



Research Article

The Impacts of Job Satisfaction on Employees’ Productivity in the Ministry of Fisheries and Marine Resources, Namibia

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<p>Abstract</p> <p>This study concentrated on the effects of job satisfaction on employees’ productivity and organizational performance. The study’s main objective was to investigate the impacts of job satisfaction on employees’ productivity in the Ministry of Fisheries and Marine Resources (MFMR), Namibia, with the Windhoek Head Office staff complement as the population. Secondary data were gathered from the Ministry’s HR database, while Primary data were acquired from the sampled participants. The research strategy used in this study to do the investigation was the quantitative method, and a Google form questionnaire was used as an instrument for data collection. SPSS was used to analyze the collected data. The researcher tested whether job/employee satisfaction affects the performance of individual employees and the entire Ministry’s productivity.</p> <p>Outcomes indicate that different job satisfaction aspects affect employees variously, but overall, when employees are satisfied or are not satisfied, this seriously impacts their performance. It can then be safely concluded that without a doubt that there is a correlation/relationship between the extent to which employees are satisfied at work and their level of output. It is the individual’s production that amounts to the organization’s productivity. On the other hand, a dissatisfied employee is a low-productive employee. This study recommends that the MFMR and the public sector at large relook into factors that boost employee/job satisfaction and employ them in order to enrich their compensation packages. This will make the Ministry and the public sector to be the ‘employer of choice’.</p>	<p>Manuscript Information</p> <ul style="list-style-type: none"> ▪ ISSN No: 2583-7397 ▪ Received: 05-06-2024 ▪ Accepted: 19-07-2024 ▪ Published: 25-12-2024 ▪ IJCRM:3(6); 2024: 144-162 ▪ ©2024, All Rights Reserved ▪ Plagiarism Checked: Yes ▪ Peer Review Process: Yes <p>How to Cite this Manuscript</p> <p>Hilia Ndesihafela Paulus, Nikodemus Angula. The Impacts of Job Satisfaction on Employees’ Productivity in the Ministry of Fisheries and Marine Resources, Namibia. International Journal of Contemporary Research in Multidisciplinary.2024; 3(6): 144-162.</p>
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KEYWORDS: Job Satisfaction, Employees’ Productivity, MFMR

1. INTRODUCTION

The firm’s productivity and workforce output in an organization are chief drivers for attaining overall organizational performance and the achievement of set goals. Fast-forwarding to the 21st century, therefore, which is characterized by trends emerging from global competition in the industry, the criticality of job satisfaction as one of the key focus areas of every firm which is determined to maximize productivity, and maintaining a competitive advantage cannot be overemphasized.

Ranging from the intercontinental to the national level, numerous studies pertaining to job satisfaction (employee satisfaction) have been conducted as a means of businesses positioning themselves for performance and profitability. It has been established in the study conducted on job satisfaction influence on job performance, that organizational survival and profit making relies on employees’ performance, being the most valuable factor of any given organization. Thus, the success of an organization highly depends on the performance of its

employees. Employees can either build or damage the organisation's reputation (Omar *et al.*, 2020).

Employees are increasingly significant in sustaining organisational success and attaining a competitive advantage in the market. In this regard, due attention must be given to factors that can affect employees' efficiency in the workplace. One of these factors is the level of education, which has great potential in affecting workers' productivity. This is where important theories such as Human Capital theory investment come into the equation (Olaniyan & Okemakinde, 2020). A satisfied employee has the potential of accelerating the firm's production, thereby boosting its productivity. In other words, job satisfaction boosts employee motivation, which is a short cut to high productivity in an organisation (Olaniyan & Okemakinde, 2020).

In this increasingly technologically advanced world marked by increased competition and globalisation, it is believed that job satisfaction can influence the aspect of knowledge dissemination and management. Transformational learning, therefore, becomes part of organisations across boundaries.

The extent to which employees are satisfied determines their willingness to share knowledge with others, which maximises organisational processes and output. There is no doubt that knowledge sharing is critical for accomplishing a competitive advantage in a vibrant firm. With socio economic and business convergence, collective knowledge is required for competitiveness (Garcia-Perez *et al.*, 2018). It is vital for employers to know that employee satisfaction is a key element of work enthusiasm and that this profoundly determines an employee's behaviour in an organization.

Job satisfaction, which can also be referred to as employee satisfaction, is argued to impact immensely on employees' performance, either towards positive or negative outcomes. This phenomenon takes predominance in discussions pertaining to how employees contribute to inclusive organisational performance, and it is factual that overall staff satisfaction greatly impacts a firm's overall performance respectively (Melian-Gonzales *et al.*, 2014). Job satisfaction, therefore, is the innermost point of concern amongst aspiring businesses (Latif *et al.*, 2013). Companies' management should take cognisance of the fact that in order for employees to be productive as expected, they should feel a satisfaction of their nature of work.

Today, aspiring employers must, therefore, be aware of the practices that enhance job satisfaction, and employ or take advantage of them in order for such firms to achieve and maintain a sustained competitive advantage, because a satisfied worker is indeed a productive worker (Latif *et al.*, 2013). Human Resources Strategists are called upon to effectively enhance the management of human capital as a job/employee satisfaction strategy, as this will significantly increase the organisation's productivity (Adeniji & Osibanjo, 2012).

In the same vein, organisations ought to discourage practices that weaken their workers' satisfaction, in order to maximise individual employees' productivity that births the overall performance and betterment of an organisation.

Successful organisations know better that employee satisfaction (job satisfaction) is very crucial, as this is linked to employee

performance and engagement in any given enterprise (Shmailan, 2016).

Job satisfaction is not only about better earnings, but, psychological wellbeing at work is one of the most important factors as it enhances job satisfaction that breeds employees' high productivity and organisational commitment. Based on Frederick Herzberg's motivator-hygiene theory, one of the keys to the lasting job satisfaction include job enrichment (restructuring work) to reward employees with a sense of achievement and accomplishment, which in return increases the organisation's production.

2. Problem Statement

To every organisation aiming to attain as well as maintaining a competitive advantage, then job satisfaction is crucial. This is so in as much as employees are perceived as the most important resources that an organisation can own in contributing to achieving organisational goals and attaining a competitive advantage in the market from a Human Resources perspective (Ogunnaike *et al.*, 2012).

However, managing people has been a challenge for many organisations, the Ministry of Fisheries and Marine Resources (MFMR) of Namibia included. The Ministry of Fisheries and Marine Resources (MFMR) is one of the government ministries in the Republic of Namibia. It came into existence in 1991. It is mandated to sustainably manage the living aquatic resources and promote the aquaculture sector, 'The Blue Ocean'. The ministry is empowered and guided by the provisions of the Constitution of the Republic of Namibia, Marine Resources Act 2000 (Act No. 27 of 2000), Inland Fisheries Resources Act (Act NO. 1 of 2003) and Aquaculture Act 2002 (Act No. 18 of 2002).

The Ministry of Fisheries and Marine Resources is the leading line ministry in fisheries and aquatic resources and one of the top largest government entities that contribute to the government's Gross Domestic Products (GDP) in Namibia. The ministry has over a couple of years observed a negative trend and a severe challenge that is expressive of a lack of job satisfaction.

This ordeal is demonstrated in the uncalled-for absenteeism, interpersonal relations discomfort among employees, loathness tendencies towards the job, and undue resignations among the Ministry of Fisheries and Marine Resources workforce (as per the Human Resources reports).

Such a predicament in return has negative impacts to the ministry's productivity (especially for scientific personnel such as Biologists and Fisheries Research Technicians) despite the ministry's efforts to drive staff retention via means such as releasing employees on special study leave, and sponsoring short courses and training through Learning and Development Section. With the belief that employees will always stay with the organisation if they really want to stay, that notion creates the gap in employers of the 21st century not acquainting themselves well with what it takes to retain productive employees and maximizing productivity in return.

In the same vein, there has not been much job satisfaction surveys and exit interviews (with exiting staff members) conducted in the Public Service entities (MFMR inclusive) to

empirically test the impacts of job satisfaction on employees' productivity nor to the ministry's performance. This could have served as a hint on how to evade staff turnover in an entity.

There are no doubts, therefore, that with the nature of the environment in which the MFMR finds itself, it encounters such challenges, and it has to mitigate these encountered trials which lead to a lack of job satisfaction. For example, it has been a period of several years since Namibian government employees (public servants) received salary increments, despite the increases in daily commodity prices.

This might have led to discouragements and other predicaments within the workforce, and that is why public servants (MFMR staff members inclusive) opted for an election in July 2022 to go on strike, if the situation could have remained unabated. This on its own could have cost the Ministry and the entire government a lot. If lack of job satisfaction persists within the Ministry, then the fishing industry can be badly affected since the processing of fishing rights and quotas fees etc. are done by the MFMR. This could mean that not only the Ministry can be affected, but even private sector entities that are taking part in fishing activities.

