

**THE EFFECT OF EMPLOYEE SATISFACTION ON JOB PERFORMANCE IN PUBLIC HIGHER  
EDUCATION: EVIDENCE FROM THE GAMPAHA WICKRAMARACHCHI UNIVERSITY OF  
INDIGENOUS MEDICINE, SRI LANKA**

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**ABSTRACT**

This research investigates the impact of employee satisfaction on job performance within the context of public higher education, focusing on the Gampaha Wickramarachchi University of Indigenous Medicine in Sri Lanka. The study employed a sample of 108 non-academic employees, drawn from a population of 150, and utilized a self-administered questionnaire to collect data on various dimensions of employee satisfaction and performance. The satisfaction variables examined encompassed salaries and wages, work environment, opportunities, supervision, and job security. The analysis employed multiple regression to test five hypotheses related to these satisfaction factors and their influence on job performance. The findings revealed significant relationships between employee satisfaction and job performance. Satisfaction demonstrated a positive effect on job performance, suggesting that employees who are content with their satisfaction exhibit enhanced performance levels. The evidence presented suggests that addressing and enhancing employee satisfaction, particularly in terms of salaries, work environment, opportunities, supervision, and job security, can yield positive outcomes for job performance within this institutional setting. These findings have implications for human resource management practices in the public higher education sector, highlighting the importance of fostering a conducive work environment and addressing key aspects of employee satisfaction to optimize overall job performance.

## 1. Introduction

In the dynamic landscape of contemporary higher education, the critical relationship between employee satisfaction and job performance stands as a backbone for organizational success. This research attempts to unravel the complex relationship between these two constructs within the unique context of the Gampaha Wickramarachchi University of Indigenous Medicine in Sri Lanka. As a growing institution committed to advancing indigenous medicinal practices, the university's performance is undeniably contingent on the engagement, motivation, and overall satisfaction of its staff. This research is especially targeted at non-academic employees.

Employees play a crucial role in the organization because they are ultimately responsible for achieving the desired level of work performance. According to Rachman (2021), performance refers to a goal or assignment that is given to a person and must be completed within a certain amount of time and with limited resources. Work performance is defined as behavior that is developed, measurable, observable, and pertinent to organizational goals, among other things (Viswesvaran & Ones, 2000). This aids in locating and resolving issues that workers encounter at work (Vischer, 2017). While employee performance benefits the organization, organizational objectives also benefit from it. Organizational problems have become commonplace, particularly in service organizations serving the public sector, where employees' performance falls short of expectations and results fall short of potential.

Employee satisfaction factors, or the element of dissatisfaction with the job itself due to work stress problems and an unfriendly job atmosphere or surroundings, often limit the organization's ability to enhance employee performance. This is a result of the work not being completed in line with the employee's preferences, which makes it impossible for the work to satisfy the worker. According to Robbins and Coulter (2012), job satisfaction refers to an individual's overall attitude towards their work. An individual who has a high level of job satisfaction displays a positive attitude towards their work, whereas a man who is less satisfied with their work indicates a negative attitude towards their work.

Evaluation of the contribution that job satisfaction from employees can make to achieving organizational goals. Employee satisfaction is still presently viewed in organizations as a function of liking and disliking one's

workplace. Individual differences in job satisfaction can be attributed to adherence to personal values and preferences (Greenberg & Baron, 2014), as well as the degree to which employees' job satisfaction satisfies their needs (Jayaweera, 2015). The degree of satisfaction increases with each employee's level of job satisfaction. According to each worker's desires, the more satisfaction they achieve with their work duties, the higher their assessment of job satisfaction is (Safaria, 2016). On the other hand, Safaria (2016) asserts that job satisfaction directly affects performance in a profession.

Recognition and understanding of the relationship between job performance and employee satisfaction are critical in the context of public higher education. These institutions' efficacy and success are intrinsically linked to the efforts of their academic and non-academic employees. Worker satisfaction is a vital cause that affects not just administrators' and teachers' work but also the institution's general cohesiveness and morale. A positive work environment is fostered by satisfied employees, who are more likely to be engaged, motivated, and committed to their roles. This directly improves the quality of education and support services offered to students. In addition, staff turnover can have a significant financial impact on public higher education, where funding is frequently limited. Reduction of training and recruitment costs combined with the preservation of institutional knowledge can be achieved by identifying and addressing factors that affect employee performance, thereby reducing turnover rates. A positive institutional reputation is bolstered by high employee satisfaction and can play a critical role in luring and keeping top talent. A contented staff becomes a potent brand representative for the institution, influencing future workers, students, and stakeholders and enhancing the university's reputation in the academic community at large.

### **1.1 Context of the Study**

Situated in Yakkala, Sri Lanka, the Gampaha Wickramarachchi University of Indigenous Medicine is a public university in Sri Lanka. The university is dedicated to preserving and promoting traditional healing practices deeply rooted in the country's rich cultural heritage. The university specializes in the study and dissemination of indigenous medicine, encompassing a holistic approach to healthcare that incorporates traditional Ayurveda, herbal medicine, and other time-honored therapeutic modalities. The primary tasks of Gampaha Wickramarachchi University include academic research, education, and training programs focused on indigenous medical practices. Through rigorous academic curricula and hands-on training, the university aims to produce qualified professionals who can contribute to the preservation and advancement of indigenous medicine. Additionally, the institution plays a pivotal role in fostering research initiatives that explore the efficacy of traditional remedies, ensuring the continued relevance and integration of indigenous medicine into

contemporary healthcare practices. Overall, Gampaha Wickramarachchi University serves as a beacon for the preservation, advancement, and integration of Sri Lanka's indigenous medical traditions.

The Gampaha Wickramarachchi Ayurveda Institute underwent a significant transformation and attained university status, officially becoming the Gampaha Wickramarachchi University of Indigenous Medicine on March 1, 2021. This elevation was formalized through the Extraordinary Gazette Notification No. 2199/12 of October 28, 2020, making it the 16th national university in Sri Lanka under the University Grants Commission. The transition involved the transfer of staff from the former institute to the newly established university. The university comprises four faculties: Indigenous Medicine, Indigenous Health Sciences and Technology, Social Sciences and Management Studies, and Graduate Studies. The first three faculties collectively offer eight undergraduate degree programs, including the Bachelor of Ayurvedic Medicine and Surgery. Additionally, these faculties encompass fourteen departments of study. The Faculty of Graduate Studies provides six postgraduate programs at the master's and postgraduate diploma levels. This evolution marks a significant milestone in advancing indigenous medicine education and research in Sri Lanka.

## 1.2 Research Problem

The field of employee satisfaction and its impact on job performance has gained significant attention in recent years, especially within the context of public higher education institutions. Non-academic employees play a crucial role in the effective functioning of these institutions, contributing to overall organizational success. Despite the increasing recognition of the importance of employee satisfaction, there is a shortage of comprehensive research examining its influence on job performance, particularly among non-academic staff in the unique setting of public higher education institutions in Sri Lanka (Pushpakumari, 2021).

