

# Role Of Rewards On Employees Performance

Prof. Pavitra R. Alur<sup>1\*</sup>, Dr. Thotya Naik V<sup>2</sup>

<sup>1\*</sup>Professor, Department of Social Work, Central University of Karnataka-Kalaburagi- Karnataka.

<sup>2</sup>Guest faculty, Department of Social Work, University College of Arts, Tumkur University, Karnataka.

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## **Abstract**

*In order to help the SMIORE industrial sector to decrease the amount of time and money currently spent on recruiting and training new employees due to the speedy employee turnover rate, this study aims to recognize the factors which promote staff to remain in their jobs for a long-term as opposed to those that form pessimistic sentiments thus, foremost employees to give up. The factors under focus are salary, directorial culture, benefits, job satisfaction, stress, training and development, promotion projection, and job safety. The study measures the impact of each issue on employee contentment. The research inhabitants are the body of human resources in SMIORE industrial sector, with a random sample of industrial employees on behalf of the population. The quantitative technique is used to inspect the research query. The study found that SMIORE employees think about the most about their salaries and position more than any other factors. Therefore, we recommend that SMIORE considers studying the range of wage for each position, so they do not ignore out on capable people or drop a good employee.*

**Keywords:** Job Satisfaction; Employee Performance, Employee Satisfaction

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## **Introduction**

While most people would agree that a job or a career is an necessary part of life, persons outlook work another way. Some people believe their job simply as a means to financial reimbursement, while others deem it to be what defines their social status. We spend much of our moment in the place of work; thus, we wish to discover some personal concentration and job satisfaction there since bringing the gladness and tranquility of mind is necessary to stability our personal lives and affects family and social contact. From an employer's position, it is in their interests to form work surroundings where employees experience motivated and encouraged to relate their full energies.

The focus of this study is to recognize the factors that manipulate employee contentment and recital, with a view of helping business managers to draw, motivate and retain their employees in the extensive term. The term 'employee satisfaction' describes the way an individual feels, thinks, and perceives his/her job, encompassing the positive and negative sentiments that pressure the way an employee performs his/her work tasks. Employee satisfaction has a direct bearing on behavior in the place of work, with a good level of employee satisfaction improving the retention rate of employees and minimizing recruiting and training operating cost. Satisfied employees carry out their tasks better, and long-term employees typically have a greater level of talent and proficiency, both of which lead to increased performance. Since high employee satisfaction can be seen to lead to smooth operations in the workplace and consequence in advanced proceeds it is crucial for managers to comprehend the key factors that amplify employee satisfaction and, consequently, performance.

This study will potentially support human resources departments and top management in SMIORE to focus their efforts on the factors that most manipulate employee satisfaction which directly affect job retention and employee turnover. By studying the factors of salary, organizational culture, reimbursement, stress, training and development, promotion scheme, and job refuge, we will be able to deduce the percentage of influence for each thing. A survey has been approved out among SMIORE employees to identify the certainty behind job satisfaction and high performance, also captivating into account how the employee's age, education level, job situation, and type of job affect attitudes toward occupation.

### Literature Review

✚ Jan, N., Akbar, Raj, A., Nirmal, & Subramani, A. K. (2016). **Employees' Job Satisfaction in Information Technology Organizations in Chennai City – An Empirical Study**. Jan and his colleagues conducted an in-depth study to explore the factors that influence job satisfaction among employees working in IT organizations in Chennai. The authors highlighted that job satisfaction is not restricted to monetary benefits alone but is also closely connected to the mental well-being of employees within the organization. They pointed out that satisfaction can be achieved through a healthy work environment, fair recognition, and psychological support. Their findings emphasized that organizations need to address both financial rewards and emotional comfort to keep employees motivated and satisfied. The study also suggested that management should focus on developing workplace policies that cater to the emotional needs of employees. When employees feel mentally valued and financially supported, their job satisfaction tends to increase. The study concluded that a balanced combination of both monetary and psychological factors is essential to employee happiness.