Overfishing and illegal fishing is another challenge experienced by the Ministry, as the marine resources patrolling vessels staff members may not do their job as expected. An organisation in this malady cannot really achieve its mandated performance objectives, hence the need to close the gaps of job satisfaction. Not only that, but the distribution of fish, which is the main source of protein in the nation, will fall short and income generation can be drastically reduced. Some of the Ministry's staff members conduct surveys on marine species to ensure that they are worthy of human consumption, and they help guarantee Total Allowable Catch (TAC), but the lack of job satisfaction can also negatively affect this vital area.

Against this background, the study under consideration aimed at investigating the impacts of job satisfaction on employees' productivity and exploring strategies for improving employee satisfaction for the betterment of the MFMR.

3. AIMS & OBJECTIVES

The study's main objective was to investigate the impacts of job satisfaction on employees' productivity in the Ministry of Fisheries and Marine Resources, Namibia.

The study's sub-objectives are as delineated below:

- To investigate how employees perceive the whole concept of Job satisfaction as an instrument for both employees and organizational productivity;
- To evaluate the effects of Job satisfaction on employees' productivity as well as the organization's overall performance; and
- To determine factors that enhance Job satisfaction and factors that lower employees' satisfaction.

4. METHODOLOGY

The research design is the overall strategy for connecting conceptual research problems. To gain a better understanding on the research participants' perspective on their understanding regarding the topic under study, this study employed the

explanatory quantitative research design by making use of close-ended questions. This study further took a positive correlation method within the Ministry of Fisheries and Marine Resources, Namibia, Head Office (Windhoek) to allow the researcher to establish a phenomenal statistical relationship between variables under study during the period of data collection from the MFMR. This strategy also provided tremendous insights about data gathering and converging the data from different respondents that could illuminate the case (Baxter & Jack, 2008).

5. LITERATURE REVIEW

This section attempts to shed light on the existing literature concerning job satisfaction. This literature review section aims to establish what is already known about the topic under study and what methods have been used by other researchers on similar topics. While this literature review positioned the current state, it also helped in exposing the gaps left out by other researchers on similar studies. The literature review, therefore, entails identifying published and unpublished work from secondary data sources pertaining to the researcher's topic of interest, an evaluation of this work about the problem and the documentation of this work.

5.1 Definition of constructs

Job satisfaction

While satisfaction has to do with contentment, Job satisfaction (also known as employees' satisfaction) refers to the positive emotional disposition that an employee derives from his/ her job appraisal, in short, an employee's reaction to the job (Bakan. et. al. 2014). Abdirahman *et al.*, (2018) describe job satisfaction as the compensation that employees target in exchange for service rendered and this can enhance the worker's work fulfillment. This, in other words, has to do with the worker's positive feelings about the job. Some areas of job satisfaction in organisations are as follows:

Work-life balance

Work-life balance can be described as the equilibrium number of efforts and time that a person spends at their work and personal life (Abdirahman *et al.*, 2018).

In the ever-growing life of modern business, this important trait of life calls for employers to embrace work-life balance through supporting aspects such as the use of technology. This makes things easier for employees to achieve their goals without basically compromising the fulfillment of their personal life quality time. For instance, this can be through allowing employees to access their work mails on their mobiles and offering responses where possible rather than physically going to the office building to attend to them. The Ministry of Fisheries and Marine Resources also has this arrangement in place.

This is one of the vital aspects of concern among human resources professionals in managing employees at work to ensure that their personal life and work are balanced without compromise. According to Abdirahman *et al.* (2018), work-life balance is ranked the first, and an employee with a good and balanced work-life is said to put in more efforts in his/her work

at the rate of 21%. Hence, employees' performance is crucial for the organisation's productivity, and work-life balance directly impacts employees' productivity.

On the other hand, work-life imbalances can be disastrous to an organisation as this results in the unwanted high rate of labour turnover, emotional problems such as stress and anxiety and lack of employee commitment. Whereas employees who experience work-life balance are likely to meaningfully contribute more profoundly towards organisational success and growth in an effective and efficient manner (Sen and Hooja, 2018).

Employees' commitment

This refers to the extent to which an employee accepts an organisation and wants to remain part of it. This is about the psychological state of a worker concerning the employer that reveals the degree at which an employee is bound and wants to carry on with the organisation (Rehman *et al.*, 2013). Employee commitment enhances and boosts the effectiveness of the workers.

In this dynamic world of rivalry, the human resources system can expedite organisational development and competencies via stimulating employees' commitment to the firm. This can be done when an organization meets employees' expectations and feelings in the workplace. In so doing, firms advantage themselves as high commitment practices improve the quality of service (productivity). Organisations' management should thus recognise that there is a fair relationship between employees' attachment to the organisation (employee commitment) and performance (Andrew, 2017). Exhibiting high levels of commitment entails providing sufficient facilities, adequate resources, responsibility, autonomy and training as well as exercising transparent and equal treatment across all levels of employees in an organisation.

Employees' involvement

This has to do with the level or extent to which an employee identifies psychologically with his/her work and actively participate in it. It is all about the mentality and attitude that a worker has towards his/her job (Culibrk *et al.*, 2018).

It can also be described as the range of scope to which workers are involved in the organisation's activities and affairs such as decision making. When employees are involved, they develop a sense of belonging and thus they are stimulated to work hard. The significance of recognising employees as irreplaceable assets and extra care to keep them is what drives employee involvement, and this is what distinguishes successful businesses from alternatives (Culibrk *et al.*, 2018).

Compensation

Compensation or remuneration is any form of payment, or a gift rendered to employees in exchange with the work they rendered. Compensation and benefits package is one of the key motivating factors to employees (Shtembari *et al.*, 2022). What an employee receives in exchange with service rendered (monetary or non-monetary) is compensation. This includes all sorts of recognition, a comfortable work environment, and perfect work design and

balance, which forms part of non-financial compensation. This too, has significant impacts and positive effects on job satisfaction. Thus, employers should blend and provide compensation packages that are aligned with employee satisfaction factors at hand and expectations (Shukla, 2020).

Employee productivity

Employees' productivity is referred to as the assessment of how efficient an employee or organisation is or how much work is accomplished in the workplace over a specified period. It is the reflection of an employee's labour in personal capacity in relation to set goals. Employee's productivity embraces compelling ways to persuade workers to achieve and attain high productivity. The effectiveness and efficiency of an organisation is credited to the capability and productivity of employee's performance. Employee performance, therefore, is instrumental to the entire organisation's productivity and development (Abdirahman *et al.*, 2018).

Organisational productivity

Organisational productivity is made up of the overall workforce's output. Organisational productivity can also be referred to as the attitudes that have been evaluated or measured in relation to their contribution towards organisational goals.

This phenomenon can be thought of as how effective and efficient the people are working for such an organisation (the value generated from inputs). Each country needs to determine as its standard of living is each worker's output per capita within organisations (Beatson & Zheltoukhova, 2015).

5.2 Effects of job satisfaction on employees' productivity

A job is one of the vital elements of a people's way of living. A human being's social life to a large extent depends on the job they do. For this important reason, organisations should be concerned about having a satisfied workforce. To a specific extent, the private sector clearly understands this and that is why this plays an essential role in uplifting the economy (Inayat & Khan, 2021). As much as an organisation's overall productivity and outputs are determined by how efficient and effective employees are, it is worthy to mention that the other side of the coin is to better understand that employees' performance depends on employee satisfaction. Indicators of employees experiencing high levels of positive job satisfaction include:

Regular and punctual: Such employees hardly absent themselves and are usually timely in going to work.

More productive and committed: They feel the urge to do their best and are motivated to put and meet deadlines as well as striving for excellency. The opposite of this is demotivated and sluggish employees who lack zeal and commitment towards their work, thus they are unproductive.

Satisfied in their lives: In most cases, employees spend much of their time at work. The more they are satisfied about their work, the happier they stay at work and even off duty, thereby retaining joy in life.

A study conducted among lecturers with PHDs at the Nigerian Polytechnic revealed that employee performance can be

significantly determined by job satisfaction and hence there is a positive link between the two (Otache & Inekwe, 2021).

Generally, productivity can be measured against factors such as Return On Investments (ROI). Currently, in the Namibian Public Service (MFMR inclusive), employee productivity is measured using the Performance Management System (PMS), a tool that fast tracks the efficiency of service delivery against established performance expectations. This system has been implemented in 2005 across all Government Offices, Ministries and Agencies (OMAs) to regulate performance-related goals.