Recent studies highlight the importance of employee satisfaction in organizational settings, emphasizing its role as a mechanism for enhanced performance (Othman et al., 2021; Mustafa et al., 2022). Furthermore, within the area of public higher education, the job satisfaction of non-academic employees has been identified as a critical factor that can influence the overall productivity and effectiveness of the institution (Dhamija et al., 2023). Despite the strong body of literature on this subject, the specific degrees of the Sri Lankan context, especially within the unique setting of the Gampaha Wickramarachchi University of Indigenous Medicine, warrant dedicated investigation.

Non-academic employees in public higher education institutions in Sri Lanka face several challenges that may impact their job satisfaction and, consequently, their job performance (Dompelage et al., 2019). Issues such as

workload, remuneration, job security, leadership, and career advancement opportunities are pertinent factors that need exploration in the context of the Gampaha Wickramarachchi University of Indigenous Medicine. Understanding the difficulties of these factors and their interconnectedness with employee performance is important for developing targeted interventions and strategies that can enhance the overall functioning of the institution. However, existing literature lacks a focused investigation into the specific challenges faced by non-academic employees in public higher education institutions in Sri Lanka, such as the Gampaha Wickramarachchi University of Indigenous Medicine. Therefore, the research problem of this study centers on the critical interaction between employee satisfaction and job performance among non-academic staff in this particular context. The research aims to fill this gap in the literature by providing empirical evidence and insights that can inform organizational strategies, policies, and practices aimed at enhancing the overall work environment and job performance of non-academic employees in public higher education institutions in Sri Lanka.

### **1.3 Research Objectives**

1. To assess the level of employee satisfaction among non-academic employees in public higher education institutions in Sri Lanka.
2. To examine the impact of employee satisfaction indicators on job performance within the context of the public higher education institutions in Sri Lanka.
3. To propose recommendations and strategies for enhancing employee satisfaction based on the identified factors, aiming to improve overall job performance and contribute to the institutional success of the public higher education institutions in Sri Lanka.

### **1.4 Significance of the Study**

The significance of this research holds important implications for both academic and practical organizational management. Within the scholarly area, the study addresses a critical gap in the existing literature by focusing on the unique context of public higher education institutions in Sri Lanka, specifically the Gampaha Wickramarachchi University of Indigenous Medicine. The lack of comprehensive research on the interaction between employee satisfaction and job performance among non-academic staff in this particular setting necessitates a dedicated investigation. Moreover, the research contributes to the broader body of knowledge on organizational behavior, employee satisfaction, and job performance, providing empirical evidence that is contextualized within the Sri Lankan higher education landscape. This knowledge is essential for academics, researchers, and practitioners seeking a deeper understanding of the complexities involved in managing human

resources within the unique constraints of public higher education institutions in Sri Lanka. From a practical point of view, the research outcomes have direct implications for organizational leaders, policymakers, and administrators within the Gampaha Wickramarachchi University of Indigenous Medicine and other similar institutions. The insights gained from the study can inform the development of targeted interventions, strategies, and policies aimed at improving the work environment and job performance of non-academic employees.

## **2. Literature Review**

### **2.1 Employee Job Performance**

According to Jamshidi and Bagherzadeh (2011), performance is the ability of an individual to stand out in the completion of a task. Next, performance is typically measured against the organization's established standards, such as the number of units sold or the number of clients handled, and it usually involves comparing an individual's output to a predetermined level (Iqbal & Baluch, 2017). "Something that is done or the products or services produced or provided by a person or group of people" is how Winarno (2018) defines performance. The work an employee completes while performing his or her duties at work is typically how people think of job performance. An employee's performance on the job can be impacted by the nature of the work, the general atmosphere, and the degree of challenges (Ackerman, 1997; Avery and Murphy, 1989). It should be noted that the majority of definitions of job performance fall short of providing the entire meaning of the term (Campbell et al., 1996).

Additionally, the empirical study showed a positive correlation between organizational commitment and job performance, with a stronger correlation observed among sales employees compared to non-sales employees. Other researchers have also focused on job satisfaction. Comparably, a study done on Macau casino workers revealed that low interpersonal skills also contributed to subpar performance and that job satisfaction was positively correlated with job performance (Shmailan, 2016). Concurrently, studies were carried out to ascertain whether job demands and job resources could impact job performance, with burnout among front-line banking employees acting as a mediating factor (Babakus et al., 2019). The moderating effect of customer orientation on the relationship was also investigated in this study. The findings showed that job demands and resources are impacted by burnout, which interferes with job performance. The introduction of a client was specifically linked to job performance and burnout, and it served as a springboard for the negative effects of job demands on both.

One of the most important variables affecting employee performance is employee satisfaction. Higher performance is the consequence of engaged, motivated, and committed workers, all of whom are more likely to

be satisfied with their jobs. According to Azmi (2010), performance in public university settings is positively correlated with employee satisfaction. The impact that employee satisfaction has on overall organizational effectiveness is recognized by the research, which highlights the necessity for universities to prioritize employee satisfaction through effective management practices. Furthermore, several aspects of employee performance in public universities have been revealed by recent research, underscoring the opportunities and difficulties associated with managing non-academic staff. For example, Hakeern & Almarganhi (2018) looked at how administrative staff performance in public universities was affected by employee satisfaction. The results showed a positive correlation between employee performance and pay satisfaction, highlighting the importance of leadership in creating a positive work environment. Chen et al. (2023) looked at the impact of support staff performance in public universities on their level of satisfaction with their leaders in another pertinent study. The study found that by encouraging teamwork, communication, and a sense of belonging, strong and encouraging leadership enhanced employee performance.

## **2.2 Employee Job Satisfaction**

The way individuals think, feel, and view their employment has been linked to employee job satisfaction (Meier & Spector, 2015). It is commonly utilized in the human resources field, where it is believed that job satisfaction reports should include both internal and external features (Chang, 2008). Stated differently, job satisfaction refers to a fulfilling emotional state that arises from an evaluation of the experiences or consequences of a particular occupation (Locke, 1976). Rainey (2019) states that a well-researched organizational job satisfaction survey includes variables about employees' attitudes toward their jobs and various aspects of their work. This is how much people like or don't like their work (Meier & Spector, 2015). Levy-Garboua, Montmarquette, & Simonnet (2007), employee satisfaction is described as "the directory of preference for the practiced career against outside chance provisional on information accessible at the time."

