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**| RESEARCH ARTICLE**

## **The Relationship of Job Satisfaction to Job Performance towards Human Resource Policy Enhancement Proposal**

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**| ABSTRACT**

The study will be conducted to investigate whether job satisfaction has a relationship with job performance. The description-correlation method of research will be utilized in the study to determine the relationship of job satisfaction and job performance. The study will focus on the job satisfaction dimensions which are pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions and communication while task performance for job performance. Descriptive research is defined as a research method that describes the characteristic of the population being studied. Correlation research is exploring the relationship between two or more variables, this pertain to the independent and dependent variables. Standardized questionnaire on job satisfaction and job performance will be used as primary data gathering tools. The majority of respondents expressed satisfaction with their job at the organization, focusing on factors such as pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions, and communication. They felt well-received for their work, with fair promotions and a challenging work environment. The organization valued employee growth and provided clear and effective supervision. The respondents also appreciated the retirement/pension plan, work-life balance, and healthcare benefits. They also praised the organization's recognition and rewards system, operating conditions, and communication.

**| KEYWORDS**

Job Satisfaction; Job Performance; Task Performance; Human Resource Policy; Enhancement Proposal

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### **1. Introduction**

Job satisfaction and job performance both serve an important role in every organization because employees are considered as an essential part of any organization. Most of the time, the behavior and attitude of employees change during their working hours because of some factors such as the complex working environment and work pressures. In line with this, it is much needed for an organization to come up with good strategy plan in order to give their employees a maximum benefit that will increase the employees' satisfaction. In this way, their employees may realize how much their potential is important for the organization. Since job satisfaction and job performance both play a vital role in the organization, it is therefore important to describe and understand their relationship. (Tabassum, Khan, Sherani, Khan, 2016) Many researchers have conducted studies to prove that both job satisfaction and job performance are closely related to each other and have positive and negative impact on the overall productivity and performance of the organization.

A study was made by Tabassum, Khan, Sherani, Khan, 2016. The purpose of the study is to determine the relationship between job satisfaction and job performance among the employees of banks. The major dimensions of job satisfaction are the nine facets which are pay, promotion, work, supervision, co-workers, fringe benefits, operating conditions, contingent rewards and

communication while job performance is analyzed by considering task performance and contextual performance. The findings of the study revealed that there was a weak correlation between job satisfaction and job performance and is significant.

A related study was also conducted by Anuar Bin Hussin (2011). 115 employees of Tradewinds Group of Companies in Klang Valley served as respondents in conducting the study. The whole population method was used. The study revealed that there is a positive relationship exists between job satisfaction and job performance. The dimensions considered in job satisfaction are work, promotion, supervision, co-workers and pay. The study further revealed that pay does not have positive relationship with employee job performance. There was also a significant difference between position and job performance.

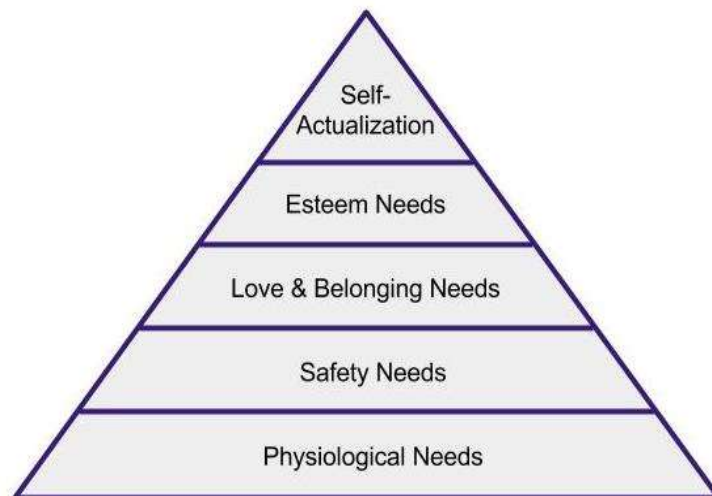
Most organization strives for employee satisfaction but not all attain its goal. This is the reason why it is important for the management to know more about the factors that can increase the employee satisfaction and how it will contribute to the company's overall success (Villanova University, 2015). Thus, the main objective of the study is to determine the relationship between job satisfactions and job performance among employees. This is to find out whether an increase or decrease on the level of their satisfaction will correspond to the increase or decrease on their level of job performance.

## **2. Review of Related Studies**

### **2.1 Job Satisfaction**

According to Zarin Bathena (2018), job satisfaction plays a vital role in an employee's daily performance. This also can affect the motivation of the employees to remain loyal and not leaving the organization. The management must consider how the company functions through its policies, senior management and culture will impact its employees. Happy employees are perceived to be more loyal to the company and its goal. They extend more efforts to achieve goals and take pride in their work and achievements.

The job satisfaction of employees is usually anchored on different theories such as the Maslow's Hierarchy of needs, Herzberg's motivator-hygiene theory, and the Job Characteristic Model. According to Kendra Cherry (2018), the hierarchy of needs was first introduced by Maslow through his paper entitled "A Theory of Human Motivation" and his subsequent book Motivation and Personality. The hierarchy of needs suggested that people are motivated to satisfy the basic need before moving on to the other more advanced needs. A number of basic needs must be fulfilled in order to achieve the ultimate goal, which is self-actualization. Cherry also further discuss the five different levels of Maslow's hierarchy of needs.



**Figure 1. Maslow's Hierarchy of Needs**

Physiological needs include the things that are vital to one's survival such as food, water, breathing and homeostasis. Security and safety needs include financial security, health and wellness and safety against accident and injury. People want control and order in their lives so this level contributes largely to behaviors. Love and belonging need include love, acceptance and belonging. Emotional relationship contributes significantly to this level. Esteem needs include the need for appreciation and respect. People who are able to satisfy their esteem needs tend to be more confident with their abilities while those who don't satisfy their esteem needs to develop the feeling of inferiority. Self-actualization needs include the achievement of full potential as human being. This includes having awareness on themselves, concerned with their personal growth, less concerned with the opinion of others and interested in fulfilling their own potential.

The Herzberg's motivator-hygiene theory was comprehensively discussed in the official website of Expert Program Management. According to this theory, there are two factors that an organization should consider in order to influence the motivation or satisfaction of the employees. These two factors are the motivators and hygiene. Motivators' factors because the employees to work harder while the absence of hygiene factor cause the employees to work less hard.

The impact of motivator and hygiene factor are summarized in the diagram below:



**Figure 2. Herzberg's Motivator- Hygiene Theory**

The following are included in the motivating factors:

*Achievement.* An employee must be given a sense of achievement towards their work by having done something that is difficult but worth it.

*Recognition.* An employee must give recognition and praise for their success from their supervisors or co-workers.

*The Work Itself.* The work must be challenging to keep the employees motivated.

*Responsibility.* An employee should be responsible with his own work and should hold responsible for the success or failure of the work done.

*Advancement.* There should be a promotion opportunities for the employees.

*Growth.* Employees should be given trainings and seminars in order to enhance their skills and abilities.

The following are included in the hygiene factors:

*Company Policies.* These should be fair and understood by every employees of the organization.

*Supervision.* This must be fair and appropriate.

*Relationship.* The relationship of an employee with his co-workers, supervisor and management should be healthy and appropriate. There should be no bullying or cliques.

