



## The impact of job satisfaction on job performance

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### Abstract

Job Satisfaction is defined as positive emotions that result from being appreciated in the workplace and is essential for both the employee and the organization.

Long-term development of the organization was found by (Wang, 2024) <sup>[26]</sup> the result of Job satisfaction.

To *et al.* (2012) found that management systems impact performance. Murphy and Doherty (2011) <sup>[14]</sup> added that role models may be recruited for these positions and that additional training programs will be developed.

In this study, the researchers adopted a quantitative mono-method and analyzed data. The researchers found that job performance is affected by job satisfaction.

**Keywords:** Job performance, job satisfaction

### Introduction

Job satisfaction is important for organizational performance, employees' motivation, and high performance (Rana & Singh, 2024) <sup>[28]</sup>. According to (Li, *et al.* 2015), dissatisfied workers were recognized with higher levels of stress, and as demotivated also. Organizations must work hard to improve these types of situations.

Snyder (1975) <sup>[21]</sup> defines job satisfaction as an assessment of the circumstances in a job, and results obtained from it. (Locke, 1968) <sup>[10]</sup> defined Job satisfaction as a positive emotion of employees who acknowledge that their positions promote and aid in attaining their values.

According to Patterson *et al.* (1998) <sup>[15]</sup>, job performance is related to two main factors: "development of employees' skills" and the "job design".

(Wang, 2024) <sup>[26]</sup> mentioned that job satisfaction will improve productivity, commitment, and loyalty, which are highly required in the current business world.

#### 1. Research Design

The researchers used a quantitative method to examine how job satisfaction affects job performance, employing a deductive approach. They collected data using a survey and analyzed it using SPSS to draw conclusions and make recommendations.

#### 2. Problem Statement

The researchers aim to address the decline in labor performance caused by dissatisfaction.

#### 3. Purpose

The purpose of this study is to the impact of job satisfaction on job performance.

Two variables of this study are: Job Satisfaction (Independent), and Job Performance (Dependent).

#### 4. Research Question

The research question is: "What is the relative importance of job satisfaction and job performance?"

The hypotheses to be studied are the following:

**Hypothesis 0:** The more the Job satisfaction, the less the Job Performance.

**Hypothesis 1:** The more the Job satisfaction, the more the Job Performance.

### Literature Review

#### 1. Introduction

In this chapter, the researchers will conduct a detailed literature review concerning Job Satisfaction, and Job Performance based on trusted references published in top notch publications.

#### 2. Job satisfaction

##### 2.1. Definition of job satisfaction

The literature of business contains various definitions of Job Satisfaction, and according to Locke (1976) <sup>[11]</sup>, it is an emotional situation that occurs when an individual values her / his job. Hulin (2003) considered that job satisfaction is composed of multidimensional inner answers to the job by an individual, and it is composed of cognitive, affective, as well as behavioral constituents.

According to Locke (1976) <sup>[11]</sup>, job satisfaction is a state of attainment of values that are similar to the workers' needs. And these values can be mentally challenging, attract the interest of the employee, minimum physical requirements, availability of rewards, positive working conditions, potential of high self-esteem, similar colleagues who are supportive

(Wang, 2024) <sup>[26]</sup> mentioned four factors that lead to job satisfaction: the work environment, the financial benefits, the opportunity for skill development and a clear career path, and a leadership style that is supportive and inclusive. Also, individual factors influencing job satisfaction are age, experience, and education.

(O'Connor, Riillo, & Slater, 2024) <sup>[17]</sup> mentioned that job dissatisfaction is the main reason for employees' intention to quit the company. The researchers found that youngsters are more influenced by job dissatisfaction.

Spector (1997) defines Job Satisfaction as the people's feelings towards their jobs, while others consider that it is mainly about people who like their work. Motivation will lead to job satisfaction and the theories of motivation will help improve the situation of the employees, and improve

their productivity that will lead to higher organizational performance.

Society requires satisfied individuals due to the need for better outcomes from individuals and from businesses to maintain economic growth and prosperity.

Job satisfaction is very important for workers as they seek structure in their life, financial income, as well as job security. This satisfaction gained in the workplace will be reflected in life satisfaction.

There are many factors influencing job satisfaction, mainly structure, availability of required personnel, types of equipment, and other factors in the business environment. Giallonardo, Wong, and Iwasiw (2010) found that job satisfaction is highly influenced by business leadership.

## 2.2. Methods to increase job satisfaction

To motivate employees, many companies make decisions based on three elements: money, wages, and conditions of service. Money has the highest influence on motivating employees and encouraging them to be more productive. Inducements on salaries are adapted to increase employees' satisfaction, and successful achievements of tasks and duties to achieve employees' satisfaction in performing tasks. The conditions of service play an important role in satisfying and engaging employees, as they search for better treatments, possibility of improvements, advancements, rich communication, safety and security, and knowledge sharing according to Kavita (2012).

Reduced working hours are main sources of job satisfaction, and employees are more satisfied with additional flexibility. Being content with the working schedule is related to job satisfaction.