Worker job satisfaction is referred to as assemble, and it has been extensively analyzed, investigated, and documented. There are numerous assumptions concerning the causal relationship that exists between motives, behavior, and outcomes. Employee satisfaction is a metric used to describe how employees feel overall about their jobs and workplace. It assesses the worker's attitude toward the work and how much the job meets their needs. Numerous researchers have concluded that an employee's intentions toward their workplace can be measured by looking at their level of satisfaction (Cranny et al., 1992). By building on various theories, the researchers have determined several factors, including enthusiastic behavior, hygiene factors, managerial responsibility, and the workplace environment (Dole & Schroeder, 2001; Ahsan et al., 2008; Igalens & Roussel,

1999). Numerous methods have been implemented for employee satisfaction in the literature. Maslow's hierarchy of needs is the most significant factor. According to this theory, a person's needs begin with the most basic ones—food, clothing, and shelter—and end when they reach the point of self-actualization. Based on the theory of necessity, researchers like Kuhlen (1963) and Kornhanuser & Sharp (1983) sought to identify the variables influencing employee satisfaction.

In public higher education institutions, employee satisfaction is a crucial factor that directly affects both the overall quality of education and organizational effectiveness. Wages and salaries are crucial in determining employee satisfaction because they represent an employee's perceived value of work as well as their financial well-being (Hogan et al., 2018). In the context of public higher education, a study by Mark-Margrove & Smith (2011) discovered a positive correlation between higher levels of satisfaction with salaries and wages and overall employee job satisfaction. Employee satisfaction is also greatly impacted by their work environment. According to research by Klajko et al. (2019), a supportive and encouraging work environment is crucial for helping employees in public higher education institutions feel like they belong and are satisfied with their jobs. In higher education, opportunities for professional development and progress are critical elements affecting employee satisfaction. Kaur and Kaur (2016) found that among staff members in public higher education, job satisfaction was generally directly correlated with satisfaction with opportunities for advancement. Another important component that influences employee satisfaction is supervision, since both good leadership and supervision foster a positive workplace environment and increase job satisfaction (Klajko et al., 2019). Moreover, a major worry for workers in the public higher education sector is job security. According to research by Bartol, et al. (2009), job security satisfaction positively correlates with overall employee satisfaction, highlighting the necessity of a stable work environment in these institutions. In conclusion, a thorough analysis of these variables can yield insightful information about improving worker satisfaction and, in turn, the general efficacy of public universities.

### **2.2.1 Satisfaction with Salaries and Wages**

Employee performance and general job satisfaction are significantly influenced by salary and wage satisfaction. Employee performance and compensation satisfaction have a strong positive correlation, according to numerous studies. For example, Williams et al.'s (2016) meta-analysis revealed a strong relationship between job performance and pay satisfaction, indicating that motivated and committed employees are more likely to be satisfied with their pay. The Equity Theory, which contends that people compare their input-output ratios with those of their colleagues and that satisfaction stems from perceived fairness in compensation, is responsible for



this relationship (Adams, 1965).

Furthermore, the influence that a satisfied salary has on an employee's performance goes beyond personal incentive. Perceived fairness in compensation also affects job engagement and organizational commitment. According to a 1999 study by Milkovich et al. (1992), organizations that prioritize competitive and fair pay structures create a positive work environment, which in turn increases employee commitment and engagement. Allen & Meyer (2018) found a correlation between increased job performance and productivity and this organizational commitment. Thus, contentment with pay and benefits influences employee motivation on an individual basis as well as aids in creating a positive workplace culture that raises productivity levels across the board. However, it is necessary to recognize that not all industries and job roles have the same relationship between employee performance and salary satisfaction. Competitive pay is still important, but other factors affect job satisfaction as well, like work-life balance, non-cash benefits, and opportunities for professional growth. To establish a comprehensive and effective reward system within organizations, Lawler and Porter (1967) suggested that a thorough approach to employee motivation and performance should take into account a combination of both monetary and non-monetary factors.

### **2.2.2 Satisfaction with Work Environment**

Plenty of research in organizational psychology and management has demonstrated that employee performance is significantly influenced by their level of satisfaction with their work environment. The effect of physical workspace on job satisfaction is one important factor. For example, Oldham and Fried's (2016) study discovered that workers who were content with their physical workspace demonstrated greater job satisfaction, which was positively correlated with improved task performance and overall job performance. Employee opinions on their work environment are greatly influenced by the physical workspace, which includes elements like lighting, noise levels, and ergonomics. This affects the employees' overall job satisfaction and performance as a result.

Furthermore, social aspects of the workplace are crucial in determining how satisfied and productive employees are. Bowling et al. (2010) carried out a study that underscored the significance of social relationships in the workplace. The study found that positive interpersonal interactions, supportive colleagues, and a sense of belonging play a major role in enhancing job satisfaction. Workers who experience a strong sense of support and friendship at work are more likely to be satisfied, which leads to higher performance levels. This emphasizes how crucial it is to develop a supportive and cooperative work environment to improve employee performance and overall job satisfaction. When workers believe their managers are fair, open, and encouraging, they are more

likely to be content with their workplace, which boosts motivation, engagement, and general job performance. In conclusion, research continuously backs up the idea that employee performance outcomes are greatly shaped by satisfaction with the work environment, which is influenced by organizational, social, and physical factors.

### **2.2.3 Satisfaction with Opportunities**

Numerous research studies have examined the connection between employee performance and satisfaction with opportunities, acknowledging the complex nature of opportunities that encompass financial, career, professional, and personal growth. Tett and Meyer (1993) conducted research that revealed that workers who believe their organizations offer ample opportunities for growth and development are more likely to demonstrate higher levels of job satisfaction and, as a result, improved performance. Locke & Latham's (1991) goal-setting theory supports the relationship between positive work outcomes and satisfaction with opportunities. It posits that individuals who are driven by a feeling of accomplishment and advancement are more likely to exert additional effort toward their tasks, ultimately leading to enhanced performance. Therefore, it follows that a strong sense of fulfillment with opportunities is essential for motivating staff members to work hard and efficiently.

Furthermore, the effects of opportunity satisfaction go beyond the level of the individual and affect organizational results. Harter et al. (2002) conducted a meta-analysis that highlighted the relationship between overall organizational success and employee satisfaction. The study revealed that companies with higher employee satisfaction levels also have reduced employee turnover and increased productivity, suggesting that cultivating a positive work environment that prioritizes growth opportunities may have positive knock-on effects. Wright et al. (2001) also examined the strategic implications of opportunity satisfaction, highlighting its significance in attracting and retaining talent. Establishments that offer unambiguous avenues for monetary, professional, and individual advancement are more likely to draw in top talent and retain a driven workforce. It is crucial to remember that not all circumstances and industries have the same relationship between employee performance and satisfaction with opportunities. In a study done in the setting of professional service firms, Cable and DeRue (2022) discovered that individual differences, such as values and career aspirations, moderated the relationship between employee performance and perceived opportunities for professional growth. This emphasizes how important it is for companies to take into account the preferences of each employee and customize growth opportunities to suit their career paths and goals.