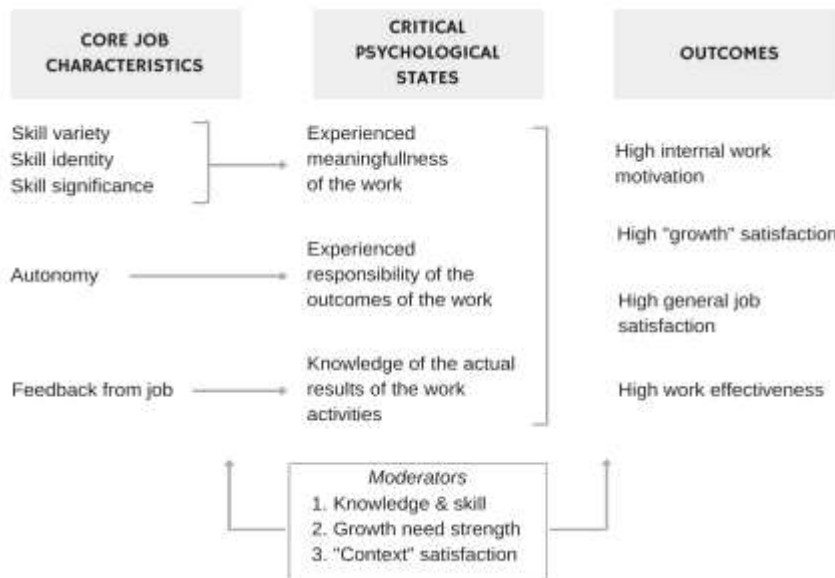
*Work Conditions.* The working environment should be safe, fit to purpose and hygienic.

*Salary.* This should be fair and reasonable and must be competitive with the other organization of the same industry.

*Security.* It is important for the employees to feel that their job is secure and not under the constant threat of dismissal.

Job characteristic model was developed by J. Richard Hackman and Greg Oldham. It was first introduced in 1976 in the book "Organizational Behaviors and Human Performance, Vol. 16, Issue 2". This theory serves as a framework for management to determine how job characteristics affect work outcomes. According to Martin (2017), this theory studies certain factors that contribute to make the job satisfying for the organization and the person doing the job. This theory describes the relationship between job characteristics and the responses of the employees toward their work.

Below is the Job Characteristic model from Hackman and Oldham (1980).



**Figure 3. Job Characteristic Model**

Hackman and Oldham provided clear definitions on the five dimensions or characteristics.

*Skill Variety.* This is the degree to which job requires various activities to develop and enhance the skill and talents of an employee.

*Skill Identity.* This is the degree to which job requires an employee to complete the work with visible outcome. Employee experience will be meaningful if they are included in the entire process rather than giving them part of the work.

*Skill Significance.* This is the degree to which job affects other people's life.

*Autonomy.* This is the degree to which job provides employees with freedom, independence on how they will carry out and finish their work. The outcome of the work depends on the employee's own strategy, thus giving them the experience of being responsible with their own success or failure at work.

*Feedback from Job.* This is the degree to which the employees are given a detailed and informative results of their work performance. They will have knowledge about the effectiveness of their work performance and specific actions they need to consider improving their productivity.

A satisfied employee is considered as a valuable asset for the company. Several factors can affect the job satisfaction of an employee such as pay, promotion, work, supervision and co-workers.

The importance of jobs satisfaction to an organization includes the following: Enhance employee retention; increase productivity; increase customer satisfaction; reduce turnover, recruiting and training costs; enhance customer satisfaction and loyalty; more energetic employees; improve teamwork; and higher quality of products and/or services due to more competent energized employees.

The importance of job satisfaction to employees includes the following: Satisfaction in the long run; improves quality of work; create, as well as deliver superior value to the customer; commitment to the organization; and productivity.

*Pay.* Money is an important motivator for most employees; however, it is not the only motivator and also not a primary motivator (Rynes, Gerhart and Minette, 2004). A study made by Tessema, Ready and Embaye (2013) found out that employee recognition,

pay and benefits have significant effect on job satisfaction regardless of the country income level and culture. However, benefits were found to be more significant to U.S. respondents than for respondents from Malaysia and Vietnam. This is contrary to the findings of the study made by Rynes, Gerhart and Minette (2004); their research suggests that employees are not likely to report the importance of pay in surveys. They recommend for implementing research finding with respect to pay and suggestions for evaluating pay system.

Money provides the means for satisfying material and practical needs. People get employed to procure money. It is assumed that when an employee is satisfied with his or her pay, it will also lead to his or her satisfaction towards her work (Brinkmann, 2017). This is not supported by the study made by Judge et al (2010); their findings revealed that an employee can be satisfied with his pay but not happy with his job.

The pay might be competitive with the other companies of the same industry but it does not necessarily translate to the job in general. They provided evidences that showed employees leave the company to work for another without a significant increase in their salaries. A study made by Bakan and Buyukbese (2013) showed otherwise; there is a significant relationship between employee's income level and employees' job satisfaction.

*Promotion.* Promotion is an upward advancement of an employee in an organization. This advancement provides better pay, better status, higher opportunities, higher responsibility and better working environment. Promotion provides motivation and job satisfaction to all personnel (Chand, N.D.)

In 2013, Mustapha and Zakaria conducted a study that aimed to determine the influence of promotion opportunity to job satisfaction. The data was collected from 320 lecturers using self-administered questionnaire and was analyzed using descriptive analysis. The results revealed that there is a positive relationship between promotion opportunity and job satisfaction. The further recommended organization should consider promotion opportunities in increasing satisfaction among employees. A related study was also conducted by Saharuddin and Sulaiman (2016). They studied 91 employees of Department of Water and Mineral Resources Energy at North Aceh District. Using a path analysis, the results showed that promotion has a significant and positive impact on job satisfaction. Another study was made by Butt et al (2007). His objective was to analyze the effect of human practices such as pay, promotion and training on job satisfaction. The results revealed that there was a positive relationship between job satisfaction and factors like pay, promotion and training. He further suggested that his study can be helpful for management to assess their human resource strategy in accordance to the changing socio-economic environment in their country.

*Work.* Job Characteristic Model serves as a framework for management to determine how job characteristics affect work outcomes. According to Martin (2017), this theory studies certain factors that contribute to make the job satisfying for the organization and the person doing the job. This theory describes the relationship between job characteristics and the responses of the employees toward their work.

Various researches have been conducted to determine whether job characteristics or the job itself has a relationship with job satisfaction of employees. In 2014, Kumar studied the level of satisfaction of 100 respondents from National Fertilizers Limited. He concluded that majority of the employees were satisfied with the work assigned to them. He further stated that employees were given interesting type of job. However, good working condition is the main factor that affects their job satisfaction level. A related study was also conducted by Sugianto et al (2018). He found out that job characteristics have a positive and significant relationship with job satisfaction. He further found out that job characteristics have also a positive but not significant relationship with job performance.

Nature of work is often directed with the level of work of an employee. The performance of an employee may be improved by matching job and worker appropriately. The nature of work of an employee is the type of work that he does. This can refer to the day to day duties and responsibilities of an employee. This can also refer to the additional task given to him by his supervisors (Lewis, 2019).

*Supervision.* Supervision includes overseeing the duties and responsibilities of the employees he manages. It is an essential function for all supervisory and managerial levels in the organization. Training and coaching are the common responsibilities assumed by supervisors (Kokemuller, N.D.). The main functions performed by supervisors include providing a link between workers and management, directing contact with the workers. Avoiding conflicts and misunderstanding, uniting workers, motivating workers, training workers, leadership qualities and analyzing work performed (Kalpana, N.D.).

In 2015, Dwumah et al studied whether supervision was related to job satisfaction among employees of Kwame Nkrumah University of Science and Technology, a university in Ghana. The findings indicated that workers who were satisfied with the level of supervision were less likely to be dissatisfied with their work. He further recommended the management of the university to

reassess the supervision regimes of the workers to enhance their job satisfaction. A similar study was conducted by Reed (2015) to determine the relationship of supervision to job satisfaction. He conducted the study to the employees among colleges and universities in the United States and abroad. The results confirmed that there was a statistically significant relationship between supervision and job satisfaction among the employees.

In this modern day, supervisors are now expected to be a coach and not just an instructor. They are supposed to listen and ask questions, teach and encourage them to be at their best (Morgan, 2014).

*Co-workers.* To be a good employee, one must have the skills and experience. However, it is believed that attitude plays a big role. There are five key attitudes that an organization must look out for in order to have a professional environment and productive employee. This includes: respect for others, infectious enthusiasm, commitment to the job, innovative ideas, helpfulness (Moultry, 2018). In 2016, Gaire and Bahadur attempted to analyze the relationship between co-worker's behavior and its impact on attitudinal behavior of the 400 faculty members of higher educational institutions of Nepal. The findings confirmed that there is a significant difference between the current and expected perception of the co-worker's behavior. Furthermore, team support co-worker's behavior has positive significant difference while lack of team support co-worker's behavior has negatively significant difference with attitudinal behavior of the faculty.