✚ Maheswari, M., Lakshmi, A., & Karuppanan, A. (2016). **Employee Job Satisfaction and Attitude with Special Reference to IT Sector in Tamil Nadu State**. Maheswari and her co-authors focused on the relationship between job satisfaction and workplace attitudes, especially within Tamil Nadu's IT sector. They found that employee satisfaction is strongly influenced by the behavior and approachability of superiors in the organization. The study emphasized that when leaders show cooperative and supportive attitudes, it leads to higher levels of job satisfaction and helps retain employees for longer periods. The researchers also noted that strong interpersonal relationships among employees contribute significantly to a positive and engaging work atmosphere. This sense of belonging within the team encourages employees to perform better and remain committed to the organization. They concluded that satisfaction is not just about pay but also about the emotional and social experiences employees have at work. The findings underline the importance of building a cooperative and people-friendly organizational culture

✚ Sharma, Baldev R. (1980). **Determinants of Job Satisfaction among Industrial Workers**. Sharma's study provided valuable insights into what truly determines job satisfaction among industrial workers. He argued that a single reward, such as financial incentives, is not enough to satisfy employees in the long run. His research emphasized that job satisfaction is a multi-layered concept that includes financial rewards, educational opportunities, management support, teamwork, and social cooperation. Sharma believed that companies need to consider a wide range of factors to create a fulfilling work environment. The study also suggested that attention to personal growth, professional recognition, and employee welfare plays a critical role in keeping industrial workers satisfied. Sharma's research laid the foundation for future studies on employee satisfaction by introducing the idea that it is not limited to salary alone. His work continues to be relevant, especially in industries where manual labor and large workforces are involved.

✚ Karen, S. (2001). **A Study on Employee Development Program on Employee Retention and Job Satisfaction**. Karen's study carefully examined the impact of employee development programs on job satisfaction and retention across various organizations in the United States. She used a structured interview schedule and applied a five-point Likert scale to collect data from a diverse sample of more than a thousand employees. Karen's findings showed that when companies offer training, skill development, and career growth opportunities, employees tend to feel more valued and are less likely to leave their jobs. Her research demonstrated that development programs build loyalty and trust between employees and management, which significantly improves job satisfaction. Karen also pointed out that the method she used could be adapted for comparative studies across different companies and industries. She recommended that organizations should regularly invest in employee development to sustain a satisfied and stable workforce. The study highlighted how growth opportunities can play a more lasting role than monetary rewards alone.

### Organizational Culture

Organizational culture can be defined as the set of characteristics that makes a company exclusive and differ it from other companies, or as the technique by which employees within a company interact and the work environment that this dealings creates. Researchers have prolonged the description of organizational culture, with Lee & Yu (2004) stating that it is the unique quality and organization style of a given workplace, while Abu-Jarad, Yusof, & Nikbin (2010) defined it as how things are done and dealt within an organization, as well as being a way for new employees to gauge how to interact with colleagues. Alvesson & Spicer (2012) affirmed

that culture encompasses a shared set of key values, understandings, assumptions, and norms among a company's employees. Organizational culture can be viewed as the normative binding that holds the entire organization together (Tichy, 1982).

Organizational culture can have either a positive or a negative impact on employee motivation and performance. Previous studies had determined the relationship between culture and commitment. Yildirim et al. (2016) found that positive culture increased the commitment of the employees. Also, marketing culture can influence the performance of the employees (Al- Mohammad, 2014). A successful culture encourages employees to carry out their work tasks with vigor and eagerness. The more hopeful and positive the culture, the greater the job satisfaction, the level of commitment and the consequent efforts expended by employees. When employees consider themselves vital to the company development, they take responsibility for the organization's overall well-being. Overt recognition and appreciation of good performance leads employees to carry out better in order to accomplish their individual work goals and those of the company. In addition, innovative culture and efficient working environment can encourage effective changes and generate high eminence service and product. Also, strong culture can attract talented employees and reduce turnover rate (Kim et al., 2017).

On the other hand, in a culture where managers fail to empower their employees, anxiety and distrust turn into the norm. Employees don't experience involved in the on the whole company function, don't perceive their role as important to the company, and thus be inclined to have low interest and satisfaction which negatively affects their routine. A feeble organizational culture that doesn't value team work and unity may suffer from a lack of teamwork, and possibly creates a clash between individuals and departments, thus greatly damages the on the whole health of the company. Since organizational culture is obviously an issue affecting satisfaction and performance in the workplace, SMIORE industry needs to focus on eliminating negative factors that hold back employee performance and concentrate on the factors that improve satisfaction.

The idyllic culture is the one in which employees embrace alike ethical values, correspond well and form a consistent team. SMIORE companies need to be conscious of the benefits of enhancing their organizational culture and of determining the work environment to one where company goals can be achieved and where employees recognize their tasks and responsibilities and understand assessment procedures Thus, they will be able to gather the rewards of their skills and productivity.