#### **2.2.4 Satisfaction with Supervision**

One important factor affecting employee performance in organizational settings is satisfaction with supervision. The connection between different aspects of employee performance and satisfaction with supervision has been the subject of many research studies. Chen and Francesco (2013) conducted a notable study that revealed a positive correlation between job performance overall and satisfaction with supervision. According to the authors, motivated, engaged, and committed workers are more likely to be satisfied with their supervisors, which improves job performance. This emphasizes how crucial good supervision is to influencing workers' attitudes and behaviors at work. Furthermore, a significant factor influencing employee satisfaction with supervision is the quality of the supervisor-employee relationship. Bowling et al. (2010) highlighted in their study the importance of support, communication, and trust in the supervisor-employee relationship. They discovered that workers are more likely to feel satisfied with supervision when they believe their managers are reliable, open, and helpful. This in turn has positive impacts on several employee performance indicators, including job satisfaction, task performance, and organizational citizenship behavior.

Moreover, the impact of supervisor satisfaction on worker performance goes beyond the completion of individual tasks to include team dynamics and organizational results. Colquitt et al. (2013) conducted a meta-analysis to consolidate data from various studies and validate the strong positive correlation between team performance and supervisor satisfaction. According to the authors, contented workers are more likely to work well with others, communicate honestly, and support team objectives. Therefore, organizations that prioritize and cultivate satisfaction with supervision can anticipate improved team and organizational outcomes in addition to improved individual employee performance.

#### **2.2.5 Satisfaction with Job Security**

A lot of research has been done on the relationship between job security and employee performance. Job security is a crucial component of employee satisfaction and well-being. Job security is frequently understood to be a psychological contract that governs an employee's relationship with their employer and affects their motivation and level of commitment to their work. According to research by Greenhalgh and Rosenblatt (1984), employee job satisfaction and performance were found to be positively correlated with perceived job security. Employee productivity and performance are likely to increase when they feel comfortable in their roles and are willing to put in more time and effort. Moreover, there is a correlation between job security and employee performance that goes beyond the individual to include organizational outcomes. The effect of job insecurity on

organizational citizenship behavior (OCB), a collection of voluntary actions that support an organization's efficient operation, was investigated in a study by Hakanen et al. (2019). The results showed a negative correlation between job insecurity and OCB, indicating that workers who feel more secure in their jobs are more likely to take on extracurricular activities that ultimately benefit the company. However, it is critical to understand that several contextual factors can have an impact on the complex relationship between job security and employee performance. According to a systematic review by Sverke et al. (2022), organizational and cultural differences may have an impact on how strongly the relationship between job security and performance is established. While job security is a key factor in promoting employee performance, companies must take into account the larger picture and put strategies in place that cater to organizational and individual needs to maximize the benefits of job security on performance.

### **2.3 Relationship between Employee Job Satisfaction and Employee Job Performance**

In several organizational environments, the relationship between job satisfaction and performance has been thoroughly examined. These studies' findings have been inconsistent. According to Cummings (1970), there are three main perspectives on this relationship. Performance results from satisfaction, performance results from satisfaction, and rewards result from both performance and satisfaction. Numerous studies back up each of these three perspectives. The study conducted by Mirvis and Lawer (1977) yielded definitive results regarding the correlation between job satisfaction and performance. Their proposed arguments are that bank tellers were less likely to exhibit shortages and to resign from their positions when their performance was measured in terms of cash shortages. More than thirty studies have been carried out by Kornhanuser and Sharp (2018) to determine the relationship between performance and satisfaction in the industrial sector.

Numerous research studies have reported a positive correlation between job satisfaction and job performance. Job satisfaction was shown to be unrelated to both production quality and turnover by Katzell et al. (1952). After reviewing the literature, Smith and Cranny (2019) concluded that performance, along with effort, commitment, and intention, are all related to satisfaction. Evidence from the Relay Assembly test room in Western Electric Studies revealed a striking tendency for higher employee productivity to be correlated with higher job satisfaction. According to Porter and Lowler (1974), a worker's level of satisfaction will influence their level of effort. They claimed that higher levels of satisfaction from performance possibilities raise performance expectations, which in turn lead to rewards. Carroll et al. (2019) discovered that there is a critical relationship between productivity and satisfaction in which each influences the other. They contend that because performance is highly anticipated, more effort is put forth. Effective performance follows effort, and this again

results in satisfaction in a vital relationship. According to David et al. (1970), the kind of reward system that employees operate under has a significant impact on the relationship between satisfaction and performance.

According to Pushpakumari (2021), in many industries, including public higher education, employee satisfaction plays a significant role in determining how well employees perform. Numerous factors, including job security, opportunities for advancement, work environment, supervision, and salary and wage satisfaction, are crucial in determining overall job satisfaction and, in turn, employee performance. Employee satisfaction and performance are significantly influenced by one's level of satisfaction with pay and salary. A recent study by Nugroho and Tanuwijaya (2022) found that workers who believe their pay is competitive and fair typically have higher job satisfaction and more motivation. Addressing salary-related issues is essential to keeping a happy and productive staff in public higher education institutions, where budgetary constraints may be common. Furthermore, it has been repeatedly shown that an important factor in determining employee performance and satisfaction is the work environment. According to research by Vohra et al. (2022), a positive and supportive work environment promotes employee well-being, engagement, and general job satisfaction. Collaborative areas, state-of-the-art infrastructure, and a friendly academic community are examples of elements that enhance the work environment in public universities and have a positive effect on staff performance.

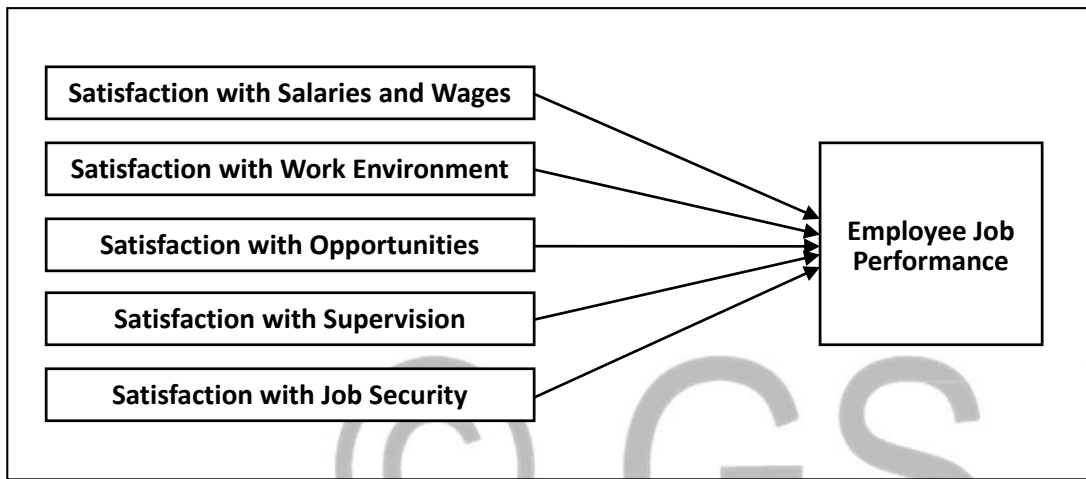
Additionally, opportunities for both personal and professional development have a big impact on how happy and productive employees are. A study by Jia-jun and Hua-ming (2022) found that workers are more likely to be satisfied and perform better in their organizations if they believe there are plenty of opportunities for skill development and career advancement. This is especially important given how public higher education institutions are changing and becoming more dynamic and how important it is for administrative and academic staff to continue their professional growth. An additional crucial component of employee performance and satisfaction is supervision. Qureshi & Hamid's (2017) recent research highlights the significance of supportive supervision and effective leadership in raising employee satisfaction and job performance. The overall job satisfaction and performance of faculty and staff can be greatly impacted by the quality of supervision in public higher education institutions, where the role of academic leaders and administrators is crucial. Last but not least, a primary worry for staff members at public universities is job security. According to a study by Babatunde (2021), workers are more likely to report higher job satisfaction and consistently perform well at work if they feel that their jobs are secure.