A good relationship with co-workers includes cooperation, team spirit, support, trust, etc. cooperation means working together to achieve what the task demands. Team spirit encourages effective teamwork and group performance. Support means recognition and acknowledgement on an individual. Trust means confidence and willingness to share information (Buljubasic, 2008). A research paper was made by Lin and Lin (2011). They conducted an empirical analysis on the influence of co-worker's relationship, job satisfaction and organizational commitment. Results of the research showed that job satisfaction is an intervening variable between co-worker's relationship and organizational commitment but only partial. They also found out that co-worker's relationship has no significant correlation with organizational commitment.

*Fringe Benefits.* Fringe benefits are considered significant and positive dimension of job satisfaction (Artz, 2010). Fringe benefits are form part of the compensations which an employee receives along with the regular salary being paid. Fringe benefits place like vital component of compensation but their part in shaping job satisfaction has yet to be identified. Fringe benefits characterize an arousing type of compensation but may result in low income and less career mobility. Fringe benefits are recognized as major positive determinants of job satisfaction. Fringe benefits are believed to have positive impact on job satisfaction. Employees who are in higher positions are most likely to be presented with higher fringe benefits as encouragement to join a company (UKEssays, 2018). A study was conducted by Sahar Nisar and Danish Ahmed Siddiqui (2019). The purpose of the study is to investigate the relationship between fringe benefits and employee's job satisfaction. More specifically, the following variables were taken into consideration as fringe benefits: Health Protection Benefits, Recreation Leaves, and Flexible Working hours. The sample size is 200 respondents and was chosen through non-probability convenience sampling technique. The data was analyzed through exploratory factor analysis and multiple regressions. The findings of the study revealed a positive and significant relationship of Recreation Leaves and Health protection benefits on job satisfaction while flexible working hours seems to be insignificant. Based on the results, it may be concluded that if a good number of recreational leaves and a good health Protection benefits is provided by the employer, the employees will tend to be more satisfied and committed towards their job. Furthermore, flexible working hours does not contribute much to their level of job satisfaction.

*Contingent Rewards.* Gohari, Payam & Kamkar, Ali & Jafar Hosseinipour, Seyed & Zohoori, Mahmood. (2013) have tried to review various researches that pertain to the relationships between rewards, job satisfaction, and employee performance. In relation to this, two types of reward have been identified: intrinsic reward and extrinsic reward. Present researches showed that reward can affect job satisfaction and employee performance. They further recommended for a new framework based on mediating role of job satisfaction.

A study was made by Jehanzeb, Khawaja & Mazen, Prof & Rasheed, Anwar & Aamir, Alamzeb (2012). The purpose of the study is to determine the impacts of rewards and motivation using recognized amount of rewards on job satisfaction in both public and private banks of Saudi Arabia. There were 568 employees who participated from both sectors. The data gathered was analyzed through regression analysis. The findings of the study revealed that rewards have positive significance on motivation, motivation is positively related to the job satisfaction and rewards have a positive significant effect on job satisfaction. It may be concluded that the results are inconsistent with previous studies conducted to analyse the relationship of rewards, motivation and job satisfaction in different contexts.

*Operating Conditions.* Danica Bakotic and Tomislav Babic conducted a study in relation to the operating conditions. The findings of the study revealed that there is no statistically significant difference in the overall job satisfaction between workers who work under difficult operating conditions at the facility and those who work in normal operating conditions in the administration.

Furthermore, workers who work in normal operating conditions are more satisfied than workers who work under difficult operating conditions.

Similar study was also conducted by J. F. Kinzl, H. Knotzer, C. Traweger, W. Lederer, T. Heidegger and A. Benzer (2004). The findings of the study revealed that a high level of job satisfaction in anaesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas. In order to improve job satisfaction, more attention should be given to improve working conditions, have a say on decision-making, and allowing them to have more influence on their own work pace and work schedule.

*Communication.* Most of the times, problems arise when employees are not happy with their bosses. Many instances happened that instead of facing the problems and discuss these with each other; employees prefer to badmouth their bosses behind their backs. This is not a solution to the problem. Bosses need to realize that there are very few individuals who really have the courage to tell their issues in front of their superiors. For them, the easiest solution is to disregard the problem and do nothing or simply look for another job. In order to have a proper communication, bosses need to motivate his/her employees to open up their issues in front of them (Juneja, N.D.). Jules Carriere and Christopher Bourque (2009) provided insights into the relationship between internal communication practices, communication satisfaction, job satisfaction, and organizational commitment on their study. The findings of the study revealed that internal communication practices explained 49.8 per cent of the variation in communication satisfaction, 23.4 per cent of the variation in job satisfaction, and 17.5 per cent of the variation in affective organizational commitment.

## **2.2 Job Performance**

One of the most common theories on job performance is the Locke and Latham's Theory. The theory was developed in the late 1960s in his article "Towards a Theory of Task Motivation and Incentives". According to the content team of the MindTools article, this theory focuses on the goal setting. In addition, this also shows clear goals and appropriate feedback to motivate employees.

Locke's theory highlights that if an individual is working towards his goal, this may also leads towards motivation thus improving his performance. If one wants to achieve a difficult goal, then he will work harder to achieve it. On the study in which Locke conducted, he found out that 90% of the time, difficult and challenging goal resulted to a higher performance than the easy ones. After Locke published his article, Dr. Latham also supported the findings of Locke by studying the effects of goal setting in the workplace. He found out that there is an inseparable link between goal setting and workplace performance. Locke and Latham provide five goals setting that can improve chances of success. This involves the following:

*Clarity.* The goal should be clear and an individual should know what he is trying to achieve in order to measure the results accurately.

*Challenge.* People are often motivated by challenging goals, however, it is important to set an achievable goal.

*Commitment.* People should be committed to achieve the goal. They must understand and agree with the goal and render their full cooperation in achieving the goal.

*Feedback.* This gives an opportunity for improvement. Having feedback can adjust the possible difficulty in achieving the goal.

*Task Complexity.* Special care should be taken in order to ensure that work are properly done especially those that are complex in nature.

According to Buljubasic (2008), job satisfaction of an employee will be better understood if we will make a distinction between male and female employee. He believes that female employees are more satisfied with their job than male employees because of lower expectations and position women had. This was contrary to the findings of the study made by Stone et al (2016). The results showed that gender had only minimal effects on job performance. This was true regardless of the job performance dimensions, regardless whether the job is managerial or non-managerial, and regardless of the number of male and female employees occupying a specific job.

Another study was made by Fatima et al (2015). He gathered data from employees of Non-Government Organization and public schools of selected Districts of Southern Punjab. The results showed that male employees are more satisfied with their jobs compared to female employees. He further recommended revising the policies of the management to eliminate differences of job benefits for male and female employees, thus increasing the job satisfaction of female employees. The perception of men and women differs on what is important and what motivates them to have a good work performance (Vaskova, 2006). However, in the

study conducted by Gunkel et al (2007), it was found out that men and women have similar preferences concerning performance rewards and managerial styles.

Occupational position refers to the job title of an employee. An entry level job allows an individual to enter the workforce with little experience. Over time, employees will learn more skills and gain more experiences, thus giving them a potential to earn better- paying and higher ranking position (Heathfield, 2018). Job title can affect the employee's performance as well as their engagement to the company (Allsion, N.D.). In the Spherion survey conducted in 2016, it was found out that nearly half of the workforce were dissatisfied with their job title. If the employees are not satisfied with their position, it may result to lower satisfaction.

The study further suggested aligning the title to the description in order for the employee to better understand their role in the organization. Most employees are creative and expressive when it comes to their opinions. If an employee is being delimited to express themselves because of their job title, it makes it more difficult for their skills and talent to get discovered (Llopis, 2015). There are five benefits that links job description to performance reviews. This involves transparency, logical, good for business, great for employees, and protection against fraudulent unemployment claims and lawsuits (Mravca, N.D.).