### **Job Satisfaction**

Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Each individual has different criteria for measuring job satisfaction. Influencing factors are payment, working hours, schedule, benefits, level of stress, and flexibility. Job satisfaction has been linked to productivity, motivation, performance, and life satisfaction (Landy, 1978), while Locke (1976, p.1304) defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Research suggests that job satisfaction has emotional and behavioral components. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job. The behavioral components include early arrival, tardiness, working late, or faking illness in order to avoid work (Bernstein & Nash, 2008).

Mueller & Kim (2008) identified two types of job satisfaction; firstly, the overall feeling about the job, and secondly, the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, along with the relationships among employees. The considerable time spent by employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on the individual's personal life. Saari & Judge (2004) indicate that the relationship between job satisfaction and performance is more important for those doing difficult jobs than for those in less demanding jobs.

### **Stress**

Employees who find themselves subject to greater demands and responsibilities than they are capable of handling suffer from raised stress levels which can be detrimental to an employee's emotional and physical responses, thus, causing challenges for both the employee and the organization (Leong, Furnham, & Cooper, 1996). Research has linked work stress to role ambiguity and role conflict (Chang, 2008) and indicated that

certain factors, such as work overload and poor working conditions often result in negative mental and physical health consequences for employees (Murphy, Cooper, & Payne, 1988).

According to Schabracq & Cooper (2000), stress is a key factor of low motivation and morale which lead to low performance, high turnover, low job satisfaction, increased absenteeism, and low quality products and services. Since stress can directly have an effect on organizational efficiency, SMIORE companies need to identify the basis cause of job stress and discover ways of controlling stress factors that impact employees' satisfaction and performance.

### **Training and Development**

With globalization, technology, and leadership style which bring increased competition among businesses worldwide, companies must attract and retain talented employees in order to survive in the market (Allen, 2010). Employee roles should be clear-cut in order for them to perform well and contribute to the company's success. Thus, human resource management should focus on training and development so that employees can keep pace with new technologies and the current market. Employees should receive up-dated knowledge in the field to be aware of the company's mission and goals. Garner (2012) states that training and development are basic needs to increase employee's accuracy role, reduce the role of conflicts among employees, and enhance the on-going learning process so that employees can adapt to changes in company practice (Masa'deh et al., 2013; Shannak et al., 2010).

Armstrong (2009) distinguishes between the concepts of training and development; identifying development as the novel skills and knowledge that an employee gains from his/her company that help to fit and improvement into a future position. Training helps employees to carry out their present skills to a better standard, thus escalating performance and helping them to move on in the workplace. Training and development serve to enhance the confidence of employees and can as a result improve their general outlook toward the company. Sufficient knowledge and information about their roles and the products or services they are providing helps employees execute better on the job, thus, making them better operational to help out. Additionally, training and development can spur employees to think creatively.

According to Gusdorf (2009), a change in business environment and practices has led to an enhancement in training and development and aptitude inventory management. The suitable training can lessen many workplace challenges, such as team work, employee variance, innovation, and organizational culture. Training and development sessions not only organize employees for the next step on the promotional stepladder, but they can also strengthen employer-employee bonds, enabling the employer to distinguish employee performance and talent (Qayyum et al., 2012). Vemic (2007) points out that when employees possess adequate knowledge and experience, they feel confident enough to become part of the decision-making process. Moreover, when top management promotes strong organizational learning culture, employees expand their knowledge and skills through training (Malik & Kanwal, 2016).

Saleem et al. (2011) identify some of the benefits of training and development as the tools to improve human capital, enhance skills, increase employee knowledge and work efficiency, reduce non-productive work time such as sick days, and reduce absenteeism, as well as increase quality by reducing employee error and the resulting wastage. According to Obisi (2011), training should aim to enhance employees' skills and performance in the workplace. The strength and capabilities of the company are derived from those of its employees. Each employee's performance contributes to the company's success, so the stronger the employees' performance, the more likely the company is to achieve its goals. Also, In order to promote learning culture, top management needs to be involved in the training program (Tom & Harris, 2017).

### **Promotion**

Promotion can be defined as the internal mobility within the company by changing position vertically. Many employees find that holding the same position and repeating the same daily tasks for many years is tedious, but that can be avoided if the employee has the expectation of gaining promotion to a higher position with new tasks and responsibilities. As Prasad (2010) points out, it is rare to see an employee remaining in one position for twenty years. He/she either gains promotion or seeks new challenges elsewhere. Moreover, promotion

brings higher status and better payment, as well as the feeling that hard work and loyalty are recognized and rewarded.