### 3. Methodology

#### 3.1 Conceptual Framework

The aforementioned literature review informs the development of the conceptualized research model (Figure 1), which is necessary to accomplish the research objectives. Furthermore, Figure 1.1, which is based on a literature review, demonstrates how different satisfaction-related factors affect an employee's job performance.

Figure 1: Conceptual Framework



Based on the above Figure 1, five hypotheses were developed for the study.

**H1:** Satisfaction with salaries and wages significantly affects employee job performance.

**H2:** Satisfaction with the work environment significantly affects employee job performance.

**H3:** Satisfaction with opportunities significantly affects employee job performance.

**H4:** Satisfaction with supervision significantly affects employee job performance.

**H5:** Satisfaction with job security significantly affects employee job performance.

#### 3.2 Population and Sample

The term population refers to the entire group under study that shares a common set of characteristics or qualities. In the context of this research, the population comprises all non-academic employees at the Gampaha Wickramarachchi University of Indigenous Medicine, Sri Lanka. Specifically, this encompasses a total of 150 non-academic employees currently employed at the university, as documented by official university records. Understanding and defining the population is critical as it establishes the scope and boundaries of the research,

laying the foundation for the generalizability of findings (Trochim, 2006). The aim is to conclude this entire group based on the analysis of data collected from a representative subset, known as the sample. In this research, a simple random sampling technique was employed to select 108 non-academic employees from the total population of 150, as determined by the Morgan table. This technique ensures that each member of the population has an equal chance of being included in the sample (Trochim, 2006). The use of a representative sample is crucial in enhancing the external validity of the study, allowing for more reliable generalizations from the sample to the entire population.

### **3.3 Data Collection**

The data collection procedure employed in this study involved the use of self-administered questionnaires distributed to 108 non-academic employees working at the Gampaha Wickramarachchi University of Indigenous Medicine. The choice of a self-administered questionnaire was made due to its practicality and the ability to efficiently gather responses from the sample. To facilitate the distribution and collection of responses, Google Forms, an online survey platform, was utilized. The questionnaire itself was carefully designed to elicit valuable insights into the employees' experiences with satisfaction and their subsequent performance. Furthermore, to ensure the validity of the data collected, the researcher has taken measures such as conducting a thorough review of the questions and possibly employing established scales or measures for certain constructs. Additionally, the survey administration process likely involved ensuring anonymity and confidentiality to encourage honest responses from the employees.

The questionnaire was designed for employees who are non-academic employees at the university, and it was structured into three main sections: general information, employee perceptions of job satisfaction, and employee perceptions of job performance. In the general information section, respondents were asked basic demographic questions such as type of employment, gender, age, highest level of education, and length of employment at Gampaha Wickramarachchi University of Indigenous Medicine. These questions helped in understanding the profile of the respondents, which can be crucial in analyzing how different demographic factors might influence their perceptions of job satisfaction and performance. The Section B and C questions were based on a 5-point Likert scale that ranged from strongly disagree to strongly agree.

The employee perception of job satisfaction section (Section B) was focused on assessing how employees perceive job satisfaction within the organization. It included questions related to satisfaction with salaries and

wages, satisfaction with the work environment, satisfaction with opportunities, satisfaction with supervision, and satisfaction with job security. Respondents were asked to indicate their level of agreement or disagreement with statements about these factors. The employee perception on job performance section (Section C) sought to understand how the job satisfaction of employees' perceptions impacts their job performance. This section helped in evaluating whether employees perceive a positive correlation between job satisfaction and their job performance. The questionnaire was structured in a clear and organized manner, with questions presented in a tabular format under each relevant subcategory. The Likert scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) is used to measure respondents' perceptions, allowing for a quantifiable assessment of their attitudes toward the various aspects of job satisfaction and job performance.

### **3.4 Data Analysis**

The essential data analysis methods were followed, with data entry facilitated through SPSS statistical software version 25. A comprehensive investigation into the relationship between job satisfaction and employee job performance was conducted using various data analysis techniques. The initial step in this data analysis involved the use of descriptive statistics. Numerical and graphical methods were employed to summarize the dataset, revealing key features such as means and standard deviations, which highlight the central tendencies of research variables. Additionally, frequency distributions facilitated a clear understanding of factors such as type of employment, gender, age, and highest level of education. Secondly, correlation analysis, in line with Hair et al.'s (2019) explanation, was employed to identify the strength and direction of relationships between job satisfaction and employee job performance. Utilizing Pearson correlation coefficients, the researcher sought to identify statistically significant relationships, revealing the strength and direction of these associations. The correlation coefficient ( $r$ ) and its significance level (Sig. value) played a pivotal role in determining the existence and nature of the relationship between the variables under study. Thirdly, multiple regression analysis was implemented to examine the impact of various job satisfaction factors on employee job performance. This technique allowed for modeling the relationship between a dependent variable (employee job performance) and multiple independent variables (job satisfaction factors). The research specifically examined aspects such as satisfaction with salaries and wages, opportunities, supervision, and job security. Hypotheses were formulated and tested, leveraging the results of multiple regression analysis to offer strong evidence either supporting or refuting the proposed relationships between job satisfaction and employee performance.

### **3.5 Reliability**



In this study, the Cronbach’s alpha coefficient was utilized to measure the reliability of the questionnaire. Cronbach’s alpha is the degree to which measuring instrument items are uniform and represent common core constructs (Pallant, 2000). Cronbach’s alpha is a popular internal reliability metric that computes the average of all potential split-half internal reliability. Cronbach’s alpha provides a value ranging from 1 to 0, with values greater than 0.70 suggesting high levels of internal consistency (Bryman & Bell, 2015; Bryman, 2016). As a result, Cronbach’s alpha should be greater than 0.7 for each variable for the questionnaire to be accepted. Table 1 shows the reliability of the variables used in this study.