### ***2.3 Concepts of Job Satisfaction, Rewards and Performance***

In this part it defines the major concepts involved in problem statement of the study. These concepts are job satisfaction, performance and organizational rewards. It is the general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Luthans (1985) quotes a comprehensive definition given by Locke. A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual 's perception of fulfillment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies. From the above definitions, it is clear that job satisfaction is an unobservable variable. Therefore, there is no definite way of measuring job satisfaction. But there are variety of ways can be identified from the current literature. A questionnaire can be used to measure job satisfaction. In the questionnaire method, it is measured the satisfaction with the different dimensions or facets of the job and sum of all satisfactions scores will be taken as the overall job satisfaction (JS).  $JS = f(\text{Satisfaction with different facets of job})$  Almost any job related factor can influence a person's level of job satisfaction or dissatisfaction There are a number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimensions of job satisfaction. They are pay, the work itself, promotions, supervision, work-group, and working conditions (Luthans 1985). Further, job satisfaction has significant managerial implications. If the job satisfaction is high, the employees will perform better. On the other hand if the job satisfaction is low, there will be performance problems. In examining in outcomes of job satisfaction, it is important to breakdown the analysis into a series of specific set of variables. They are productivity, turnover, absenteeism and other effects (accidents, grievances, physical and mental health). The main objective of reward programs are attract qualified people to join the organization to keep employees coming to work and to motivate employees to achieve high level of performance. Though the rewards are provided by the organization, they are evaluated by the individual. To the extent that the rewards are adequate and equitable, the individual achieves a level of satisfaction. The rewards can be broadly categorized in to two groups, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual. These are defined as rewards that are part of the job itself. (Gibson, Ivancevich and Donnely, 1991). It had also defined as psychological reward that is experienced directly by an employee (Stoner and Freeman, 1992). Extrinsic rewards are provided by an outside agent such as supervisor or work group. These rewards had been defined as rewards external to the job (Gibson, Ivancevich and Donnely, 1991). Pay, promotions, interpersonal relationships, status and fringe benefits are some of the examples for extrinsic rewards. Responsibility, achievement, autonomy, personal growth, challenge, complete work and feedback characteristics of the job are some intrinsic rewards. Performance very much depends on perception, values and attitudes. There appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation (Porter and Lawler, 1974). In the short run, employee's skills and abilities are relatively stable. Therefore, for the purpose of the study, the researcher defines the performance in terms of effort extended to the job of an employee. Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work or we say that they make and effort to perform better. Increased effort results in better performances.



#### **2.4 Job Satisfaction and Performance Relationship**

The relationship between job satisfaction and performance has been critically assessed in a variety of organizational settings. Results of these studies have been mixed. Cummings (1970) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. All of these three views are supported by various researches. Mirvis and Lawer (1977) produced conclusive findings about the relationship between job satisfaction and performance. In attempting to measure the performance of bank tellers in terms of cash shortages, their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their jobs. Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies have found that a positive relationship existed between job satisfaction and performance. Katzell, Barret and Porker (1952) demonstrated that job satisfaction was associated neither with turnover nor with quality of production. Smith and Cranny (1968) reviewed the literature and concluded that satisfaction is associated with performance as well as effort, commitment and intention. In the western electric studies (1966) the evidence from the Relay Assembly test room showed a dramatic tendency for increased employee productivity to be associate of with an increase in job satisfaction. Porter and Lowler (1969) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards, Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction-performance relationship. According to the above literature review and to achieve the research objectives the following conceptualized research model is developed. Further, job satisfaction of an employee is influenced by various job related factors and they are derived from job context and job content factors. Job content factors are related with intrinsic rewards and job context factors are related with extrinsic rewards. A satisfied employee can motivate to extend more effort to improve the performance.

#### **2.5 Job Satisfaction and Job Performance**

Organizations have to be strong and resilient to survive against developing technology, changes and increasing competition. Accordingly, these processes faced by organizations directly affect employees (Karaman et al., 2020). In other words, in today's competitive environment, standards must be maintained in order for businesses to survive in the business world. The way to achieve high productivity in organizations is to show the highest possible performance of employees within the standards (Çakır & Gözoğlu, 2019). In this context, if we need to mention the concept of performance, it is a concept that has a certain purpose and is obtained after a planned activity and determines the result quantitatively or qualitatively (Palmer, 1993; Çalışkan & Pekkan, 2017; Çalışkan et al., 2019). According to another definition, performance is the definition of where the employee or group performing activity can reach or what it can achieve about the intended goal related to that activity as quantity and quality (Naktiyok, 2019). The high level of employee performance enables companies to reach their goals easily. It is very important that the employees are analysed in terms of which criteria, who will make this analysis, and at what level their performance level will be determine as higher or lower. However, the main issue is that their performance is evaluated and the evaluation results are notified to them. This situation is a necessity for a healthy execution of organizational functioning (Çakır & Gözoğlu, 2019; Ertan, 2008). According to Borman (2004), job performance is defined as the activity shown by the employee within the importance of the duties in the job description (Gülduran & Perçin, 2020). Job performance is the level of success that an employee performs in line with all his/her efforts to do the given job. If the employee is rewarded when he/she reaches his/her job goal, his/her job satisfaction level increases and affects the effort and success level of the work which will be given to the employee later (Yıldız et al., 2014; Ay & Keleş, 2017). Besides, the effective and productive working of the employees within the company depends largely on their high job satisfaction. Therefore, it is an important factor that enterprises determine the factors that affect the job satisfaction of employees and make efforts to improve them (Ö. Bozkurt & İ. Bozkurt, 2008). In this context, the concept of job satisfaction, which expresses the general attitude of individuals towards their jobs, is explained as a phenomenon that occurs when the characteristics of the job and the employee's wishes match each other and determines the employee's satisfaction with his job (Bakan & Büyükbeşe, 2004; Bayar & Öztürk, 2017). In other words, job satisfaction is defined as a feeling of satisfaction that emerges as a result of the harmony between the working life or the workplace conditions of the main person and a positive attitude towards the job he/she has (Ugboro & Obeng, 2000; Timuroğlu & İşcan, 2008). In general, Job Satisfaction can be defined as "a positive or negative evaluation judgment about a person's job or job status" or "the degree to which employees' needs and requests are met at the workplace". Job satisfaction, which is associated with the dimensions of individuals' love or enjoyment of their work, is affected by both situational and spiritual factors (Keller & Semmer, 2013; Yang et al., 2014; Tekingündüz et al., 2015). Similarly, Misener et al. (1996) have stated that the dimensions related to job satisfaction are constituted wages, benefits from work, promotion opportunities, working conditions, management, colleagues and organizational experience (Eroğluer, 2011). Again, job satisfaction occurs in two forms, and these are internal and external satisfaction. While satisfaction obtained as a result of work such as wages and economic rewards are expressed as "external satisfaction", the satisfaction felt during the study, such as the sense of achievement, is expressed as "inner satisfaction" (Deniz, 2005; Özyayın & Özdemir, 2014). In the literature, the studies

about job satisfaction are generally related to job satisfaction and organizational cynicism (Chrobot-Mason, 2003; Eaton, 2000; Kahya, 2013), intention to quit (Kitapçı et al., 2013), organizational communication (Eroğlu, 2011), emotional intelligence (Sudak & Zehir, 2013) and organizational justice (Keklik & Çoşkun Us, 2013). Studies on job performance have focused on the relationships between emotional intelligence, transformational leadership, self-efficacy and job satisfaction (Bıyık, et al., 2017; Sony & Mekoth, 2016; Mohamad & Jais, 2016; Shamsuddin & Rahman, 2014; Lindebaum, 2013; Tabatabaei et al., 2013; Yozgat et al., 2013; Platis et al., 2015, Judge et al., 2001). From this point of view, the aim of this research is to examine the relationship between job performance and job satisfaction of individuals working in the sports industry.