Job satisfaction is thus closely related to employees' performance, which to a larger extent is related to the company's productivity. It is not farfetched that a satisfied employee generates a pleasurable working atmosphere, and such workers perform better and efficiently (Latif *et al.*, (2013). One scholar's findings concluded that there is indeed a significant relationship between employees' satisfaction and performance at the end of the day (Topolosky, 2000).

Richard Branson is quoted as saying, "if you take care of your employees, they will take care of your customers." There is no shadow of doubt, therefore, that job satisfaction is linked to job-related behaviours such as performance, role conflict, role ambiguity, emotional intelligence, and staff turnover (Bakan *et al.*, 2014). Another scholar's findings concluded that there is indeed a significant relationship between employees' satisfaction and their performance at the end of the day (Topolosky, 2000).

5.3 Job satisfaction as an instrument of the overall organisation's performance

First and foremost, for every enterprise to operate, it needs resources. Every organisation's purpose of existence is to achieve better performance and attain and sustain a competitive advantage by purposefully aiming at developing strategies that will enable it to remain relevant in the market. Michael Porter reasoned that the firm's survival depends on how good the company is on maximising its resources (strategizing), and not necessarily on operational activities (Stonehouse & Snowdon., 2007). Employees remain as critical resources that cannot be replicated by competitors. Their rare and valuable knowledge and skills cannot be imitated, and as such they are unlike machineries and equipment.

Findings from a study conducted on employees, customers and managers of three-and-four-star hotels in the United States concluded that though there are no direct impacts between employee satisfaction and the financial performance of hospitality firms, employee satisfaction indirectly affects the firm's financial performance via employees' customers relations. Employees' dissatisfaction, therefore, is detrimental to the organisation's performance, if due care is not taken (Christina *et al.*, 2009).

It remains a fact that human capital resources (employees) are the most significant resources of an organisation regarding contributing to the firm's ability to attain a competitive advantage (Agusioma *et al.*, 2019). Employees' satisfaction, therefore, is a precondition for responsiveness and quality customer service, that in return increases overall organisational

productivity. In other words, the extent to which individual employees are satisfied with their job has in the end a great influence on the whole organisation's final output. It is thus obvious that job satisfaction has positive impacts on employees' commitment that determines service delivery.

Another scholar's findings further concluded that there is indeed a significant relationship between employees' satisfaction and their performance at the end of the day (Topolosky, 2000). Job satisfaction is linked to job-related behaviours such as performance, role conflict, role ambiguity, emotional intelligence, and staff turnover (Bakan *et al.*, 2014).

It is, therefore, vital that Human Resources practitioners strategize on making deliberate efforts to look after these precious resources via offering relevant incentives to attract employees' loyalty to the organisation and persuading them to see their workplace as the employer of choice. The whole essence is about of an organisation not only attaining competitive performance but sustaining it against competitors (long term benefits). Successful organisations, therefore, depend on the extraordinary performance of their workers to meet their objectives.

5.4 Factors affecting job satisfaction

The employment market is heating up and organisations worrying about losing resourceful talents is an order of the day. Some organisations are faced with low productivity coupled with high labour turnover. These are the most encountered red flags to employee dissatisfaction. In acquainting themselves with the knowledge of the following factors beforehand, they will empower them to take precautions to boost job satisfaction levels among employees (Ong *et al.*, 2018). Maintaining high levels of job satisfaction is a short cut to employee retention and sustaining a competitive advantage in the market.

Working conditions: While the majority carries a perception that a good salary is the primary factor to job satisfaction, it is equally important to note that working conditions also matter a lot for employees and has a great impact on their level of satisfaction as far as their job is concerned. This includes the physical working environment, office, chairs and all machinery. Every employee desires a comfortable working environment (Kapur, 2018). A clean and healthy working environment/ atmosphere promotes an enjoyable workplace and good working conditions contribute to employees' productivity (Gomathy *et al.*, 2022).

Compensation and benefits: The most imperative aspects of work that employees work for is pay and associated benefits. It is the principal motivator for employees' performance (Hee *et al.*, 2018). Offering a good salary is quite significant, and employers should offer a competitive monetary compensation to enable workers to sustain their standard of living (Kapur, 2018). Think of well-crafted employees' incentives such as leave packages, an affordable medical aid scheme, competitive housing benefits etc. All these can be considered in assessing job satisfaction. A fair compensation package makes employees to feel that their hard work is not unnoticed, hence they are motivated to do better. Unfortunately, often employers focus

more on production and revenue rather than their own employees, which is detrimental to an organisation's productivity, growth and existence (Hee *et al.*, 2018).

Management approach: The management style practiced within an organisation influences the level of employee satisfaction to a large extent. This can vary from trust, respect, growth opportunities, ways of communication and so on. Employees are likely to leave their job as a result of being dissatisfied by issues such as limited staff development, lack of trust and dictatorial leadership. Let employees feel that there is support from their supervisors in order to enhance job satisfaction (Kapur, 2018). As much as the human resources of an organisation and an organization itself are synonyms, and considering that human resources (people) are the key source of productivity in an organization, leaders in every organization should consider employees as the fundamental and foundation of an organization (Kapur, 2018).

Relationship with co-workers: This aspect is central to maintaining harmony in the given workplace.

A good-natured relationship with co-workers fosters open communication and interaction, which allows employees to perform their assigned tasks in a satisfactory manner (Kapur, 2018). This enriches an organisation's productivity and employees derive job satisfaction from it. Communication in relationships is comprehended as a social glue that sticks employees together within an organisation (Hee *et al.*, 2018).

Job description and job duties: Unclear job descriptions and responsibilities may result in employees not finding work interesting but rather as boring and not challenging enough. Skills development and professional growth is one way of accomplishing employees' satisfaction within an aspiring workforce. Manageable job duties motivate employees to achieve their goals (Kapur, 2018).

5.5 Impacts of job satisfaction on employees' performance:

Productivity: The aim of recruiting every employee into the organisation is for boosting performance and productivity, which is a metaphor of a competitive advantage. Satisfied employees tend to be motivated and dedicated to the accomplishment of their tasks and the course of an organisation reaching its goals, unlike unsatisfied workers who lose the willingness and passion to reach their goals. They sit back with non-challan attitudes.

Turnover vs employee retention: High job satisfaction is associated with low staff turnover and vice-versa. For an employer to be mindful of attaining and sustaining high employee satisfaction, this will save the organisation time, money and resources needed with the recruitment process. It also encourages employee retention. Employee retention enables an organisation to retain its employees that the company has spent a lot in developing and equipping them as employees of choice.

Customer service: Oftentimes, exceptional customer service breeds from a satisfied and happy employee. Job satisfaction is a catalyst of motivating employees to exhibit a positive attitude and doing all that is possible to ensure customer satisfaction to a larger extent.

Brand ambassadors: When employees have a positive experience with their work, it promotes 'word-of-mouth' promotion about the company's reputation. A satisfied employee tends to be an ambassador for that company by advocating for the organization and its brand.

5.6 Factors that promote and those that lower job satisfaction

There are several excitement factors that increase job satisfaction among the workforce. This includes both intrinsic (inward) motivational factors such as achievement, recognition for achievement, advancement or growth, and so on, and extrinsic motivational (external) factors such as career preference, environmental convenience, compensation packages and career development programs. On the other hand, several factors can also cause employee dissatisfaction. These are powers that force employees to resign and leave the organisation (Latif *et al.*, 2013). An employee can feel forced to exit his/her work environment by pressures such as lack of trust, unsafe work environment, boring tasks, cliques, and heady bosses. From this analysis, it is clear that employees do not necessarily leave their job (not like the job), but leave a bad environment. Regardless of how one enjoys his/her job, if the work environmental aspects are not rewarding enough, it leads to employee dissatisfaction that in turn impacts the staff performance negatively, and eventually culminating into staff turnover. Employers need to pay attention on these factors and alleviate them, as they greatly determine skills retention or labour turnover within the organisation. Similarly, Sirota *et al.* (2009) summed it up that though different employees have different expectations from their labour, an average employee would drive job satisfaction from ethical standards under the following basic conditions' umbrella as yardsticks to job satisfaction:

Physiological: This entails human requirements that employees cannot do without as they are needed for human survival. It is very important that an employer strives to meet these needs in the lives the employees, as this brings the peace of mind to workers in performing their tasks. Such needs include physical workplace safety and conditions, appropriate workload which promotes their physical and emotional health. The workplace environment must be comfortable, should offer fresh ventilation (air), water and so forth. Countries that are at war for example, are associated with turbulences and less job satisfaction in this regard.

Economic: This denotes both satisfactory compensations with reasonable fringe benefits and job security. Fair salaries and wages form part of a persuasive compensation package, which indirectly contributes to employee satisfaction. Low wages can be the opposite of this.