Table 1: Reliability statistics

Variable	Number of Items	Cronbach’s Alpha Coefficient	Decision
Satisfaction with salaries and wages	06	0.713	Reliable
Satisfaction with the work environment	05	0.763	Reliable
Satisfaction with opportunities	05	0.891	Reliable
Satisfaction with supervision	06	0.815	Reliable
Satisfaction with job security	05	0.933	Reliable
Employee job performance	08	0.887	Reliable

### 3.5 Ethical Considerations

The research strongly adhered to ethical considerations, emphasizing the principles of informed consent, confidentiality, and data protection. Before data collection, ethical approval was obtained, and 108 non-academic employees were provided with a detailed informed consent form outlining the research purpose, data collection methods, and ensuring confidentiality and anonymity. Participants were explicitly informed of their right to withdraw without penalty. Confidentiality was maintained by securely storing data with access limited to the researcher, using participant-generated codes instead of personal information. Non-coercion was strictly observed, with no pressure on volunteers, ensuring their involvement had no impact on their organizational standing. Data collection aimed to minimize harm, utilizing a non-invasive and non-threatening survey questionnaire. Overall, ethical integrity was prioritized to uphold participant rights, and well-being.

## 4. Findings

### 4.1 Respondent Profile Analysis

The general information of the respondents was analyzed by five variables in this study. These variables include

type of employment, gender, age, highest level of education, and length of employment at the university.

Table 2: Respondent Profile Analysis

Variable	Frequency	Percentage
<b>Type of Employment</b>		
Full-time	95	88.0
Part-time	07	6.5
Contractual	06	5.6
<b>Gender</b>		
Male	43	39.8
Female	65	60.2
<b>Age</b>		
Under 25 Years	10	9.3
25 Years – 34 Years	32	29.6
35 Years – 44 Years	21	19.4
45 Years – 54 Years	33	30.6
55 Years and Above	12	11.1
<b>Highest Level of Education</b>		
G.C.E. O/L	17	15.7
G.C.E. A/L	42	38.9
Bachelor's Degree	26	24.1
Master's Degree	23	21.3
Doctoral Degree and above	00	0.0
<b>Length of Employment at the University</b>		
Below 2 Years	15	13.9
2 Years – 4 Years	45	41.7
5 Years – 7 Years	09	8.3
8 Years – 10 Years	04	3.7
More than 10 Years	35	32.4

In terms of employment type, the majority of respondents are full-time employees (88%), with a smaller percentage working part-time (6.5%) or on a contractual basis (5.6%). The gender distribution reveals that 60.2% of the respondents are female, while 39.8% are male. Age-wise, the study captures a diverse range, with the highest percentage falling in the category of individuals aged 45-54 years (30.6%), followed by those in the age range of 25 to 34 years (29.6%). Regarding the highest level of education, the majority of respondents hold a G.C.E. A/L qualification (38.9%), followed by those with a Bachelor's Degree (24.1%) and G.C.E. O/L qualification (15.7%). Notably, none of the respondents reported having a Doctoral Degree or above. The analysis of the length of employment at the University indicates a distribution across various tenure categories, with the highest percentage (41.7%) having worked for 2 to 4 years, and a significant portion (32.4%) having more than 10 years of employment at the university. This comprehensive breakdown of respondent profiles sets the foundation for

further exploration into the relationship between employee satisfaction and job performance, providing a snapshot of the diverse workforce at Gampaha Wickrama-Rachchi University of Indigenous Medicine in Sri Lanka.

#### 4.2 Descriptive Analysis

Table 3 presents the descriptive statistics for various variables related to employee satisfaction and job performance.

Table 3: Descriptive Statistics

Variable	Mean	Std. Deviation
Satisfaction with salaries and wages	2.8287	0.66762
Satisfaction with the work environment	2.8722	0.77168
Satisfaction with opportunities	2.6537	0.76640
Satisfaction with supervision	2.3056	0.62879
Satisfaction with job security	2.3296	0.91153
Employee job performance	2.2813	0.65570

The mean values for various satisfaction variables reveal that, on average, employees tend to express dissatisfaction across different aspects of their job satisfaction. Notably, satisfaction with supervision is at a mean of 2.3056, indicating a level of dissatisfaction. Similarly, satisfaction with job security (mean=2.3296), Satisfaction with opportunities (mean= 2.2653), Satisfaction with salaries and wages (mean=2.8287), and Satisfaction with work environment (2.8722) also fall below the neutral level of 3, suggesting a general trend of job dissatisfaction among the non-academic employees at public higher education in Sri Lanka. Furthermore, the standard deviations provide a measure of the extent to which individual responses vary from the mean. The relatively low standard deviations for satisfaction with supervision (0.62879), satisfaction with salaries and wages (0.66762), satisfaction with opportunities (0.76640), satisfaction with work environment (0.77168), and satisfaction with job security (0.91153) suggest a degree of consensus among the participants regarding their dissatisfaction. Considering employee job performance, the mean value of 2.2813 suggests an overall lower-than-neutral assessment, indicating that, on average, employees may perceive their job performance to be suboptimal. The associated standard deviation of 0.65570 indicates a moderate level of variability in individual performance perceptions.

Firstly, looking at the variable “Satisfaction with salaries and wages,” the mean of 2.8287 falls below the neutral level of 3, indicating that employees, on average, are dissatisfied with their compensation. This suggests a potential area of concern as adequate remuneration is crucial for employee motivation and well-being. Similarly,

the mean value of 2.8722 for “Satisfaction with work environment” also falls below the neutral level. This implies that employees are expressing dissatisfaction with their overall work atmosphere, which could impact their overall job satisfaction and performance. The variable “Satisfaction with opportunities” has a mean of 2.6537, again below the neutral level, indicating a perceived lack of contentment regarding growth and advancement opportunities within the organization. This aspect is crucial for employee engagement and retention. Furthermore, “Satisfaction with supervision” has a mean of 2.3056, suggesting that employees are dissatisfied with the guidance and support they receive from their supervisors. Effective supervision is pivotal for employee development and job satisfaction. Similarly, “Satisfaction with job security” presents a mean of 2.3296, indicating dissatisfaction among employees regarding the perceived stability of their positions. Job security is a fundamental concern for employees and can significantly influence their overall satisfaction and performance.

### 4.3 Correlation Analysis

The table displays Pearson correlation coefficients for five key variables.

Table 4: Correlation Analysis

Variable	Pearson Correlation Coefficient	Sig.
Satisfaction with salaries and wages	0.406	0.000
Satisfaction with the work environment	0.457	0.000
Satisfaction with opportunities	0.523	0.000
Satisfaction with supervision	0.748	0.000
Satisfaction with job security	0.622	0.000

The coefficients range from 0.406 to 0.748, indicating positive correlations between employee satisfaction in each respective category and job performance. The correlation coefficients are all statistically significant (Sig. = 0.000), suggesting a strong relationship between these variables. Specifically, the highest correlation is observed between satisfaction with supervision and employee job Performance ( $r = 0.748$ ), highlighting the critical role of effective supervision in influencing employee job performance. The variables of Satisfaction with opportunities ( $r = 0.523$ ) and satisfaction with job security ( $r = 0.622$ ) also exhibit strong correlations, emphasizing the importance of growth opportunities and job stability in enhancing overall job performance.