Company promotion policies and procedures play a gigantic role in employee satisfaction. Some companies have a policy of domestic promotion, while other companies favor to employ new employees to unoccupied positions. Victorious companies reward their best employees with promotions, since obvious approval and reward from management encourage the employee to maximize his/her efforts, and thus, amplify productivity. Obviously, an employee who enjoys high self-esteem will perform tasks self-assuredly and competently, which is beneficial to the organization as an intact. A pro-active employee will look for progression through education, training and development programs, thus enhancing their skills and experience in order to be recognized by management as somebody worthy of promotion (Gupta, 2011; abuhashesh, 2014).

According to Armstrong (2009), companies looking to boost stability and retain long-term employees should reinforce employer-employee relationships by creating trust and faithfulness through a policy of internal promotion. Employee trust and loyalty can help the company to achieve its goals and increase long-term market success. Some companies employ promotion on merit as a means of inspiring employees. Merit policy is a fair method that encourages employees to work harder and reside loyal to the company because they know that in the end the reward will be a promotion to a higher position, leading to higher wages and greater status. The result is increased job satisfaction, better performance and further progression. Human resources departments can take part in an important role in making employees more provoked and engaged by implementing programs that can increase performance and the wish to accept promotional challenges which allow employees to exercise higher level of skills and responsibility in the new position.

### **Job Security**

Job security refers to the length of time employees can expect to remain in their job. In general, employees prefer to find a job that they can occupy in the long term, which works to the benefit of the company. Some companies offer lengthy contracts which protect employees from job termination. According to Shi (2017), job security is positively related to social safety. Employees with vulnerable position will increase their performance in order to maintain their high social status. Other studies have shown that job insecurity reduces employee commitment, satisfaction and performance (Ashford et al. 1989). Rosow & Zager (1985), however, found no relationship between job insecurity and job performance.

According to Iverson (1996), job security leads to amplified employee commitment, with long-term employees showing a stronger sense of loyalty. Lifetime employment and seniority changes employee performance and creates a sense of leadership. Personal factors, such as the age of the employee, level of education, number of children, position level, and income combine to support employees to stay in the job. As an employee gets older and has greater individual responsibilities, the need for job security increases. A long-term employee often has greater skill levels, which means they perform tasks to a higher standard and are more productive. In contrast, a company that cannot ensure job refuge will find that its employees hastily search for more steady employment with less risk, causing that company to suffer from high turnover rate which will affect it negatively. Low productivity and increased outlay in training new employees can result in higher prices approved on to customers and can provoke customer dissatisfaction. When a company loses its customers trust, it will inevitably lose business and revenue.

### **Methodology**

Here, we discuss the research design and provide a comprehensive sketch of the approach used, and highlight the elements of the study. We applied the quantitative approach, focusing on two sources of in sequence: we benefitted from past findings by investigative previous academic literature, and made new findings through a survey of industrial segment employees. The sources both carry their advantages and disadvantages, but they do serve to complement each other to provide a full picture of the factors that most impact employee performance and satisfaction in the SMIORE sector.

### **Research Design**

The study seeks to comprehend the factors that impact employee satisfaction and performance among workers in SMOIRE industrial sector, with a view to assist SMIORE Company to make use of those factors to exploit

their efforts in escalating employee satisfaction. When SMIORE Company understands the degree of manipulate brought by the factors of wages, organizational culture, job satisfaction, work stress, training and development, promotion, and job safety on performance, they can use that knowledge to control and minimize turnover rate. In addition, the study will tender recommendations on how to meet that purpose by positively impacting employee satisfaction.

According to Creswell (2009), a research design is a plan on how to conduct a research project. The primary method of data collection is a survey distributed to workers in SMIORE industrial sector designed to measure the factors that most heavily impact employee performance and satisfaction. 200 valid responses were received and the data was transformed into numbers to allow the analysis of these numbers through statistical procedures, thus, revealing the relationship between the determined variables. The variables of the study are contained in five hypotheses, as follows:

**Table 1 : Rewards with special reference to SMIORE based on Gender**

	N	Mean	SD	t	df	Remarks
<b>Salary Structure</b>						
Male	155	2.00	.000	1.867	198	.063>0.05 Not Significant
Female	45	1.98	.149			
<b>Incentives and Appraisal System</b>						
Male	155	1.82	.386	0.623	198	.534>0.05 Not Significant
Female	45	1.78	.420			
<b>Insurance and Compensation</b>						
Male	155	1.99	.113	1.330	198	.185>0.05 Not Significant
Female	45	1.96	.208			
<b>Bonus and Fringe Benefits</b>						
Male	155	1.99	.080	0.933	198	.352>0.05 Not Significant
Female	45	1.98	.149			
<b>REWARDS</b>						
Male	155	7.80	.462	1.30	198	.195>0.05 Not Significant
Female	45	7.69	.633			

From Table-, the obtained t-values for salary structure, incentives and appraisal system, insurance and compensation & bonus and fringe benefits are 1.867, 0.623, 1.330 & 0.933 respectively are not significant at 0.05 level.

Table- also shows that the obtained t-value for rewards is 1.30 is not significant at 0.05 level. Thus there is no significant difference in rewards with special reference to SMIORE based on gender. Hence the hypothesis-1 is accepted.

**Table 2: Rewards with special reference to SMIORE based on Age Group**

	N	Mean	SD	SS	Df	MS	F	Remarks
<b>Salary Structure</b>								
Between Groups				.018	3	.006	1.221	.303>0.05 Not Significant
18 to 25 years	3	2.00	.000					
26 to 35 years	43	1.98	.152					
36 to 45 years	100	2.00	.000					
46 to 55 years	54	2.00	.000					
Within Groups				.977	196	.005		
<b>Incentives and Appraisal System</b>								
Between Groups				1.473	3	.491	3.283	.022<0.05 Significant
18 to 25 years	3	2.00	.000					
26 to 35 years	43	1.65	.482					
36 to 45 years	100	1.86	.349					
46 to 55 years	54	1.83	.376					

Within Groups				29.307	196	.150		
<b>Insurance and Compensation</b>								
Between Groups				.463	3	.154	8.742	.000<0.05 Significant
18 to 25 years	3	1.67	.577					
26 to 35 years	43	1.93	.258					
36 to 45 years	100	2.00	.000					
46 to 55 years	54	2.00	.000					
Within Groups				3.457	196	.018		
<b>Bonus and Fringe Benefits</b>								
Between Groups				.073	3	.024	2.502	.061>0.05 Not Significant
18 to 2 years	3	2.00	.000					
26 to 35 years	43	1.95	.213					
36 to 45 years	100	2.00	.000					
46 to 55 years	54	2.00	.000					
Within Groups				1.907	196	.010		
<b>REWARDS</b>								
Between Groups				3.924	3	1.308	5.461	.001<0.05 Significant
18 to 25 years	3	7.67	.577					
26 to 35 years	43	7.51	.798					
36 to 45 years	100	7.86	.349					
46 to 55 years	54	7.83	.376					
Within Groups				46.951	196	.240		

From Table, the obtained F-values for salary structure & bonus and fringe benefits are 1.221 & 2.502 are not significant at 0.05 level and the obtained F-values for incentives and appraisal system & insurance and compensation are 3.283 & 8.742 are significant at 0.05 level.

Table-3 also reveals that the obtained F-value for rewards is 5.461 is significant at 0.05 level. Thus there is significant difference in rewards with special reference to SMIORE based on age group. Hence the hypothesis-2 is rejected.

**Table 3 : Rewards with special reference to SMIORE based on Educational Background**

	N	Mean	SD	SS	Df	MS	F	Remarks
<b>Salary Structure</b>								
Between Groups				.037	5	.007	1.485	197>0.05 Not Significant
Up to High School	113	2.00	.000					
PUC	27	2.00	.000					
Graduation	25	2.00	.000					
Post Graduation	24	1.96	.204					
Diploma/ITI	10	2.00	.000					
If any other	1	2.00	.000					
Within Groups				.958	194	.005		
<b>Incentives and Appraisal System</b>								
Between Groups				1.121	5	.224	1.466	.203>0.05 Not Significant
Up to High School	113	1.80	.404					
PUC	27	1.85	.362					
Graduation	25	1.80	.408					
Post Graduation	24	1.92	.282					
Diploma/ITI	10	1.70	.483					
If any other	1	1.00	.000					
Within Groups				29.659	194	.153		
<b>Insurance and Compensation</b>								