Psychological: Despite a safe workplace and fair remuneration, employees expect to be treated with respect as a way for them to feel recognised. This includes both *owed respect* (respect that an employer is owing to each and every employee, just on the basis of being an employee of that particular entity), as well as *earned respect* (respect that ought to be shown towards distinguished workers for displaying valued behaviours or qualities, talents and outstanding strength). Dehumanisation can create emotional

instability (Sirota *et al.*, 2009). From a Human Resources Management perspective, unlike physical assets (machinery/equipment), financial and intangible resources, human capital resources (employees) are seen as the most significant resources that an organisation can own (Sageer *et al.*, 2012). This fact enables the firm to achieve its set goals and thereby attaining a competitive advantage (Agusioma *et al.*, 2019). Employees' satisfaction, therefore, is a precondition for responsiveness and quality customer service, that in return increases overall organisational productivity. In other words, the extent to which individual employees are satisfied with their job, has in the end a great influence on the whole organisational final output. The onus thus lies with each employer who is determined to maintain a competitive advantage that they strategize on how to preserve productive employees within their establishments.

5.7 Methods of measuring employee/ job satisfaction

Job satisfaction is a crucial factor which has a direct influence to organisation's output, and this places the importance of measuring employee satisfaction in every organisation (Islma, 2016). This can be measured using the following methods:

Polls: An employer can obtain employees' opinions by conducting well-designed polls and surveys. Maintaining anonymity in these well-structured types of investigation encourages staff to be transparent and frank enough in responses, unlike when particular personal details are required.

Informal observation: This method works by observing employees' trends such as turnover rate, absenteeism or late reporting for work, friendship among the team that can give insight on employee satisfaction in an organisation. In other words, instead of asking people, you simply observe and that can help you draw a conclusion.

Performance evaluation: Regular performance evaluation and reviews provide room to evaluate employees' productivity and satisfaction through gathering feedback and understanding areas of concern.

Employee Satisfaction Index (ESI): Many countries employ this mathematical formula in measuring employee satisfaction. Employees are asked questions and rated on a score card to determine the job satisfaction level among the workforce.

5.8 Theoretical Literature

Theoretical framework entails the study beliefs on how certain phenomena (concepts or variables) relate with each other as well as explanations on why such variables are believed to be related/inter-linked. This section, therefore, deals with the collection of interrelated concepts (theories).

In order to establish a theoretical foundation concerning this study, three theories were reviewed. However, the underpinning theory of this study in particular is Edwin Locker's 1976 range of affect theory.

Reinforcement theory

This theory aims at motivating employees' performance through strengthening one's behaviours by reward following (introducing a reinforcing stimulus following a certain

behaviour). It can also be referred to as the learning theory. The well-known strategy applicable to use is called the Positive Reinforcement Program (PRP) model (Fayyaz *et al.*, 2021).

This can be applied by basically using extrinsic rewards such as financial packages of paying bonuses, promotion and other fringe benefits, or employing intrinsic rewards such as praises and empowerment to encourage the desired behaviours among the workforce. Both financial and non-financial incentives carry positive relationships with employees' satisfaction and they enhance effectiveness and efficiency at work. When employees are rewarded for better performance, they are likely to have a sense of being recognised and increase their behaviours of better performance. On the basis of the study conducted on the impact of positive reinforcement of weightlifters' performance in Pakistan, it was concluded that positive reinforcement is a strong psychological tool found to be very useful for all reinforces, and since reinforcement theory is result-oriented, it is an effective way of dealing with boosting employees' performance by attracting desired outcomes and reciprocating with applying positive reinforcement phenomena (Fayyaz *et al.*, 2021). This way of life boosts employees' motivational level, and it is assumed that positive responses are likely to recur in future when rewards are applied on a regular basis (Angula, 2020). Employees' attitudes and behaviours towards work performance is improved, and this can form the basis of employees' retention that in turn leads to high employees' productivity and overall organisational performance. As indicated in the diagram below, one can see that a positive reward boosts motivation among employees. A motivated employee is a productive employee. Individual employees' performance is what makes up the overall firm's production that will at the end enable it to achieve and maintain a competitive advantage.

An overview of the Reinforcement theory

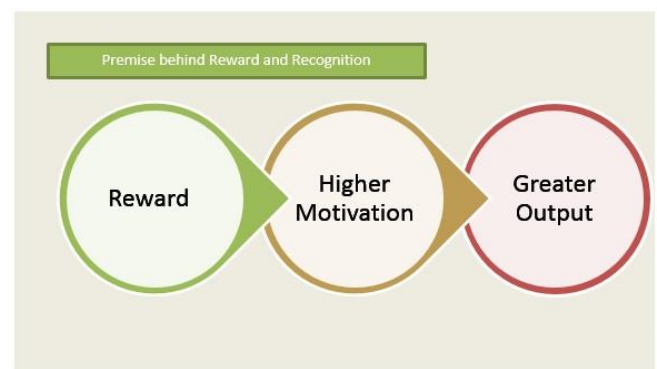


Figure 1: Impacts of positive reinforcement (Source: Wikipedia, 2022)

The Abraham Maslow's 1943 hierarchy of needs theory

Abraham Maslow's 1943 hierarchy of needs theory states that the high the employee's needs are satisfied, the more productive they are and vice versa. This theory emphasises that when employees' expectations are met via motivation, it boosts productivity in an organisation (Uysal *et al.*, 2017). This is a human motivation theory which alludes that when employees are

satisfied, this positively impacts workplace performance (Abulof, 2017).

Maslow perceived people's needs in five sequence categories of levels of motivation:

Physiological needs (the basic necessities such as food, water, health etc). Utmost, it is this category of needs that forces a person to search for a job and they form the basis of an employee's satisfaction with his/her work. Necessities such as offering affordable medical aid schemes are crucial to employees. Health is wealth, and without an employee's assurance that his or health wellbeing is taken care of, it is already a red flag that he or she is on his/her way out of that organisation.

No wonder that the Government of the Republic of Namibia (GRN), being the largest employer in Namibia, offers the best medical aid scheme and benefits to its employees (Standard option charges N\$ 120.00 per month for a main member and N\$ 60.00 per month for every additional dependent, while the High option charges N\$ 240 per month for a main member and N\$ 120.00 per month for each additional dependent). Otherwise, the government will lose on time when employees or their families are sick, they go to join long queues at public hospitals in search for medical attention.

Every employer willing to retain a capable employee must compensate such an employee to a level of meeting his/her basic needs as this necessitates improved performance and organisational productivity (Wong & Low, 2018).

The second category is for **safety and security needs**. It is the employer's responsibility to ensure that employees are working in a conducive and safe working environment. It is for this reason that even in Namibian workplaces, the aspect of workplace health and safety is highly upheld. This calls for reflection on such times as during the Covid-19 pandemic period, when employees did their utmost best in order to ensure their employees' safety and wellbeing. No employee would want to endanger his/her life in the name of earning to live. Hygiene must be promoted at work. Security also includes financial security (Wong & Low, 2018).

Economic stability counts on this. An employee of choice would not want to stay at non-financially stable firms, as their salaries may be released to them late or even them facing retrenchment. They will seek for economically established organisations.

Love and belongingness needs is another category of Maslow's motivational needs hierarchy. An employment relationship is a union where an employee is seeking to be loved and having a sense of belongingness. This is the reason why a healthy interpersonal relationship should be maintained at work. Leaders should, therefore, cultivate a friendly organisational culture to put new employees at ease and feel loved.

The fourth needs level is for **self-esteem**, which is characterised by prestige and social status as well as the need for dignity and independence. When this is satisfied, employees feel the capability of positively impacting their organisations, thus improving its productivity and brand imaging (Wong & Low, 2018). The last level of needs is **self-actualisation**. After all the lower needs are satisfied, an employee reaches the peak of

his/her needs. He/she feels fulfilled and can aspire to reach maximum potential in life (Wong & Low, 2018).

In essence, Maslow's Hierarchy model of human needs states that once the first need of a worker is met, he/she begins to develop the feeling of another to be the next to be satisfied. In other words, life is about pursuing the satisfaction of needs at every stage of life. The model also illustrates that important needs are placed first in the pyramid because of their level of importance, and others follow suit. This basically means that once the most important need is fulfilled, only then can an employee think of the need in the next category until at a point of self-actualising his/her needs (Bunmi, 2022).

From a Human Resources perspective, if then there is no satisfaction of such employees' needs as a tactic of retaining them, such a worker will feel pressed to leave such an organisation and seek for better pastures where it is possible to fulfil their needs or ambitions (Zhe *et al.*, 2022). Facebook founder, Mark Zeckerberg is quoted saying, "treat your employees' right so that they won't use your internet to look for new jobs" (Wong & Low, 2018).