### 4.4 Multiple Regression Analysis

The model summary presented in Table 5 provides a comprehensive overview of the statistical analysis conducted to investigate the effect of employee satisfaction on job performance.

**Table 5: Model summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.820	0.673	0.657	0.38404	2.249

The R Square is a crucial indicator, standing at 0.673. This suggests that employee satisfaction explains about 67.3% of the variance in job performance, indicating a strong connection between the two variables. The model's explanatory power is more accurately reflected by the adjusted R Square of 0.657, which accounts for the number of predictors in the model. It implies that 65.7% of the variability in job performance can still be attributed to employee satisfaction, even after taking the complexity of the model into account. The Durbin-Watson statistic, with a value of 2.249, is important for assessing potential autocorrelation in the residuals. A value close to 2 suggests no significant autocorrelation. Here, the value falls within an acceptable range, indicating that there is no systematic pattern of errors in the model, reinforcing the reliability of the findings.

**Table 6: ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.960	5	6.192	41.983	0.000
Residual	15.044	102	0.147		
Total	46.004	107			

The analysis of variance (ANOVA) presented in Table 6 examines the relationship between predictors and the dependent variable, employee job performance. The regression model reveals that the predictors collectively account for a significant portion of the variance in employee job performance, as indicated by the large F-statistic (F=57.051) and a highly significant p-value (p=0.000). The following Table 7 presents the coefficients.

**Table 7: Coefficients**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.295	0.182		1.623	0.108		
Satisfaction with salaries and wages	0.163	0.083	0.166	1.952	0.044	0.445	2.248
Satisfaction with the work environment	0.295	0.090	0.347	3.266	0.001	0.284	3.524
Satisfaction with opportunities	0.201	0.089	0.235	2.246	0.027	0.294	3.406
Satisfaction with supervision	0.627	0.098	0.601	6.374	0.000	0.361	2.771
Satisfaction with job	0.295	0.051	0.410	5.824	0.000	0.646	1.548

security							
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Table 7 presents the coefficients derived from the regression analysis, highlighting the relationships between various satisfaction factors and job performance. Starting with Satisfaction with Salaries and Wages, the unstandardized coefficient (B) is 0.163, with a standard error of 0.083. The standardized coefficient (Beta) is 0.166, indicating a positive relationship. The t-value is 1.952, and the significance level is 0.044, suggesting that satisfaction with salaries and wages has a significant positive effect on job performance. This means that there is strong evidence to reject the null hypothesis, thus proving the acceptance of Hypothesis H1. This implies that satisfaction with salaries and wages significantly and positively influences the job performance of employees within public higher education institutions in Sri Lanka.

For satisfaction with the work environment, the unstandardized coefficient is 0.295, with a standard error of 0.090. The standardized coefficient is 0.347, and the t-value is 3.266, with a significance level of 0.001. This indicates a significant positive relationship between satisfaction with the work environment and job performance. This signifies evidence for rejecting the null hypothesis, thereby affirming the acceptance of Hypothesis H2. It suggests that satisfaction with the work environment has a significant and positive impact on the job performance of employees within public higher education institutions in Sri Lanka. For Satisfaction with Opportunities, the unstandardized coefficient is 0.201, the standard error is 0.089, and the standardized coefficient is 0.235. The t-value is 2.246, with a significance level of 0.027, indicating a significant positive effect on job performance. This also means that there is strong evidence to reject the null hypothesis and accept Hypothesis H3. This implies that satisfaction with opportunities significantly and positively influences the job performance of employees.

For satisfaction with supervision, the unstandardized coefficient is 0.627, with a standard error of 0.098. The standardized coefficient is 0.601, and the t-value is 6.374, with a significance level of 0.000. This suggests a highly significant positive relationship between satisfaction with supervision and job performance. This implies that satisfaction with supervision significantly and positively influences the job performance of employees and these results reject the null hypothesis and accept Hypothesis H4 of this study. Finally, for satisfaction with job security, the unstandardized coefficient is 0.295, the standard error is 0.051, and the standardized coefficient is 0.410. The t-value is 5.824, with a significance level of 0.000, indicating a highly significant positive relationship. This means that there is strong evidence to reject the null hypothesis and accept Hypothesis H5. Therefore, satisfaction with job security significantly and positively influences the job performance of employees within

public higher education institutions in Sri Lanka.

## 5. Conclusion

This research explored various dimensions of employee satisfaction and job performance within the context of public higher education, with a specific focus on non-academic employees at the Gampaha Wickramarachchi University of Indigenous Medicine, Sri Lanka. The study measured employee satisfaction across five variables: satisfaction with salaries and wages, satisfaction with the work environment, satisfaction with opportunities, satisfaction with supervision, and satisfaction with job security. The findings of this study align with and extend the existing literature on the relationship between employee satisfaction and job performance in public higher education. The positive impact of satisfaction with salaries and wages, work environment, opportunities, supervision, and job security on job performance emphasizes the versatile nature of employee satisfaction. These findings highlight the need for comprehensive strategies in public universities to address various aspects of employee satisfaction, ranging from financial considerations to professional development opportunities and supportive supervision.

Moreover, the study contributes to the ongoing discussion on the complex interaction between job satisfaction and performance. The results support the argument that the relationship is bidirectional, with satisfied employees likely to exhibit higher levels of performance, and enhanced performance contributing to increased satisfaction (Carroll, et al., 2019). This strengthens the idea that creating a positive work environment and addressing employees' diverse needs can have a strong effect on overall organizational success in public higher education institutions. The findings of the study revealed significant and positive impacts of each satisfaction variable on employee job performance. These results align with existing literature emphasizing the crucial role of employee satisfaction in enhancing overall job performance. The positive correlation between job performance and satisfaction with salaries and wages reflects the Equity Theory, suggesting that fair compensation fosters motivation and commitment (Williams, et al., 2016). This is particularly pertinent in the public higher education sector, where budgetary constraints may pose challenges, emphasizing the need for competitive and fair pay structures (Mark-Margrove & Smith, 2011).

Furthermore, satisfaction with the work environment emerged as a strong predictor of employee job performance. A positive and supportive work environment has been consistently linked to higher levels of well-being, engagement, and general job satisfaction (Vohra, et al., 2022). This underscores the importance of investing in collaborative spaces, and state-of-the-art infrastructure and fostering a friendly academic

community in public universities. The study also highlighted the significance of opportunities for personal and professional development in influencing employee satisfaction and performance. As public higher education institutions evolve, providing avenues for skill development and career advancement becomes crucial for maintaining a dynamic and engaged workforce (Jia-jun & Hua-ming, 2022). The study's results align with the broader literature emphasizing the positive relationship between growth opportunities and employee satisfaction, ultimately contributing to improved job performance (Tett & Meyer, 1993).