Between Groups				.111	5	.022	1.126	.348>0.05 Not Significant
Up to High School	113	1.99	.094					
PUC	27	2.00	.000					
Graduation	25	1.96	.200					
Post Graduation	24	1.96	.204					
Diploma/ITI	10	1.90	.316					
If any other	1	2.00	.000					
Within Groups				3.809	194	.020		
<b>Bonus and Fringe Benefits</b>								
Between Groups				.031	5	.006	0.607	.694>0.05 Not Significant
Up to High School	113	1.99	.094					
PUC	27	2.00	.000					
Graduation	25	2.00	.000					
Post Graduation	24	1.96	.204					
Diploma/ITI	10	2.00	.000					
If any other	1	2.00	.000					
Within Groups				1.949	194	.010		
<b>REWARDS</b>								
Between Groups				1.080	5	.216	0.842	.522>0.05 Not Significant
Up to High School	113	7.78	.477					
PUC	27	7.85	.362					
Graduation	25	7.76	.523					
Post Graduation	24	7.79	.721					
Diploma/ITI	10	7.60	.516					
If any other	1	7.00	.000					
Within Groups				49.795	194	.257		

From Table- the obtained F-values for salary structure, incentives and appraisal system, insurance and compensation & bonus and fringe benefits are 1.485, 1.466, 1.126 & 0.607 respectively are not significant at 0.05 level.

Table- also shows that the obtained F-value for rewards is 0.842 is not significant at 0.05 level. Thus there is no significant difference in rewards with special reference to SMIORE based on educational background. Hence the hypothesis-3 is accepted.

**Hypothesis 4:** There is no significant difference in rewards with special reference to SMIORE based on marital status.

**Table 4: Rewards with special reference to SMIORE based on Marital Status**

Marital Status	N	Mean	SD	t-value	df	Remarks
<b>Salary Structure</b>						
Married	195	1.99	.072	0.160	198	.873>0.05 Not Significant
Unmarried	5	2.00	.000			
<b>Incentives and Appraisal System</b>						
Married	195	1.81	.397	1.095	198	.275>0.05 Not Significant
Unmarried	5	2.00	.000			
<b>Insurance and Compensation</b>						
Married	195	1.98	.123	2.960	198	.003<0.05 Significant
Unmarried	5	1.80	.447			
<b>Bonus and Fringe Benefits</b>						
Married	195	1.99	.101	0.226	198	.821>0.05 Not Significant
Unmarried	5	2.00	.000			
<b>REWARDS</b>						
Married	195	7.77	.508	0.112	198	.911>0.05 Not Significant
Unmarried	5	7.80	.447			

Table-5 reveals that the obtained t-values for salary structure, incentives and appraisal system & bonus and fringe benefits are 0.160, 1.095 & 0.226 respectively are not significant at 0.05 level and the obtained t-value for insurance and compensation is 2.960 is significant at 0.05 level.

From Table-5, the obtained t-value for rewards is 0.112 is not significant at 0.05 level. Thus there is no significant difference in rewards with special reference to SMIORE based on marital status. Hence the hypothesis-4 is accepted.

### Conclusion

This study has stressed on the key factors that can influence employee satisfaction and performance, with the results importance the factors with the prime impact. The most important factor has been proven to be 'Wages', this study shows that SMIORE people care about their positions, and the levels of challenge and excitement offered by their job. The survey indicated that SMIORE employees were prepared to leave their job in case of finding a job with a higher salary elsewhere.

Based on the apparent positive relationship between wages and employee satisfaction, we advocate that SMIORE companies, where possible, raise wages to surpass the industry typical in order to attract and retain higher quality employees. On the other hand, employees who feel their job is under threat will quickly start to look for alternative employment.

This study has focused on the main factors that can influence employee satisfaction and performance, with the results highlighting the factors with the biggest impact. The survey indicated that SMIORE employees were prepared to leave their job in case of finding a job with a higher salary in another place. Based on the obvious positive relationship between wages and employee satisfaction, we recommend that SMIORE companies, where possible, hoist wages to exceed the industry average in order to attract and retain higher quality employees. In response to the second hypothesis, we discovered that there is a negative relationship between stress and employee performance. The study noticed that influences such as an hostile supervisor, poor communication, inadequate training, role ambiguity, and role conflict can raise the level of work-related stress. Irresistible stress levels will naturally lead to abridged performance. On the other hand, we noticed that training and development increase employees' skills and raise their confidence in their ability to do the job, indicating a positive relationship between training and satisfaction. Increased training helps employees feel more comfortable to perform tasks and brings about greater proficiency, which in turn gives employees internal motivation and high self-esteem. On the other hand, employees who feel their job is under threat will quickly start to look for alternative employment.

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