## **2.6 Significance of the Study**

**Ministry of Veterans Affairs Office.** For understanding on the employee's satisfaction that can help the organization to meet its long term goal since every employee is an essential part of any organization. The findings of the study can help them generate a strategy plan to meet the needs and expectation of the employees and thus preventing them for leaving the organization.

**Managers.** In helping them to assess if their own current practices are effective to increase the level of satisfaction of their employees and if that satisfaction has an influence to the employee job performance and thus contributing to the overall productivity and performance of the organization.

**Future Researchers.** The findings of the study can be useful for future researchers. This may inspire them to conduct a similar or related study regarding the jobs satisfaction and job performance of the employees of different organization.

## **2.7 Theoretical Framework**

The study will be anchored on the Nine Facets Job Satisfaction Theory. This theory was developed by Paul Spector as cited by Sumedho (2015). According to Spector, job satisfaction refers to the way employees feel about their job which can lead to employees behavior that can affects organizational performance. Job satisfaction has been assessed and researched for years and is often measured through questionnaires. Every few years, organizations survey their employees to see how they feel about their jobs. The nine facets are pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions and communication. According to Spector, promotion or lack of promotions affects job satisfaction; also, pay belongs to the top five characteristics that lead to job satisfaction. Organizational constraints can also be antecedents to job satisfaction. There have been higher relationships between job constraints, job performance and job satisfaction (Haas, 2015). Some of these aspects include supervisions, work and co-workers. Role ambiguity and conflict are also contributors of job satisfaction. Role ambiguity means that individuals are unsure of the demands of their supervisors. Role conflict occurs when there are competing demands upon an employee. Conflict can also occur between competing obligations such as work and family. These types of uncertainty can decrease job satisfaction (Haas, 2015). One of the potential effects of job satisfaction is organizational citizenship behavior which defined by Spector as behavior by an employee intended to help co-workers or the organization. A few examples are being on time, wanting to improve things and helping others.

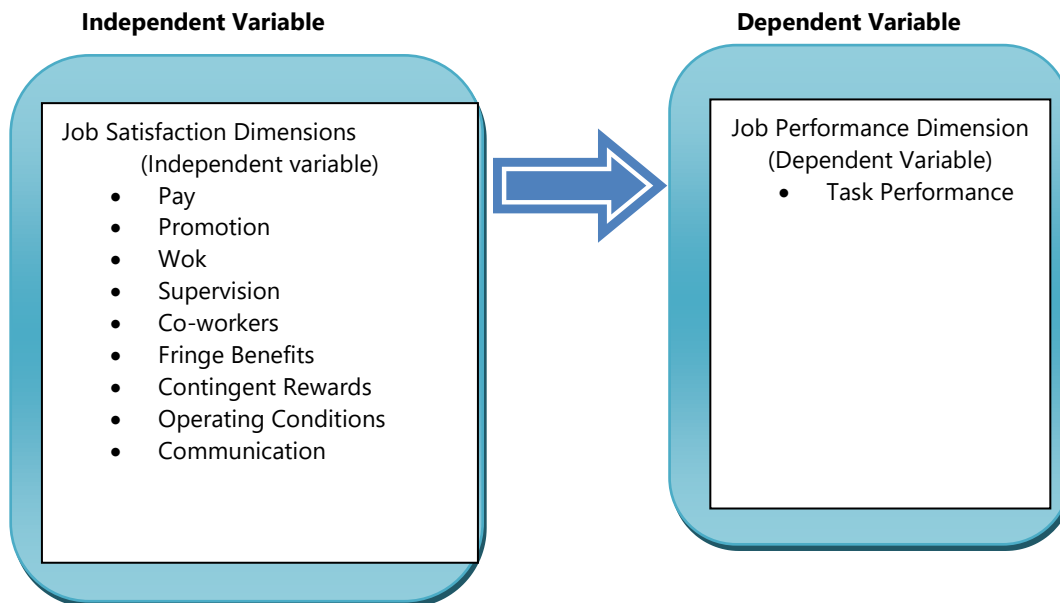
There are different questionnaires to assess job satisfaction. For the purpose of the study, Job Satisfaction Survey which was designed by Paul Spector will be used. This survey assesses different facets of job satisfaction. This includes pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions and communication. Paul Spector designed it to evaluate job satisfaction in human services personnel (Haas, 2015).

**Job Performance.** The study was anchored on the Heuristic Conceptual Framework of Individual Work Performance. This was developed by Linda Koopmans (2013). Task performance, contextual performance, adaptive performance and counterproductive work behavior comprises this framework. According to Koopmans, Task performance pertains to the competency of the employees with which central jobs are performed. Contextual performance refers to the behavior of the employees in which technical core must function. Adaptive performance refers to the ability of the employees to adapt to changes in the organization. Counterproductive work behavior refers to the behavior of the employees that harms the welfare of the organization.

Koopmans conducted a study to determine the consensus on the indicators used to measure these dimensions. The findings of her study determined that task performance constitutes 36% of the work performance rating, while the other three dimensions respectively determined 22%, 20% and 2% of the rating respectively. This notable consensus was found on relevant indicators of individual work performance. Koopmans developed a generic and short questionnaire to measure work performance at the individual level. For the purpose of the study, the researcher will adopt the questionnaire for individual work performance focusing only on the task performance.

## 2.8 Conceptual Framework

Using the variables from the mentioned theories the researcher formulated an operational model that will be utilized for the objectives of this study.



**Figure 4. Conceptual Framework of the Study**

The conceptual framework has been developed based on the foregoing discussion. The study aims to determine the level of job satisfaction and job performance among the respondents. Based on their rating on the level of job satisfaction and job performance, the study aims to determine the relationship between the independent and dependent variables. Job satisfaction dimensions include pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions and communication while job performance dimension includes the task performance.

## 2.9 Statement of the Problem

The study will be conducted to investigate whether job satisfaction has a relationship with job performance wherein, it will seek answers to the following questions:

1. How do the respondents rate their job satisfaction with the organization in terms of:
  - 1.1 Pay;
  - 1.2 Promotion;
  - 1.3 Work;
  - 1.4 Supervision;
  - 1.5 Co-workers;
  - 1.6 Fringe benefits;
  - 1.7 Contingent rewards;
  - 1.8 Operating conditions; and
  - 1.9 Communication?
2. How do the respondents rate their job performance with the organization in terms of task performance?
3. Is there a significant relationship between the respondents rating from job satisfaction to job performance?
4. Based from the findings of the study, what enhancement can be proposed to further improve employee's job satisfaction and performance?

## 2.10 Definition of Terms

The following terms will be conceptually and operationally defined for a better understanding of the study.

**Job Performance.** This refers to the work related activities expected to be performed by the employee and how well those activities were executed. Tabassum, Khan, Sherani, Khan, (2016) defined job performance as the overall expected outcome that individuals

bring to their workplace environment and add values to the organization. The study referred to job performance in the same perspective as Tabassum, Khan, Sherani, Khan (2016).

**Job Satisfaction.** This refers to the contentment arising out of interplay of employee’s positive and negative feelings toward his or her work. The study used the term as referring to the contentment of an employee towards the different dimensions of job satisfaction.

**Task Performance.** This refers to employee’s use of technical skill and knowledge in generating products or services or outcomes that directly or indirectly contributes to the company. It is also the measure of employee’s effectiveness in performing duties that formally under their responsibility and contributed to the technical core of the organization. The term was used in the same perspective in the present study

**2.11 Scope and Delimitation of the Study**

The respondents of the study will be the employees of the Ministry of the Veterans Affairs Office at China. The study will focus on the employees job satisfaction in terms of pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions, and communication. The respondents are also expected to rate their job performance with the organization in terms of task performance further, the relationship between job satisfaction and job performance will be determined. The output of the study is the enhancement proposal for the current human resource policy of the Ministry of Veterans Affairs.

The data gathering will done for two (2) weeks then right after, the researcher will seek for statistician’s assistance for the statistical treatment and analysis.