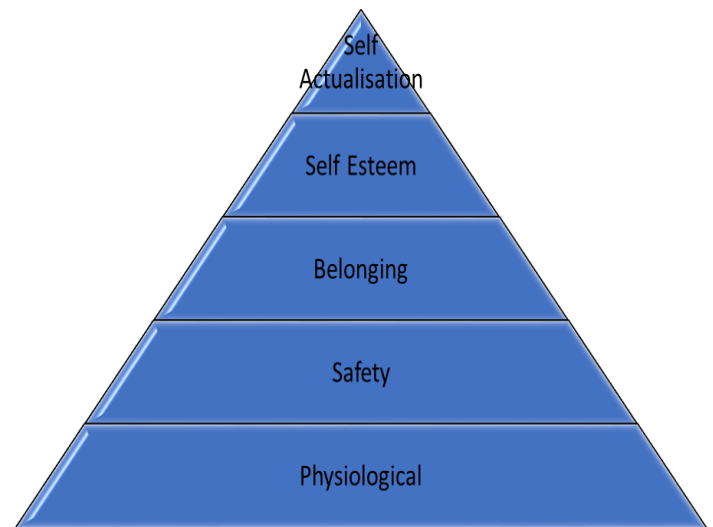


Figure 2: An illustration of Maslow's Hierarchy of Needs Pyramid

Edwin Locker's Goal setting theory

The theoretical foundation of this study is underpinned by another important theory, the Edwin Locker's 1976 range of affect theory. Locker's theory emphasises the importance of recognition employees' worth and knowing that workers value different aspects of their job differently and depending on how well their expectations are met, which in turn determines their productivity level in the end. This is one of the unique theories that stood the test of time (Adwin & Gary, 2019).

In a study conducted on the influence of job satisfaction on employee commitment at the Teachers' Service Commission of Nairobi, Kenya, it was resolved that job satisfaction moderates the relationship between employee performance and organisational commitment. It further alludes to the fact that job satisfaction aids employees' commitment to their performance (Kithiaya, 2011). This theory supports the fact that realistic and

highly placed goals are catalysts of motivation than easy goals. When employees have challenging tasks in attaining set goals, it can take an organisation to a high level. Needless to say, is that the management of each organisation must formulate a strategy for achieving goals. For every set objective, there must be strategic goals for attaining the company's overall objective. This is a better technique to navigate their way to attaining the goals they aspire for. Locker has identified principles of goal setting as clearly illustrated in figure 3.



Figure 3: Edwin Locker's goal-setting theory

In summary, Locker's goal setting theory is linked to five distinct principles, namely clarity, challenging, commitment, feedback and complexity. These are briefly elaborated.

Clarity: The set goal must be clear. Management should explain the significance and importance of the goal. This aspect is crucial as it motivates employees to be up to task. The absence of this critical principle in some organisations is a capital mistake that makes workers to pull out and leave the goal to the managers because they feel left out and thus not owning the work. For effectiveness, the whole team must be made to understand and consent to the goal as this enables them to buy in the idea (Gkizani & Galanakis, 2022).

Challenging: Whereas the goal doesn't need to be unrealistic, it needs to be challenging enough. Tough goals act as catalysts of motivation to workers in pursuing them. Un-challenging goals are likely to cause boredom and dullness.

Commitment: When employees understand the need for a set goal, it supports them to be committed. This is a critical principle in the goal setting. Without employees' commitment, such a huge boat of colourfully set goals can capsizes.

Feedback: As part of monitoring and evaluation, it is necessary that feedback is provided on the progress made. It is advisable that leaders provide feedback to their subordinates on how they are finding tasks (on track or not) and see if there is a need and room for improvement. Feedback can both be positive or negative criticism (Gkizani & Galanakis, 2022).

Complexity: As much as a goal need to be challenging, it does not need to be an overwhelming one. The goal must be

achievable and realistic. This means that it must be Specific, Measurable, Attainable, Realistic and Time-bound (SMART) (Gkizani & Galanakis, 2022). Overwhelming goals can only reduce staff members' performance.

2.5. Conceptual framework

The diagram below (figure 1) indicates that when employees are satisfied, it leads to high productivity. Managers should employ strategies for boosting employees' satisfaction as that guarantees the organisation's competitive advantage. Your business is only as good as your employees. In this case, Job satisfaction (employee satisfaction) is the independent variable, whereas employees' productivity is a dependent variable, as employees' level of productivity depends on job satisfaction.

Independent Variables

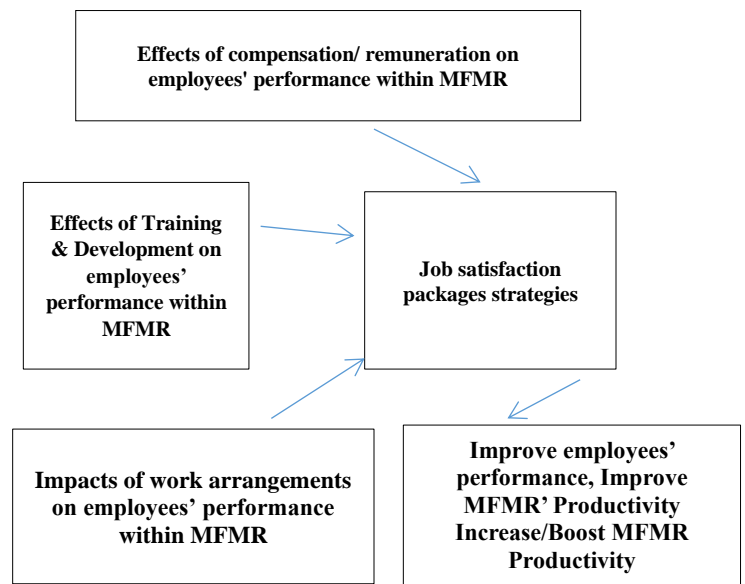


Figure. 1: Job satisfaction and productivity

Source: Researcher's own conceptualisation sketch

Figure 1 above stipulates that there is a strong relationship between job satisfaction and employees' performance, whereas, employees' performance has great impact on the overall organisation's productivity and profitability.

7. Sampling Procedures

A sample can be defined as a portion or units of population that represents it (population) in giving information (Shukla, 2020). A simple random sampling technique has been applied for study in order to afford each individual an equal opportunity and probability of being selected (Creswell, 2016). The sample comprised of 40 participants, because 40 is considered to be an appropriate sample of most quantitative studies (Budiu & Moran, 2021). This sample size is considered to be sufficient in divulging sufficient information.

8. Data Collection Methods/ Procedures

To collect data, this study used a questionnaire containing close-ended questions, the reliability of the data from this study is primarily based on the trustworthiness, integrity and honesty of the staff members who participated during data collection. The researcher believes that respondents have provided truthful and honest feedback during the interview and that the conclusion of this study outcomes is realistic and indeed useful to the MFMR. The researcher believes that the structured questionnaire used has been valid and accurate enough to determine the interdependence between job satisfaction and employees' performance as well as the organisation's productivity at large. Having employed cross-sectional survey design as an overall strategy to guide required data, this enables the study logically and coherently integrated different components of the study to ensure that the research problem is effectively addressed (Angula, 2020).

9. Data Analysis

Data analysis denotes the systematic process of equally collecting and assessing data (Ali, 2021). Of course, data analysis process took place after collection of data. Analysing, managing, and comparing quantitative data was made possible with the aid of excel and Statistical Package for Social Sciences (SPSS) tool to assist in analysing, managing, and comparing data. The effects of job satisfaction on employee productivity will be explored based on the hypothesised relationships. SPSS produced outputs such as graphs, Pie Charts, figures and tables, as well as correlations and regression analysis which were used for interpretations and analysis in the study. The effects of job satisfaction on employee productivity have also been explored based on the hypothesised relationships. Furthermore, foregoing findings were also compared with findings outlined in the literature review in order to confirm substantiations and refutation claims made by previous authors.

10. Discussion of Results

This chapter offers an analysis and presentation of data collected, as well as the interpretation and discussion of findings, which are conducted in relation to the literature under review. As earlier mentioned, Statistical Data (STATA) program has been employed in quantitative data analysis obtained from MFMR HR termination statistics/ database (Secondary data) and the primary data gathered through questionnaire google form distribution to various staff members within the Ministry of Fisheries and Marine Resources in Namibia, in order to establish the effects of job satisfaction to employees' performance. Just to save as a reminder to this study's audience, this chapter recaps the objectives of the study. It is these same objectives against which data was collected and availed for analysis, as alluded to in chapter 1.