To this flexibility, the researchers added job characteristics as a main source of impact, and factors like stress and overtime have an impact on job satisfaction.

Good working conditions are required to improve job satisfaction, and this research found that an optimization of the level of job satisfaction is the result of developed working conditions.

(O'Connor, Riillo, & Slater, 2024) <sup>[17]</sup> found that improving job satisfaction will result in higher productivity, better recruitment's results, retention of talented people, and higher organizational performance. Job satisfaction will be improved by focusing on job quality.

According to Sinoway (2012) <sup>[20]</sup>, the employment crisis and limited opportunities make the employees at all levels trapped, and unsatisfied. The sole solution to change this situation can be obtained through economic revival leading to a creation of jobs for people in need and improving the opportunities for those who currently work.

First, an employee can meanwhile initiate a road for their satisfaction under the current conditions, following these stages: development of individual vision for achieving long-term professional and personal goals, questioning whether this is the right path, and if she / he will remain in the same position after a reassessment of current goals in the job, household, material capital, and society.

Secondly, employees may reconsider what is "insecure", knowing that sometimes doing nothing may be risky. This occurs when no decision is made to face given risk, and employees will stay in the same situation despite the fact that she / he will be heading directly off a cliff.

Thirdly, employees may start their "individual board of directors" (IBOD), which is composed of individuals who can act proactively to advance her / his career, by continually providing needed feedback, support, and advises

to have skills that meet opportunities available in the market, and to compensate professional weaknesses.

Finally, the employee must focus on the main zones in which she / he is mostly skillful and have more competencies and capabilities than competitors who seek the same opportunities Sinoway (2012) <sup>[20]</sup>.

## 2.3. Job performance

### 2.3.1. Definition of job performance

Bandura (1997) <sup>[2]</sup> considered that the performance of every employee has high positive influence on the whole organization, and when performing well, employees will be more satisfied and will have higher senses of self-efficacy.

They will also achieve higher possibilities of promotion, and advancements in the business, and especially those with the highest quality activities.

Business performance is usually related to the sum of employees' performance which is obtained based on their effort, and ability according to Christen, Iyer, and Soberman (2006).

### 2.3.2. Methods to improve job performance

Jankingthong, and Rurkkhum (2012) <sup>[9]</sup> found that job performance is promoted via justice in the organization, engagement in the job, and public service motivation.

Tamkin (2004) <sup>[24]</sup> mentioned that the behaviors and management style have a direct impact on the whole organization. High performance workplaces are the results of highly engaged and empowered employees in addition to the excellent products and services. These are the organizations with flat structure, improved teamwork, decentralization, and improved trust and communication.

Batt (2002) considered that the highly performing environments are those that focus on high skills, teamwork, freedom, and initiatives to improve the organizational commitments.

Previous studies emphasized that in order to perform well, employees must have the ability to achieve, be motivated, and find available opportunities in the working environment to improve them. The implementation of these rules and regulations is the sole responsibility of the managers according to Tamkin (2004) <sup>[24]</sup>.

## 2.4. Job Satisfaction affecting Job Performance

Iyer, and Soberman (2006) have studied the relationship between efforts, job performance, and job satisfaction. The study found that efforts are negatively related to job satisfaction, while job performance is positively related. They found that different results in other research are the result of differing definitions of these variables. The accountability is highly required in these variables.

There are many common antecedents for both job satisfaction and job performance like the compensation, and levels of supervision.

Iyer, and Soberman (2006) found that efforts are negatively related to job satisfaction, while job performance is positively related.

Christen, Iyer, and Soberman (2006) found that the positive relationship between job satisfaction and job performance will respond to the managerial needs to create such environments, and positive additional behaviors that will be anticipated from the employees, like decreased absenteeism, and low level of employees' turnover.

Platis *et al.* (2014) <sup>[16]</sup> found that the relation between job satisfaction and job performance is essential in improving performance.

**Methodology and Participants**

**1. Introduction**

The research question is: "What is the relative importance of Job satisfaction on job performance?"

The hypotheses to be studied are the following:

**Hypothesis 0:** The more the Job satisfaction, the less the Job Performance.

**Hypothesis 1:** The more the Job satisfaction, the more the Job Performance.

**2. Research methods and design**

Regarding the philosophy, a choice of an objectivism ontology with a positivism epistemology will guide the thesis with a weak axiology and functionalist paradigm.

A Deductive approach suits this article with a quantitative choice based on an adopted and adapted questionnaire.

The research strategy adopted in this study is a survey.

Research choice is mono-method quantitative.

The Time Horizon of this study is Cross-sectional.

Research Technique of this study is a structured questionnaire composed of 13 by 8 items as follow:

**Job performance:** This variable was measured by five items.

**Job satisfaction:** This variable was measured by three items.

Additional five items cover demographic information and concern.

**3. Participants**

The sample size in this study is 229 employees from the population, and the findings will be based on complete responses.

Data were collected from a sample of 230 professionals, which is above the required number.