**3. Methodology of the Study**

**3.1 Methods and Techniques of the Study**

The description- correlation method of research will be utilized in the study to determine the relationship of job satisfaction and job performance. The study will focus on the job satisfaction dimensions which are pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions and communication while task performance for job performance. Descriptive research is defined as a research method that describes the characteristic of the population being studied. Correlation research is exploring the relationship between two or more variables, this pertain to the independent and dependent variables. Standardized questionnaire on job satisfaction and job performance will be used as primary data gathering tools.

**3.2 Respondents of the Study**

The respondents will be chosen using the probability sampling method. Below is the distribution of the respondents per division.

**Table 1  
Respondents Distribution**

<b>Division</b>	<b>No. of Respondents (Assumption)</b>
Office of the Administrator	10
Veterans Affairs Management Division	10
Human Resource Development Division	30
General Services and Support Management Division	20
Management Information Division	20
Legal Affairs Division	10
Finance Division	20
Planning and Management Division	20
Veterans Records Management Division	10
Claims Division	60
<b>Total</b>	<b>210</b>

**3.3 Instruments of the Study**

The study will utilize the Job Satisfactory Survey (JSS). It is a 36 item, nine facet scale to assess the employee’s attitudes towards the job and the aspects of job. For the purpose of the study, all the nine facets will be used which pertains to pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions and communication There were six choices per item ranging from “disagree very much” to “agree very much”. The Cronbach’s alpha in the past studies for this instrument is 0.91. JSS was originally developed for use in human resource organization. However, it is also applicable to all organization type both private and public sector (University of South Florida, 2001).

Task performance was measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al (2013). This IWPQ consists of eighteen questions in three scales such as task performance, contextual performance and counterproductive work behavior. For the purpose of the study, only the task performance scale was used which consists of five items.

**3.4 Data Gathering Procedure**

Standardized questionnaire on job satisfaction and job performance will be used as primary data gathering tools. These questionnaires will be given to each of the respondent personally. The questionnaires will determine their level of job satisfaction and job performance with the organization. In data gathering, the following procedure is expected to be carried out by the researcher:

1. A letter will be sent to the administrator of the Ministry of Veterans Affairs Office to ask permission regarding the conduct of the proposed study.
2. Upon approval, the questionnaires will be distributed to the respondents.
3. The questionnaires will be collected from the respondents and checked for completeness.

**3.5 Data Processing and Statistical Treatment**

The data gathered from the survey will be encoded and will be analyzed using Statistical Package for Social Sciences (SPSS). In order to objectively quantify the answer to the questionnaire stated in the statement of the problem, descriptive statistics such as frequency counts, and correlation coefficient will be used.

**Weighted mean.** The weighted mean will be used to determine the average response of the respondents on the job satisfaction and job performance.

The formula used was:

$$WM = \frac{\sum wf}{n}$$

**Pearson Product-Moment of Correlations Coefficient.** This test for significance will be used to determine the strength of relationship between the respondents' job satisfaction and job performance.

$$r = \frac{N \sum XY - \sum X \sum Y}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

**4. Presentation, Analysis, and Interpretation of Data**

This chapter presents analyses and interpretations of the study's data. The data are presented in the order and sequence of the questions raised in Chapter I for clarity and consistency in the discussion: (1) How do the respondents rate their job satisfaction with the organization in terms of Pay, Promotion, Work, Supervision, Co-workers, Fringe benefits, Contingent rewards, Operating conditions, and Communication? (2) How do the respondents rate their job performance with the organization in terms of task performance?

Is there a significant relationship between the respondents rating from job satisfaction to job performance? (4) Based from the findings of the study, what enhancement can be proposed to further improve employee's job satisfaction and performance?

**4.1 How do the respondents rate their job satisfaction with the organization in terms of Pay, Promotion, Work, Supervision, Co-workers, Fringe benefits, Contingent rewards, Operating conditions, and Communication?**

Table 2: Respondent's Rating to their Job Satisfaction

Indicators	Average rating	Interpretation	Rank
<b>Pay</b>			
1. The compensation I receive is commensurate with my skills and experience.	2.13	Disagree	5
2. I feel adequately rewarded for the work I contribute to the organization.	3.19	Agree	1
3. The organization's pay structure is fair compared to industry standards.	2.43	Disagree	4
4. I am satisfied with the bonuses and benefits provided by the organization.	2.51	Agree	3

5. I believe my salary reflects the market value for my role.	2.76	Agree	2
<b>Overall</b>	<b>2.60</b>	<b>Agree</b>	
<b>Promotion</b>			
6. The organization provides clear and transparent criteria for promotions.	2.77	Agree	2
7. I feel that promotions are based on merit and performance.	2.76	Agree	3
8. The promotion process is fair and unbiased.	2.80	Agree	1
9. I am satisfied with the frequency of promotions within the organization.	2.76	Agree	3
10. I believe that the organization values and recognizes employees' potential for growth.	2.65	Agree	5
<b>Overall</b>	<b>2.75</b>	<b>Agree</b>	
<b>Work</b>			
11. I receive constructive feedback that helps me improve in my role.	1.82	Disagree	5
12. The tasks and responsibilities assigned to me align with my skills and expertise.	3.09	Agree	1
13. The workload is manageable, allowing for a healthy work-life balance.	1.92	Disagree	4
14. I find the work I do to be challenging and intellectually stimulating.	2.45	Disagree	2
15. The organization provides opportunities for skill development and learning	1.99	Disagree	3
<b>Overall</b>	<b>2.25</b>	<b>Disagree</b>	
<b>Supervision</b>			
16. I receive clear and effective communication from my supervisor.	2.92	Agree	1
17. I feel comfortable discussing work-related concerns with my supervisor.	1.92	Disagree	3
18. I am satisfied with the level of support and guidance provided by my supervisor.	1.56	Disagree	5
19. I have regular performance reviews and discussions with my supervisor.	2.51	Agree	2
20. I am satisfied with the approachability and accessibility of my supervisor.	1.89	Disagree	4
<b>Overall</b>	<b>2.16</b>	<b>Disagree</b>	
<b>Co-workers</b>			
21. I have positive and supportive relationships with my co-workers.	2.92	Agree	1
22. There is effective communication and collaboration among team members.	2.77	Agree	2
23. I feel comfortable seeking help or advice from my co-workers.	2.76	Agree	3

24. The team works well together to achieve common goals.	2.13	Disagree	4
25. My co-workers contribute positively to the work environment.	1.92	Disagree	5
<b>Overall</b>	<b>2.50</b>	<b>Disagree</b>	
<b>Fring Benefits</b>			
26. The organization provides a comprehensive and competitive benefits package.	2.13	Disagree	4
27. I am satisfied with the healthcare benefits offered by the organization.	1.99	Disagree	5
28. The retirement/pension plan provided by the organization meets my expectations.	3.19	Agree	1
29. I feel that the organization offers a good work-life balance through its benefits.	2.67	Agree	2
30. The organization provides sufficient vacation and leave options.	2.59	Agree	3
<b>Overall</b>	<b>2.51</b>	<b>Disagree</b>	
<b>Contingent Rewards</b>			
31. I am satisfied with the fairness of the organization's reward distribution.	2.77	Agree	4
32. The organization provides timely and consistent recognition for accomplishments.	2.91	Agree	2
33. The organization recognizes and rewards exceptional performance.	2.13	Disagree	5
34. The rewards and recognition system motivates me to perform at my best.	2.80	Agree	3
35. The organization recognizes and rewards exceptional performance.	3.09	Agree	1
<b>Overall</b>	<b>2.74</b>	<b>Agree</b>	
<b>Operating Condition</b>			
36. The physical workspace provided by the organization is conducive to productivity	1.82	Disagree	5
37. I have access to the necessary tools and equipment to perform my job effectively.	1.95	Disagree	3
38. Operating hours and schedules are reasonable and accommodate work-life balance	2.13	Disagree	2
39. The organization invests in technology and resources to support efficient operations.	2.22	Disagree	1
40. The organization provides adequate training and support for using new technologies.	1.95	Disagree	3
<b>Overall</b>	<b>2.01</b>	<b>Disagree</b>	
<b>Communication</b>			
31. The organization recognizes and rewards exceptional performance.	3.09	Agree	1
32. The organization provides timely and consistent recognition for accomplishments.	2.80	Agree	3
33. The organization recognizes and rewards exceptional performance.	2.90	Agree	2

34. The rewards and recognition system motivates me to perform at my best.	2.13	Disagree	5
35. I am satisfied with the fairness of the organization's reward distribution.	2.76	Agree	4
<b>Overall</b>	<b>2.73</b>	<b>Agree</b>	

Table 2 shows the numerical data of respondent’s rating to their job satisfaction with the organization in terms of Pay, Promotion, Work, Supervision, Co-workers, Fringe benefits, Contingent rewards, Operating conditions, and Communication.