10.1 Response Rate: The sample target for this study was forty (40) participants. From the distributed questionnaires through

Google forms, thirty-one (31) questionnaires were returned duly completed. This accounts for 77.5% response rate, which is considered to be legitimate enough, because the third of a questionnaire response rate is considered reliable (Creswell & Creswell, 2018). Based on this research therefore, the researcher can reliably say that the results from the given sample are dependable and valid.

10.2 Gender Demography

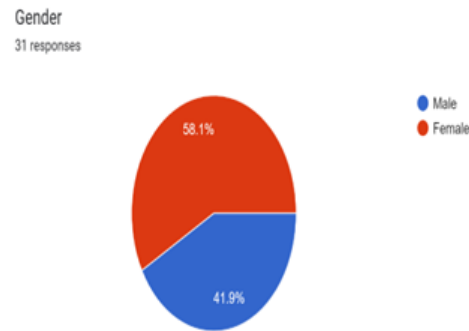


Figure 1: Gender

Source: Research Results (2022)

Figure 1 above was a test of seeing whether gender is fairly represented in the study sample. The figure illustrates that majority of the study's respondents are females, with 58.1% ratio, while males accounts for 41.9%. This response rate is not shocking, but it is affiliated to the Namibian populace, because Namibian population statistics shows that Namibia contains more female than male, hence the true representation of gender and study population thereof.

10.3 Age Demography

The bar graph in figure 4.3.2. indicates the distribution of age demographic of the study's participants. As clearly shown, the majority (41.9%) were in the age group of 31-40 years, followed by 35.5% that falls in 20-30 years. This indicates that most respondents are in the young professionals and middle adulthood age group (20-40 years), which is a good thing. Those in 41-50 years amounted to 19.4%. Results also shows that the least portion is for those aged 51-60 years, scoring 3.2%. Overall, the results displays that most of the age groups were represented, thus validating the results. Results shows that no body above 60 years has attempted to respond. This is due to the fact that retirement age in the government is 60 years, unless when an employee's service is extended, with Public Service Commission's recommendations.

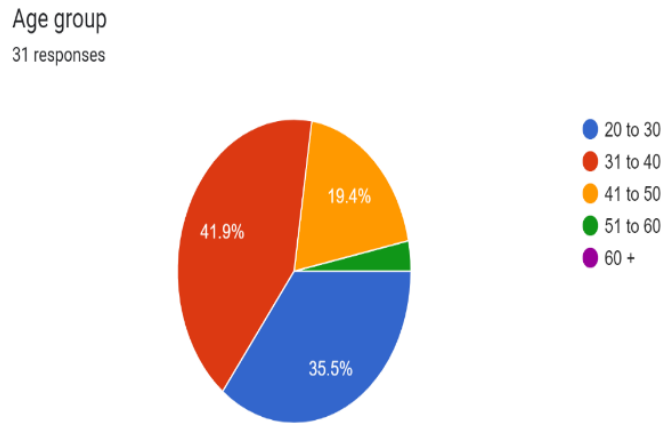


Figure 2: Age group Source: Research Results (2022)

10.4 Salaries Grading

As illustrated by figure 4.3.3 above, the most respondents to the questionnaire are those in the salary grading of 9-7, with 45.2%, followed by those falling in Grade 12-10 salary grading (32.3%). Participants falling in the category of 6-5 and 15-13 salary grading both scored 9.7% each. The lowest category of respondents is for those in Grade 4-1, with 3.1%.

4-1 represent those in management cadre. Considering the fact that management are not office-bound, but rather duty-bound, one can align their low response rate to their tight schedules that ranges from attending meetings, attending to Directorate and Divisional administration tasks, responding to different kinds of enquiries and so on.

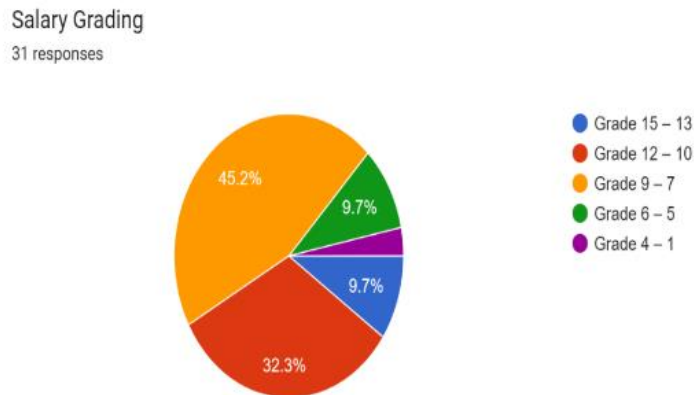


Figure 3: Salaries Grading Source: Research Results (2022)

10.5 Level of education

A study’s recommendations and conclusions are drawn based on the results of data collected. It is with this understanding that the researcher requested the respondents to indicate their level of education, as this determines their capability to comprehend the subject matter, questions posed to them and ability to provide applicable responses. As indicated in figure 4.3.4 above, the highest level of education of respondents is those having obtained Honours degree, with 41.9%.

Both degrees and master degrees holders scored 22.6% each. The least number of respondents is those owning National certificates and below, with 12.9%. No one with a diploma nor a Doctorate (PHD) has participated in data collection, for reasons not known to the researcher. Seeing that majority of respondents are Degree, Honours Degree and Master Degrees, one can conclude that they understood well the subject matter and the questions thereof.

Level of education

31 responses

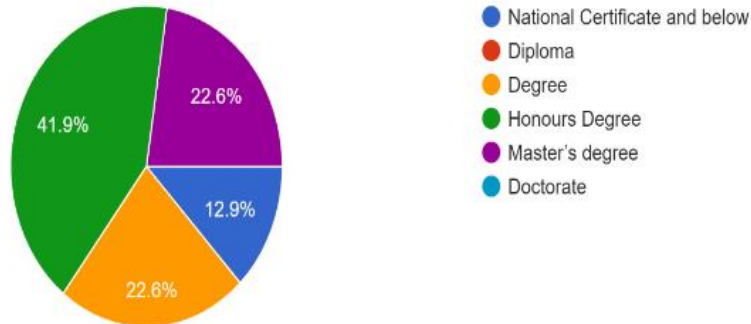


Figure 4: Level of education

Source: Research Results (2022)

10.6 Duration of stay in the Ministry

Figure 5 below tested on the time participants stayed/ worked in the Ministry. This could have been much appropriate, as the duration of stay may subject one to a certain level of job satisfaction. It can be that in some cases, the less time spent in the Ministry, the more satisfied an employee becomes. He/she is just known, and all may seems working well. Unlike those who

served for long, to them things may be boring, their expectations may not have been met and thus may display demoralising signs. From the analysis, staff members dominating is those who have been working for the Ministry for 0-5 years (48.4%), second is those whose stay is 6-10 years (38.7). Those who are working in the Ministry for 11-20 formed 9.7% and least is those whose stay in MFMR is above 20 years (3.2%).

Length of stay in the ministry of Fisheries and Marine Resources

31 responses

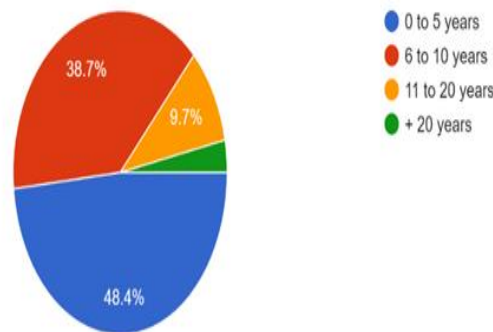


Figure 5: Duration of stay in the Ministry Source: Research Results (2022)

10.7 Knowledge about what job satisfaction is

As contained by the pie chart in the pie chat, in figure 6, 97.3% of the respondents indicated that job satisfaction/ employee satisfaction is a measure of workers' contentedness with their job and its aspects such as reward and so on. Whereas, 9.7% of the respondents chose to differ in agreeing that job/ employee satisfaction is when employees can do their job well, whether happy or not. However, none of the respondents agreed that job

satisfaction to merely be all about receiving good compensation. By closely looking at the majority's point of view, which is 97.3%, this analysis coincides with Latif et, al., (2013) that Job satisfaction is be described as the extent to which employees are satisfied with their job, as well as Sageer et, al., (2012) that job satisfaction can as well be termed as the extent of how happy workers are with their job and working environment.

According to your understanding, which of the following definitions, best defines job satisfaction/ employee satisfaction?

