In total there were ten hypothesizes proposed on this study. The first one being, 'H1: Job satisfaction has a positive impact on job performance.' Followed by the other 9 sub dimensions of job satisfaction on job performance. In general, out of 10 hypotheses 8 were supported and accepted by the SPSS analysis while 2 were rejected and not supported by the analysis. The rejected hypotheses were operating procedures and promotion on job performance respectively. It can be noted that employees who participated in the survey are not really satisfied with the rules and regulations they have to follow when performing their tasks and the promotional chances seem to be very slim. On the other hand, the employees seem to be satisfied with their salaries, supervisors, benefits, rewards, co-workers, the nature of work itself and organizational communication.

5.3. Conclusion

The purpose of this study was to investigate and determine if job satisfaction has an impact on job performance in general and if job satisfaction 9 sub dimensions (pay, promotion, supervision, co-workers, operating procedures, benefits, rewards, communication and the nature of work) also have an impact on job performance. The analysis findings showed that there was a correlation between the variables, therefore they were measured and evaluated. The results obtained from analyzing the total Job satisfaction survey score together with job performance survey provided useful information about the level of job satisfaction of the participants at Vodacom Lesotho. The results of the research demonstrate that job satisfaction has a positive impact on job performance. Additionally, job satisfaction sub dimensions (pay, supervision, co-workers, nature of work, benefits rewards and communication) do have a positive impact on job performance on the contrary, the research findings indicated that when it comes to two job satisfaction sub dimensions (promotion and operating procedures) there was no correlation with job performance. It can be mentioned that in general the Vodacom employees who took part at this survey are satisfied with their jobs which results into satisfactory job performance.

5.4. The Limitation of the study

Although the researcher tried to design the whole study with attention, just like most studies conducted by various researchers there are also some limitations to the current study too. The primary limitation is about the area and the population size of the study. The researcher's main focus was to investigate the impact of job satisfaction on job performance in multinational companies in least developed countries, firstly, it would have been better to reach more population group from at least two or more different countries, different backgrounds and different organizations. This would make it possible to measure results of the study taking into account the impact of job satisfaction on job performance from employees from different multinational companies, different cultural and environmental backgrounds. Secondly, it would have been better to have a larger sample size which could have used parametric tests that may have produced different results from the current study. However, the limited time frame and resources made it impossible for the researcher to cover more population size from different multinational companies.

5.5. Suggestions and recommendations

The current study has investigated the relationship between job satisfaction on job performance limiting its area of research with one multinational company in Lesotho. For this reason, it can be mentioned that the survey was done on smaller scale basis, as a result it can be said that the findings might have been completely different if the survey was conducted in two or more multinational companies. One suggestion for future researches would be to conduct the survey in a larger scale that includes more multinational companies and a larger sample size.

Additionally, the study recommends that there is a need to cover more multinational companies in least developed countries, with different races, culture and environmental background as the research findings might be different as compared to the survey conducted in one country. Furthermore, the researcher suggests that future studies should analyze the population using different test instruments and compare the results and research findings with this study.

5.6. Practical Implications

The research findings of this study revealed that employees of Vodacom Lesotho have a high level of job satisfaction in general by measuring the total influence it has on employees' performance. The results showed that out of all 9 job satisfaction facets, 7 of them (pay, supervision, co-workers, nature of work, communication, benefits and rewards) were positively correlated to employees' job performance. Therefore, considering the relationship between the two variables managers should remember that when job satisfaction increases employees' performance will also increase due to the fact that when employees love and hold positive attitudes towards their jobs the quality and quantity of their performance also increases.

Research findings also revealed that there was no statistically significant correlation between 2 facets of job satisfaction (operating procedures and promotion) and job performance. It can be seen from these rejected hypotheses that employees at Vodacom Lesotho are not satisfied with the rules and regulations they have to follow when performing their tasks therefore it is recommended that managers at Vodacom should try to review their rules and procedures, then seek for strategies and new tactics

favorable for both management and employees in general. Furthermore, it can be seen from the analysis that employees are dissatisfied with the chances of promotion at the work place, for that reason, managers should strive to ensure that employees are promoted accordingly since promotion boosts employees' morale, increases their productivity which in turn improves the company's overall profits.

Additionally, the results indicate that job satisfaction facets (fringe benefits and operating procedures) levels are higher in men as compared to female employees while the nature of work levels seem to be higher in female participants than in male participants. It is crucial therefore, for managers to investigate the reasons behind the differences.

The outcome of this research can also be used as a guideline for those multinational companies in least developed countries that are in pursuit of enriching their human resource management practices as mechanism to develop global competence.

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APPENDIX 1. SURVEY QUESTIONNAIRE

The purpose of this study is to examine the impact of job satisfaction on employees' job performance in multinational company in least developed countries in the case of Vodacom Lesotho. This study is being conducted through Atilim University in Ankara, Turkey. The main aim of this questionnaire is to analyse the factors that influence the level of job satisfaction and its effects on employees' performance. Please Do NOT write your name on this questionnaire. Your responses will be anonymous and will never be linked to you personally. The survey will take approximately 5 to 8 minutes. Thank you for your corporation.

Demographic Questionnaire

1. Gender

☐ Female ☐ Male

2. Age

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 and above

3. Education

- ☐ High School
- ☐ Diploma
- ☐ Associate Degree
- ☐ Bachelor's Degree
- ☐ Honors Degree
- ☐ Master's Degree
- ☐ PhD

4. Marital Status

☐ Single ☐ Married

5. Please write your job title below

.....

6. How long have you been working here?

- ☐ 5 years or under
☒ 6 to 10 years
☐ 11 to 15 years
☐ 16 to 20 years
☐ 21 years or more.

JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.							
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6

15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my co-workers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

	JOB PERFORMANCE SURVEY Job Performance scale of Choo (1986) and later used by Ceylan et al. (2006)	
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION	Disagree very much Disagree Neutral Agree Agree very much
1	I am satisfied with the quantity and quality of our products at work.	1 2 3 4 5
2	I am very satisfied with my ability to guide others.	1 2 3 4 5
3	I am satisfied with my ability to adapt to new situations.	1 2 3 4 5
4	I am satisfied with all of the responsibilities I shoulder and take a positive approach to them.	1 2 3 4 5
5	I am satisfied with my professional capabilities and duties at work.	1 2 3 4 5
6	I am satisfied that I carry out my responsibilities in accordance with company policies and processes.	1 2 3 4 5
7	I am satisfied with my implementation and coordination abilities at work.	1 2 3 4 5
8	I am satisfied with my ability to get on with other people where I work.	1 2 3 4 5
9	I am satisfied with my ability to get on with external clients	1 2 3 4 5

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