**4.1.1 Pay**

In this section, it quantifies the respondent’s rating to their job satisfaction with the organization in terms of Pay. Pertaining to the table above, I feel adequately rewarded for the work I contribute to the organization on first rank having a weighted mean of 3.19 and interpreted as “Agree”. Followed by . I believe my salary reflects the market value for my role on rank two with a weighted mean of 2.76 and interpreted as “Agree”. On rank three, I am satisfied with the bonuses and benefits provided by the organization with a weighted mean of 2.51 and a verbal interpretation of “Agree”. The organization's pay structure is fair compared to industry standards ranked fourth having a weighted mean of 2.43 and interpreted as “Disagree”. Lastly, having the lowest weighted mean of 2.13 and a verbal interpretation of “Disagree”, The compensation I receive is commensurate with my skills and experience. Overall, the respondent’s rating to their job satisfaction with the organization in terms of Pay correspond to a general weighted mean of 2.60 and interpreted as “Agree”.

**4.1.2 Promotion**

In this section, it respondent’s rating to their job satisfaction with the organization in terms of promotion. Pertaining to the table above, The promotion process is fair and unbiased on first rank having a weighted mean of 2.80 and interpreted as “Agree”. Followed by The organization provides clear and transparent criteria for promotions on rank two with a weighted mean of 2.77 and interpreted as “Agree”. On rank three, I feel that promotions are based on merit and performance and I am satisfied with the frequency of promotions within the organization with a weighted mean of 2.76 and a verbal interpretation of “Agree”. Lastly, having the lowest weighted mean of 2.65 and a verbal interpretation of “Agree”, I believe that the organization values and recognizes employees' potential for growth. Overall, the respondent’s rating to their job satisfaction with the organization in terms of Promotion correspond to a general weighted mean of 2.75 and interpreted as “Agree”

**4.1.3 Work**

In this section, it quantifies the respondent’s rating to their job satisfaction with the organization in terms of Work. Pertaining to the table above, The tasks and responsibilities assigned to me align with my skills and expertise on first rank having a weighted mean of 3.09 and interpreted as “Agree”. Followed by I find the work I do to be challenging and intellectually stimulating on rank two with a weighted mean of 2.45 and interpreted as “Disagree”. On rank three, The organization provides opportunities for skill development and learning with a weighted mean of 1.99 and a verbal interpretation of “Disagree”. The workload is manageable, allowing for a healthy work-life balance ranked fourth having a weighted mean of 1.92 and interpreted as “Disagree”. Lastly, having the lowest weighted mean of 1.82 and a verbal interpretation of “Disagree”, I receive constructive feedback that helps me improve in my role. Overall, the respondent’s rating to their job satisfaction with the organization in terms of Work correspond to a general weighted mean of 2.25 and interpreted as “Disagree”.

**4.1.4 Supervision**

In this section, it quantifies the respondent’s rating to their job satisfaction with the organization in terms of Supervision. Pertaining to the table above, I receive clear and effective communication from my supervisor on first rank having a weighted mean of 2.92 and interpreted as “Agree”. Followed by I have regular performance reviews and discussions with my supervisor on rank two with a weighted mean of 2.51 and interpreted as “Agree”. On rank three, I feel comfortable discussing work-related concerns with my supervisor with a weighted mean of 1.92 and a verbal interpretation of “Disagree”. I am satisfied with the approachability and accessibility of my supervisor ranked fourth having a weighted mean of 1.89 and interpreted as “Disagree”. Lastly, having the lowest weighted mean of 1.56 and a verbal interpretation of “Disagree”, I am satisfied with the level of support and guidance provided by my supervisor. Overall, the respondent’s rating to their job satisfaction with the organization in terms of Supervision correspond to a general weighted mean of 2.16 and interpreted as “Disagree”.

**4.1.5 Co-workers**

In this section, it respondent’s rating to their job satisfaction with the organization in terms of Co-workers. Pertaining to the table above, I have positive and supportive relationships with my co-workers on first rank having a weighted mean of 2.92 and interpreted as “Agree”. Followed by There is effective communication and collaboration among team members on rank two with



a weighted mean of 2.77 and interpreted as "Agree". On rank three, I feel comfortable seeking help or advice from my co-workers with a weighted mean of 2.76 and a verbal interpretation of "Agree". The team works well together to achieve common goals ranked fourth having a weighted mean of 2.13 and interpreted as "Disagree". Lastly, having the lowest weighted mean of 1.92 and a verbal interpretation of "Disagree", My co-workers contribute positively to the work environment. Overall, the respondent's rating to their job satisfaction with the organization in terms of Co-workers correspond to a general weighted mean of 2.50 and interpreted as "Disagree".

#### **4.1.6 Fringe Benefits**

In this section, it quantifies the respondent's rating to their job satisfaction with the organization in terms of Fringe Benefits. Pertaining to the table above, The retirement/pension plan provided by the organization meets my expectations on first rank having a weighted mean of 3.19 and interpreted as "Agree". Followed by I feel that the organization offers a good work-life balance through its benefits on rank two with a weighted mean of 2.67 and interpreted as "Agree". On rank three, The organization provides sufficient vacation and leave options with a weighted mean of 2.59 and a verbal interpretation of "Agree". The organization provides a comprehensive and competitive benefits package tasks ranked fourth having a weighted mean of 2.13 and interpreted as "Disagree". Lastly, having the lowest weighted mean of 1.99 and a verbal interpretation of "Disagree", I am satisfied with the healthcare benefits offered by the organization. Overall, the respondent's rating to their job satisfaction with the organization in terms of Fringe Benefits correspond to a general weighted mean of 2.51 and interpreted as "Disagree".

#### **4.1.7 Contingent Rewards**

In this section, it quantifies the respondent's rating to their job satisfaction with the organization in terms of Contingent Rewards. Pertaining to the table above, The organization recognizes and rewards exceptional performance on first rank having a weighted mean of 3.09 and interpreted as "Agree". Followed by The organization provides timely and consistent recognition for accomplishments on rank two with a weighted mean of 2.91 and interpreted as "Agree". On rank three, The rewards and recognition system motivates me to perform at my best with a weighted mean of 2.80 and a verbal interpretation of "Agree". I am satisfied with the fairness of the organization's reward distribution ranked fourth having a weighted mean of 2.77 and interpreted as "Agree". Lastly, having the lowest weighted mean of 2.13 and a verbal interpretation of "Disagree", The organization recognizes and rewards exceptional performance. Overall, the respondent's rating to their job satisfaction with the organization in terms of Contingent Rewards correspond to a general weighted mean of 2.74 and interpreted as "Disagree".

#### **4.1.8 Operating Condition; and**

In this section, it quantifies the respondent's rating to their job satisfaction with the organization in terms of Operating Condition. Pertaining to the table above, The organization invests in technology and resources to support efficient operations on first rank having a weighted mean of 2.22 and interpreted as "Disagree". Followed by Operating hours and schedules are reasonable and accommodate work-life balance on rank two with a weighted mean of 2.13 and interpreted as "Disagree". On rank three, The organization provides adequate training and support for using new technologies and I have access to the necessary tools and equipment to perform my job effectively tied with a weighted mean of 1.95 and a verbal interpretation of "Agree". Lastly, having the lowest weighted mean of 1.82 and a verbal interpretation of "Agree", The physical workspace provided by the organization is conducive to productivity. Overall, the respondent's rating to their job satisfaction with the organization in terms of Operating Condition correspond to a general weighted mean of 2.01 and interpreted as "Disagree".