31 responses

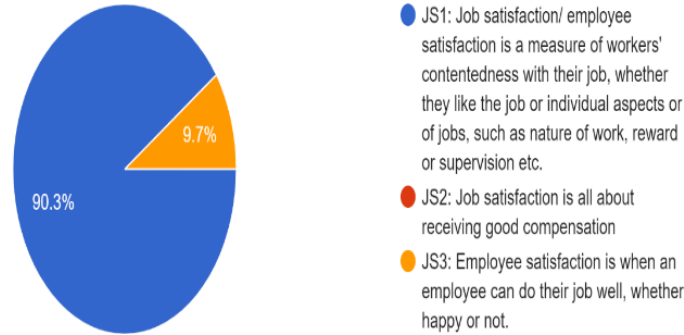


Figure 6: Knowledge about what job satisfaction is Source: Research Results (2022)

10.8 Job/Employee satisfaction aspects on employees

This section dealt with testing employees' level of job satisfaction based on various aspects. According to figure 4.3.7 above, only 41.9% of the respondents strongly agreed and agreed that they are satisfied by their remuneration/ compensation packages. 74.2% strongly agreed and agreed that their job descriptions are clear as to what is expected of them. Furthermore, 45.16% concurred that they are provided with sufficient tools to execute their duties. This is quite a concern, because it can easily sabotage the indented performance. It is established that 58.06% agreed and strongly that their working environment is conducive and safe. However, less than 50% of

the participants (41.9%) argued that they do not realise the spirit of unity and teamwork in their work sphere, neither do they receive constructive feedback for service rendered. Job satisfaction aspects such as fair, clear job, sufficient equipment, conducive/ safe working environment, teamwork spirit (unity), constructive feedback, recognition, effective communication and management decisions. With majority counts analysis, it can be concluded that indeed these aspects are crucial in contributing to high employee satisfaction level among employees within an organisation. a fulfilled employee is indeed a productive employee (Latif *et al.*, 2013).

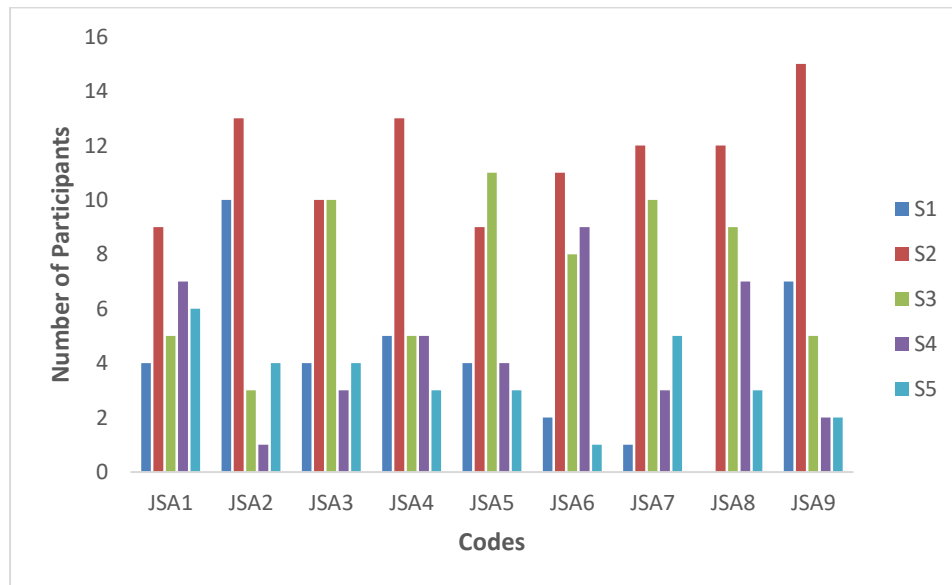


Figure 7: Job/Employee satisfaction aspects on employees Source: Research Results (2022)

- JSA1= I receive fair Remuneration
- JSA2= My job description is clear about what is expected from me
- JSA3= I have enough/ sufficient tools/ materials to execute my tasks
- JSA4= My working environment is conducive and safe
- JSA5= Teamwork spirit and unity is a reality at my workplace
- JSA6= I receive constructive feedback
- JSA7= I am appreciated and my contributions at work is valued
- JSA8= I have confidence in management decisions
- JSA9= There is effective communication between me and my supervisor

10.9 Job satisfaction effects on employees’ productivity

Job/ employee satisfaction affects different employees differently. Ability to handle or not handle disappointments at work also determines the level of effects it has on certain employees. In this regard, respondents were requested to indicate

to what extend does lack of job satisfaction affects them. Figure 4.3.8 demonstrates the effects of job satisfaction on employees, majority (67.74%) of the respondents indicated that they disagree with being absent, nor contemplate to resign or goes on early retirement, but rather strongly and agreed to resolve their displeasure in prayers and work hard as expected (80.65%). Results also reveals that minority (29.03%) further agrees that they prefer sharing their problems with their colleagues in seeking for a solution. On the other hand, (12.90%) of the respondents settled for late coming and being idle due to being discontented at work. However, there is an alarm ringing because of 38.71% of respondents who agreed that lack of job satisfaction withdraw their interests of executing their tasks. From the above-presented findings, the researcher can carefully draw conclusion in saying, employees’ dissatisfaction therefore is detrimental to the organization performance, if due care is not taken (Christina et al., 2009).

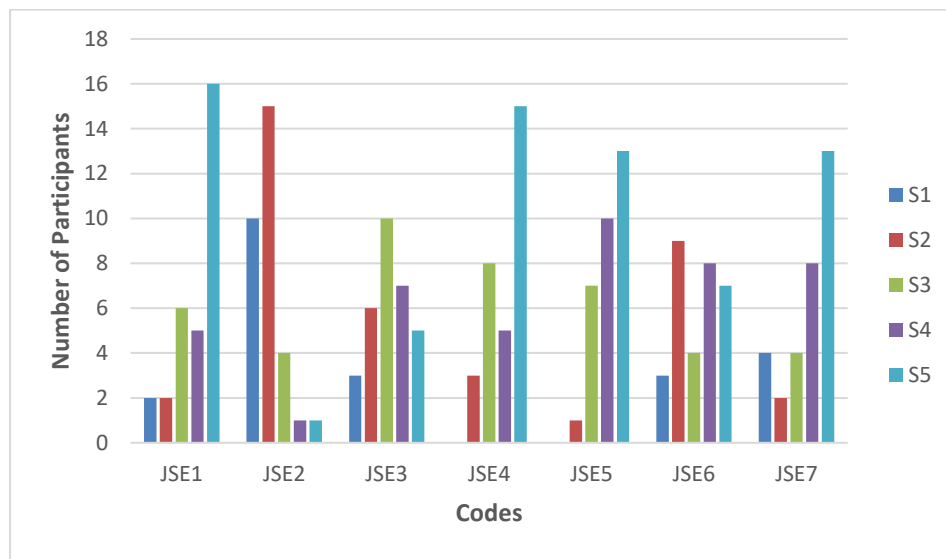


Figure 8: Crowdfunding policy in Namibia **Source:** Research Results (2022)

- JSE1= Put in leave and stay home while cooling down (Absenteeism)
- JSE2= Pray, let it go and do my work as expected (remain committed)
- JSE3= Share my problem with other colleagues for interventions purposes
- JSE4= Lose interest of reporting early to work (late coming)
- JSE5= As long as I remain at workplace, but doing nothing
- JSE6= Loss interest in working hard due to stress
- JSE7= Contemplating to resign/ retire early

10.10 Relationship between job satisfaction and employees’ performance

Based on figure 4.3.9 findings, it can be discovered that all respondents strongly and agree that when employees are satisfied

or dissatisfied with their work, no doubt that it has great impacts on their level of productivity at work. On the same note, majority disagreed with an idea that advocate that employee satisfaction has nothing to do with their productivity at work. Furthermore, 100% of the respondents concurred that employees’ performance is what determines the organisation’s overall output. Based on the aforementioned feedback, it can be concluded that employees’ wellbeing at work impacts on their effectiveness and efficiency. Furthermore, the livelihood of every organisation is determined by the employees and their performance (De Silva, 2014). It is a satisfied worker who forms up a satisfied workforce, and a healthy work environment. Attaining high organisational productivity is via employees achieving a high level of job satisfaction (De Silva 2014).

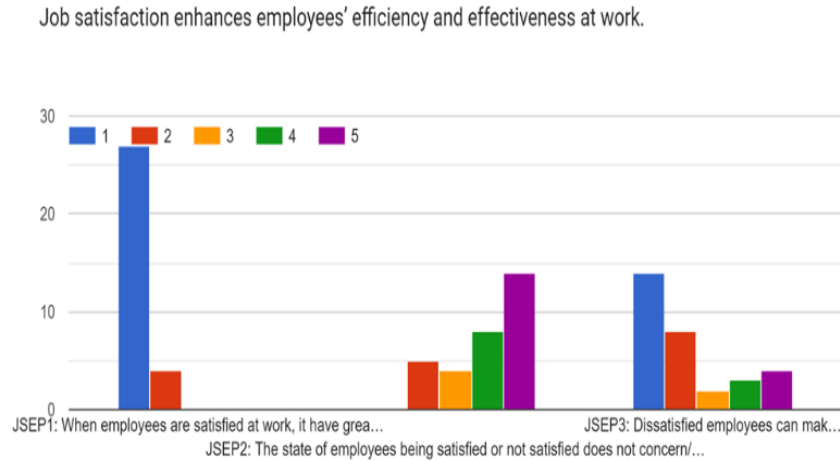


Figure 9: Relationship between job satisfaction and employees' performance Source: Research Results (2022)

10.11 Factors that reduce job satisfaction

As displayed in figure 10, 19 employees strongly agreed and agreed that they receive poor remuneration. Moreover, 48.39% attested to poor subordinate-supervisor interpersonal relationship and pressure from their supervisors.