The sampling technique adopted is a simple random sampling (Sometimes called just Random Sampling) which involves selecting the sample at random from the sampling frame using random number tables.

**4. Materials/Instruments**

The researchers will use a quantitative survey to collect data for this study. The items cover job satisfaction, and job performance.

Complete questionnaires will be analyzed using SPSS.

**5. Operational definition of variables**

**Job Satisfaction:** The researcher in Sonnentag, Volmer, and Spsychala (2010) [22] defines job satisfaction as an assessment of the circumstances in a job, and results obtained from it.

**Job Performance:** Sonnentag, Volmer, and Spsychala (2010) [22] studied the individual performance, and considered this performance as a concept of many dimensions. Performance is composed of many behaviors performed by the individuals that precise approximately the level of anticipated outcomes.

In this study, the independent variable is Job Satisfaction.

The dependent variable is Job Performance.

The independent variable "Job Satisfaction" is measured by 3 likert 5-point type scale statements taken from previous research: Roll (2015) [19], and Vancouver Island University (2011) [25]

The dependent variable "Job Performance" is measured by 5 likert 5-point type scale statements taken from previous research: (Roll, 2015) [19]; Yilmaz (2014)

**6. Data collection, processing, and analysis**

Primary data are obtained from the questionnaire distributed to a representative sample of employees in diverse industries, while the secondary data are obtained from previous studies conducted and published in trusted references. Both primary and secondary data will lead to valid and reliable results after being interpreted and studied in a quantitative method.

**Results and discussion**

**1. Results**

**1.1. Introduction**

Based on previous empirical studies, the researchers formulated the following set of hypotheses:

**Hypothesis 0:** The more the Job satisfaction, the less the Job Performance.

**Hypothesis 1:** The more the Job satisfaction, the more the Job Performance.

**1.2. Major characteristics of the selected sample**

The results show that 66.5% percent of the respondents are males and 33.5% are females, and that the average median age is 33 years.

**1.3. Reliability analysis**

The Job satisfaction has a good reliability, as the computed Cronbach's  $\alpha$  for "Job Satisfaction" is  $\alpha = 0.793$ .

The Job performance has a high reliability, as the computed Cronbach's  $\alpha$  for "Job Performance" is  $\alpha = 0.848$ .

**1.4. Chi-square test**

Below tables 4.1 to 4.2 show that the following relation between Job Satisfaction and Job Performance is highly significant as determined by the significant Chi- Square Statistics. Professionals who are not satisfied perform worse than others.

**Table 4.1:** Crosstab

		Crosstab			
		performance		Total	
Csatisfaction	Not Satisfied	Count	Bad Performance		Good performance
				11	81
		% within performance	73.3%	37.7%	40.0%
	Satisfied	Count	4	134	138
		% within performance	26.7%	62.3%	60.0%
Total		Count	15	215	230
		% within performance	100.0%	100.0%	100.0%

**Table 4.2:** Chi-Square Test

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.429 <sup>a</sup>	1	.006		
Continuity Correction <sup>b</sup>	6.017	1	.014		
Likelihood Ratio	7.335	1	.007		
Fisher's Exact Test				.012	.007
Linear-by-Linear Association	7.397	1	.007		
N of Valid Cases	230				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.00.

b. Computed only for a 2x2 table

**Testing the relative importance of the independent variable to the variation in the dependent variable**

In regressing the dependent variable “Job Performance” on the independent variable “Job Satisfaction”, it is found that the regression equation is highly significant (F= 5.988, p=.000) and the R<sup>2</sup> is 0.215.

The following tables – 4.3 -, - 4.4 - and - 4.5 - show that variation in “Job Performance” is determined by “Job Satisfaction”.

**Table 4.3:** Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 <sup>a</sup>	.215	.179	.58592

**Table 4.4:** Anova

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.556	10	2.056	5.988	.000 <sup>b</sup>
	Residual	75.183	219	.343		
	Total	95.738	229			

a. Dependent variable: Job performance

**Table 4.5:** Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.074	.497		4.172	.000
	Job Satisfaction	.102	.051	.151	2.016	.045

a. Dependent variable: Job performance

**2. Discussion**

To answer this research question, the researchers in this study used multivariate analysis. After establishing the Construct Validity and reliability, the researchers regressed “Job Performance” on the other explanatory variable of “Job Satisfaction”. It is found that the regression equation is highly significant (F= 5.988, p=.000) and the R<sup>2</sup> is 0.215. The regression analysis shows that “Job Performance” is determined by “Job Satisfaction”.

**Conclusion**

**1. Conclusion**

The researchers found that Job Performance is positively influenced by Job Satisfaction. hypothesis 1 was accepted: The more the Job Satisfaction, the more the Job performance.

Companies that invest in creating a positive work environment and enhancing job satisfaction will experience improved job performance, directly impacting financial performance and business growth.

**2. Recommendations**

Business should focus more on improving job satisfaction and establishing a culture that drives higher job performance and achieving goals.

Other researchers can adopt the current research and modify it to include more items related to the measured concept, focusing on various variables like "job commitment" and "work-life balance".

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