Supervision emerged as a critical factor influencing both employee satisfaction and job performance. The quality of the supervisor-employee relationship, characterized by support, communication, and trust, was found to significantly impact overall job satisfaction and, consequently, individual and team performance (Chen & Francesco, 2013; Bowling, et al., 2010). This emphasizes the pivotal role of effective leadership in public higher education institutions. Finally, the study highlighted the importance of job security in influencing employee satisfaction and job performance. The positive correlation between perceived job security and employee productivity aligns with the psychological contract governing the employee-employer relationship (Greenhalgh & Rosenblatt, 1984). Ensuring job security is especially crucial in the higher education sector during times of uncertainty and budgetary constraints, as it contributes to a satisfied and productive workforce (Babatunde, 2021).

## 5.1 Recommendations

Positive attitudes toward their jobs are exhibited by satisfied staff members. Satisfied employees are more likely to be punctual, care more about meeting deadlines, work quickly, accurately, and without errors or omissions; they are also more devoted to their work, less dependable, willing to take on more responsibility, obedient to rules and regulations, and make less of an effort to stay in their current position. Employee performance will improve in both quality and quantity as a result of the positive attitudes. Therefore, a situation such as this is advantageous to an organization, particularly public higher education institutions. According to this study, each satisfaction factor significantly improved employee job performance. Hence, the recommendations that follow are based on the findings.



### **5.1.1 Recommendations to Improve Satisfaction with Salaries and Wages**

To enhance satisfaction with salaries and wages among non-academic employees at Gampaha Wickramarachchi University of Indigenous Medicine in Sri Lanka, strategic measures can be implemented. Firstly, the university administration should conduct regular salary reviews to ensure competitiveness within the industry. Benchmarking against similar institutions and transparent communication about the rationale behind salary decisions can instill a sense of fairness and understanding among employees. To further motivate non-academic staff, the implementation of a performance-based incentive system is recommended. Tying salary increases or suitable allowances for individual or team achievements establishes a direct link between efforts and financial recognition, fostering a sense of purpose and commitment.

### **5.1.2 Recommendations to Improve Satisfaction with Work Environment**

Based on the research findings that highlight the significant and positive impact of satisfaction with the work environment on employee job performance at the Gampaha Wickramarachchi University of Indigenous Medicine in Sri Lanka, several recommendations can be proposed to enhance satisfaction with the work environment among non-academic employees. To enhance satisfaction with the work environment among non-academic employees at the Gampaha Wickramarachchi University of Indigenous Medicine in Sri Lanka, proactive measures are recommended. Mainly, the university needs to make investing in ergonomic furniture, appropriate lighting, and ventilation systems a top priority to create an embracing and well-equipped workspace. Employees can voice their opinions and assist in improving working conditions by having regular feedback mechanisms, such as surveys and open forums, to strengthen communication channels. Fostering a positive and conducive work environment can also be further enhanced by planning training programs to improve interpersonal skills among supervisors and colleagues, looking into flexible work arrangements, and putting in place an employee recognition program.

### **5.1.3 Recommendations to Improve Satisfaction with Opportunities**

The research findings suggest that satisfaction with opportunities significantly and positively influences job performance among non-academic employees. To enhance satisfaction in this regard, the university administration is recommended to implement a structured career development program, encompassing training sessions, workshops, and mentorship initiatives. This would provide clear pathways for professional growth, fostering a sense of progression in employees' careers. Additionally, Regular feedback sessions, performance appraisals, and one-on-one discussions with supervisors can help align opportunities with individual career

goals, enhancing professional growth and contributing to a positive work environment. In conjunction with these measures, investing in comprehensive training and development programs, and prioritizing and communicating a commitment to job security and stability, can collectively contribute to a more satisfied and motivated non-academic workforce, ultimately enhancing their job performance at the university.

#### **1.4 Recommendations to Improve Satisfaction with Supervision**

To enhance satisfaction with supervision among non-academic employees, several recommendations are proposed. Firstly, the university administration should establish transparent communication channels through regular meetings, feedback sessions, and open forums to facilitate constructive dialogue between supervisors and employees. Training programs for supervisors to enhance their leadership and communication skills are crucial for creating a positive work environment. Additionally, implementing a performance feedback mechanism, such as regular evaluations involving both supervisors and employees, can align expectations, set goals, and clarify roles. Mentorship programs that pair experienced supervisors with newer employees can aid in knowledge transfer and skill development, fostering a supportive relationship. Addressing workload concerns through effective management strategies and recognizing exemplary supervisory practices through an employee recognition program can further contribute to increased job satisfaction.

#### **5.1.5 Recommendations to Improve Satisfaction with Job Security**

To enhance job security satisfaction among non-academic employees targeted strategies are crucial. Firstly, transparent methods should be established to keep employees well-informed about the organization's long-term goals, financial stability, and prospects, fostering a sense of security. Secondly, fostering a supportive work culture through employee support networks, mentorship programs, and team-building activities contributes to a sense of belonging and job security. Lastly, prioritizing comprehensive employee benefits packages, such as health benefits and retirement plans, demonstrates the institution's commitment to employee welfare, providing tangible aspects of job security. By adopting these recommendations, the university can cultivate a work environment that not only addresses job security concerns but also enhances overall employee satisfaction and performance.

#### **5.2 Limitations and Suggestions for Future Researchers**

This research acknowledges certain limitations inherent in its research design and data collection process. Firstly, the study was limited by the sample size, as data were gathered from 108 non-academic employees out of a

total of 150. While efforts were made to ensure a representative sample, the findings may not fully capture the perspectives of the entire employee population. Additionally, reliance on a self-administered questionnaire introduces the potential for response bias and may not provide an exhaustive understanding of the nuanced factors influencing employee satisfaction and job performance. Furthermore, the study's focus on specific dimensions of employee satisfaction, including salaries and wages, work environment, opportunities, supervision, and job security, may not encompass the entirety of factors contributing to job performance. Other potentially influential aspects, such as interpersonal relationships, and organizational culture, were not explored in depth. To enhance the robustness of future research in this area, it is recommended that researchers consider employing a larger and more diverse sample to better generalize findings. Additionally, a mixed-methods approach, incorporating qualitative data through interviews or focus groups, could offer a more comprehensive understanding of the complex interplay between employee satisfaction and job performance. Future studies may also benefit from exploring additional dimensions of employee satisfaction to capture a broader spectrum of factors influencing job performance. Finally, the inclusion of longitudinal studies could provide insights into the dynamic nature of employee satisfaction and its impact on job performance over time. Incorporating these suggestions will contribute to a more comprehensive understanding of the relationship between employee satisfaction and job performance in the context of public higher education institutions in Sri Lanka.

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