While 48.39% consented to heavy workload, 48.39% strongly agreed and agreed that they find themselves bored due to easy and light tasks. Also, 64.52% strongly agreed and agreed that

they experience lack appreciation for efforts they put in at work. In two instances, 74.19% strongly agreed and agreed that they lack career growth opportunities and lack confidence in management decisions. When these factors manifest, they breed to low employees' morale, which in the end leads to the firm not able to meet its set goals and objectives overall (Wombulu, 2020).

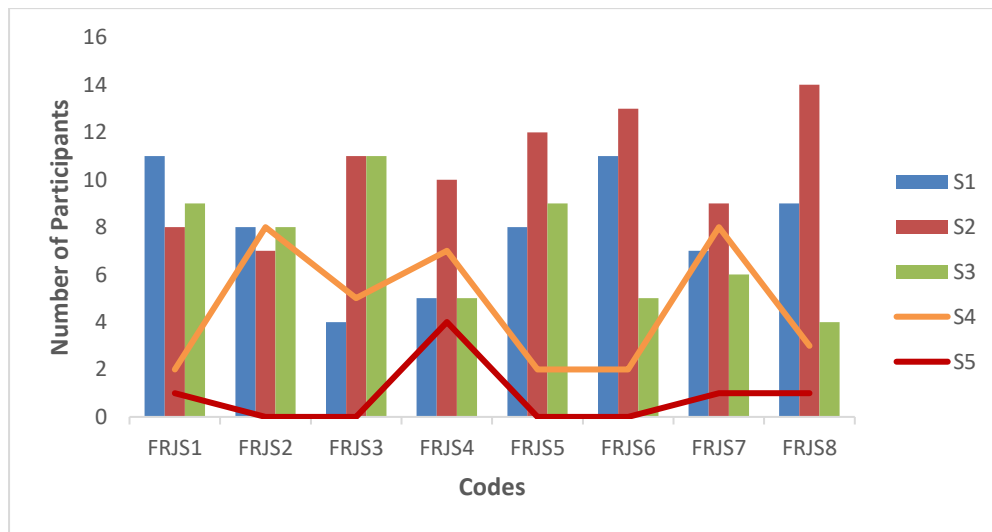


Figure 10: Factors that reduce job satisfaction Source: Research Results (2022)

10.12 Factors that boost job satisfaction

Write ups made us to understand that job satisfaction is not a fulfilment that falls out of the blue. It stands/ depends on pillars (factors). Respondents were therefore requested to indicate the extend to factors that enhances the job satisfaction. Based on the findings in figure 11, 87.10% of the respondents strongly agreed and agreed that fair remuneration packages. To solidify this,

(Saman, 2017) alluded clearly that compensation has great influence and significant effects on job satisfaction and employees' performance. In other words, compensation is one of the tools employers use in order to motivate their employees and boosting their level of job satisfaction. Similarly, 83.87% of the respondents consented to that constant training and development programs boost employee satisfaction. 90.32% of the

respondents strongly and equally agreed that teamwork, unity and appreciation for work done are key to job satisfaction within an organization. Last but not least, 90.32% demonstrated assertion in that when management makes informed decisions by consulting employees on grassroots, which also enhances job satisfaction. In support of

this, (Alkhatani *et al.*, 2021) emphasised that one of the job satisfaction strategies is Employee Empowerment (EE), which is powered by breaking boundaries when making decisions, as it build trust, motivation and involvement.

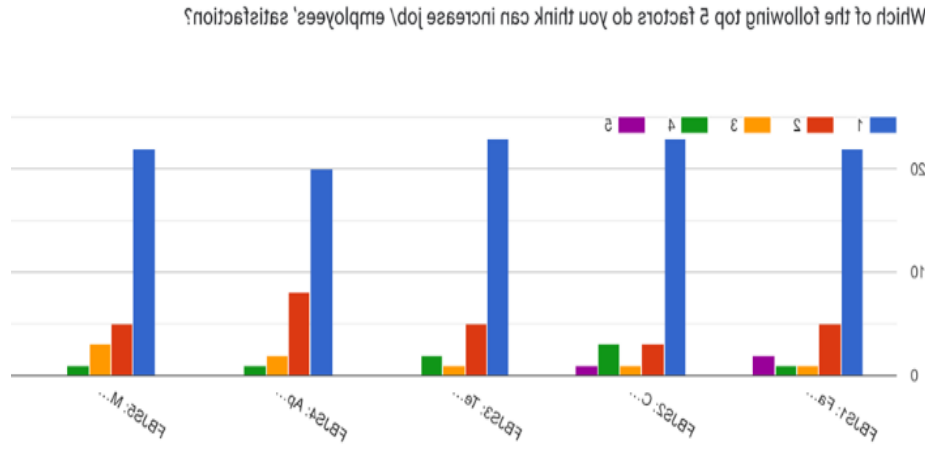


Figure 11: Factors that boost job satisfaction Source: Research Results (2022)

- FBJS1 = Fair remuneration package
- FNJS2 = Constant training & Development programs
- FNJS3 = Teamwork and unity
- FNJS4 = Appreciation for your work
- FNJS5 = Management makes informed decisions, by consulting with employees below management cadre

10.13 Areas of Further Studies

This study focused on how job satisfaction impacts productivity, for both individual employees and entire organisation within the

Ministry of Fisheries and Marine Resources, particularly Head Office. It is the researcher’s desire that a similar study (on the same topic) be conducted with extension to other Public Service entities, Offices, Ministries and Agencies (OMAs). It is also recommended that a study on the leadership involvement in curbing high staff turnover by means of investing in Human Capital (talent management) be carried out in future. This will enable the Ministry to specialise in retaining skilled employees with special skills.

11. Hypotheses Testing

Hypothesis	Findings	Decision (Accept/ Reject)
HA1	The present study revealed that indeed Job Satisfaction is an instrument of both employees and organisational productivity, this is clearly shown in the findings in figure 4.3.6.	Accept
HA2	As indicated in the outcomes in Figure 4.3.10, there is a relationship between job satisfaction, employees’ productivity, and the organization’s overall performance.	Accept
HA3	This study also drawn to conclusion that there are factors that enhance job satisfaction, and factors that lower employees’ satisfaction. This is displayed in figure 4.3.10 and figure 4.3.11.	Accept

Table 12: Summary about hypothesis testing

12. CONCLUSION

Inclusive, findings of this study indicate and concludes that job satisfaction is not hanging in the air, but on various aspects that forms a body of motivation to employees, such as remuneration, work environment, teamwork, and communication and so on. Different employees are satisfied by different levels of employee motivation packages. Management must be deliberate in carrying employees along in areas of decision makings, as this enables employees to feel part of the organisation and thus moved to go an extra mile to accomplish their goals.

13. Recommendations

After all has been said and done, the researcher presents the following findings from Human Resources perspective: The Ministry’s leadership (management) should be conscious that it is individual employees’ performance that at the end enables the Ministry in achieving its goals. Employees are the great pillars of every entity and hence, and in losing one, you may lose all. This calls for every employee to be treated with care, for retention purposes. Budgetary provisions must be made in order to invest in Human Capital (employees). In some cases, employees are not equipped

with necessary skills that prepare them to do their best, and low productivity is demoralising. Hence, the need for financial provision, and in collaboration with the raining section to work along the clock to ensure that the Ministerial Training Plan is executed per financial year. As much as interpersonal relationship matters in each workplace, it will be fantastic is the Wellness and Occupational Safety (WOSH) committee strengthen their activities and incorporate sessions such as counselling and prayer sessions. This is vital, because without God's involvement and intervention in employees lives can lead to stress and depression, either because of personal or work-related issues (King James Version Bible, 1998, John 15:33). The absence of taking care of this aspect, may negatively affect workers' lives, performance and overall organisational productivity. Last, but not least, the Ministry should implement both on-the job and exit interviews. This will help the Ministry to identify employees' status on job satisfaction, address them and enable the Ministry retain resourceful employees that will boost desired goals.

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