#### **4.1.9 Communication?**

In this section, it quantifies the respondent's rating to their job satisfaction with the organization in terms of Communication. Pertaining to the table above, The organization recognizes and rewards exceptional performance on first rank having a weighted mean of 3.09 and interpreted as "Agree". Followed by The organization recognizes and rewards exceptional performance on rank two with a weighted mean of 2.90 and interpreted as "Agree". On rank three, The organization provides timely and consistent recognition for accomplishments with a weighted mean of 2.80 and a verbal interpretation of "Agree". I am satisfied with the fairness of the organization's reward distribution ranked fourth having a weighted mean of 2.76 and interpreted as "Agree". Lastly, having the lowest weighted mean of 2.13 and a verbal interpretation of "Disagree", The rewards and recognition system motivates me to perform at my best. Overall, the respondent's rating to their job satisfaction with the organization in terms of Communication correspond to a general weighted mean of 2.73 and interpreted as "Disagree".

**4.2 How do the respondents rate their job performance with the organization in terms of task performance?**

Table 3: Respondent’s Rating to their Job Performance with the Organization in Terms of Task Performance

Indicators	Average rating	Interpretation	Rank
1. I consistently meet the expectations outlined in my job responsibilities.	2.92	Agree	2
2. I complete tasks accurately and within the designated timeframes.	2.57	Agree	4
3. My work outputs meet or exceed the quality standards set by the organization	3.10	Agree	1
4. I efficiently manage my workload and prioritize tasks effectively.	2.61	Agree	3
5. I actively seek opportunities to improve my job-related skills and knowledge.	2.55	Agree	5
<b>Overall</b>	<b>2.75</b>	<b>Agree</b>	

Table 3 shows the numerical data of the respondent’s rating to their job performance with the organization in terms of task performance. Pertaining to the table above, My work outputs meet or exceed the quality standards set by the organization on first rank having a weighted mean of 3.10 and interpreted as “Agree”. Followed by I consistently meet the expectations outlined in my job responsibilities on rank two with a weighted mean of 2.92 and interpreted as “Agree”. On rank three, I efficiently manage my workload and prioritize tasks effectively with a weighted mean of 2.61 and a verbal interpretation of “Agree”. 2. I complete tasks accurately and within the designated timeframes ranked fourth having a weighted mean of 2.57 and interpreted as “Agree”. Lastly, having the lowest weighted mean of 2.55 and a verbal interpretation of “Agree”, I actively seek opportunities to improve my job-related skills and knowledge. Overall, the respondent’s rating to their job performance with the organization in terms of task performance correspond to a general weighted mean of 2.75 and interpreted as “Agree”.

**4.4 Is there a significant relationship between the respondents rating from job satisfaction to job performance?**

Table 4: Significant Relationship between the Respondents Rating from Job Satisfaction to Job Performance

Variable	Pearson R	Critical Value	Remarks
<b>Pay</b>	0.88	$\pm 0.81$	High Relationship
<b>Promotion</b>	0.67		Moderate Relationship
<b>Work</b>	0.82		High Relationship
<b>Supervision</b>	-0.06		Negligible Relationship
<b>Co-workers</b>	0.84		High Relationship
<b>Fringe Benefits</b>	0.99		Very High Relationship
<b>Contingent Rewards</b>	0.89		High Relationship
<b>Operating Condition</b>	0.99		Very High Relationship
<b>Communication</b>	0.87		High Relationship
At 5% Level of Significance			Degree of Freedom = 3

The Pearson or test of r in table 4 for the significance relationship between the respondents rating from job satisfaction to job performance in terms of Pay, Promotion, Work, Supervision, Co-workers, Fringe Benefits, Contingent Benefits, Contingent Rewards, Operating Condition, and Communication.

*Pay.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.88 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Pay.

*Promotion.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.67 which is less than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a Moderate Relationship thus, HO is accepted. Therefore, there is no significant relationship between the respondents rating from job satisfaction to job performance in terms of Promotion.

*Work.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.82 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Work.

*Supervision.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is -0.06 which is less than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a Negligible Relationship thus, HO is accepted. Therefore, there is no significant relationship between the respondents rating from job satisfaction to job performance in terms of Supervision.

*Co-workers.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.84 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Co-workers.

*Fringe Benefits.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.99 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a Very High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Fringe Benefits.

*Contingent Rewards.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.89 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Contingent Rewards.

*Operating Condition.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.99 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a Very High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Operating Condition.

*Communication.* Data revealed that since the computed R of the relationship between the respondents rating from job satisfaction to job performance is 0.87 which is greater than the critical value of  $\pm 0.81$  at 5% level of significance with the degree of freedom of 3. Resulting to a High Relationship thus, HO is rejected. Therefore, there is a significant relationship between the respondents rating from job satisfaction to job performance in terms of Communication.

#### **4.5 Based from the findings of the study, what enhancement can be proposed to further improve employee's job satisfaction and performance?**

Based on the preliminary findings of the study, several recommendations may include improving communication channels, investing in training and development, recognizing and rewarding performance, promoting work-life balance, creating clear career advancement paths, strengthening performance feedback, optimizing job design, fostering a positive work environment, offering health and wellness programs, and regularly monitoring job satisfaction and performance. Regular feedback from employees can help identify areas for improvement and adjust policies accordingly. Managers should also encourage open communication and open communication with their teams, invest in comprehensive training and development programs, recognize and reward high-performing employees, and support a healthy work-life balance. Regular performance appraisals and wellness programs can also help improve job satisfaction and performance. By implementing these recommendations, organizations can create a more productive, engaged workforce.

### **5. Summary of Findings, Conclusions and Recommendations**

This chapter presents, analyzes, and interprets the findings of the study which aimed to investigate whether job satisfaction has a relationship with job performance. Moreover, the findings of the study is expected to provide an enhancement proposal to further improve employee's job satisfaction and performance.

#### **5.1 Summary of Findings**

The results of the data highlighted the following observations.

### ***5.1.1 Respondent's Rating to their Job Satisfaction***

The respondent's job satisfaction with the organization was measured in terms of pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions, and communication. They felt adequately rewarded for their work and believed their salary reflected the market value for their role. They were satisfied with bonuses and benefits provided by the organization.

Promotion was fair and unbiased, with clear and transparent criteria for promotions. The organization values and recognizes employees' potential for growth, and the work was challenging and intellectually stimulating. The workload was manageable, allowing for a healthy work-life balance, and constructive feedback was received.

Supervision was clear and effective, and the respondent felt comfortable discussing work-related concerns with their supervisor. The level of support and guidance provided by their supervisor was also satisfactory.

Co-workers were positive and supportive, and the team worked well together to achieve common goals. Overall, the respondent's job satisfaction with the organization was influenced by their perceptions of pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions, and communication.

The respondent's job satisfaction with the organization is based on various factors. They are satisfied with the retirement/pension plan, work-life balance, vacation and leave options, comprehensive and competitive benefits package, and healthcare benefits. They are also satisfied with the organization's recognition and rewards system, which is ranked first and second. The operating condition is ranked first and second, with the organization investing in technology and resources to support efficient operations. The operating hours and schedules are reasonable and accommodate work-life balance. The organization provides adequate training and support for using new technologies, and the physical workspace is conducive to productivity. The respondent's rating for communication is ranked second and third, with the organization recognizing and rewarding exceptional performance. The respondent is satisfied with the fairness of the reward distribution and the rewards and recognition system. However, they are dissatisfied with the organization's communication. Overall, the respondent's job satisfaction with the organization is based on their satisfaction with the organization's benefits, recognition, and communication.

### ***5.1.2 Respondent's Rating to their Job Performance with the Organization in Terms of Task Performance***

The respondent's job performance with the organization was rated based on task performance. They scored first on meeting or exceeding quality standards, second on consistently meeting job expectations, third on efficiently managing workload, fourth on accurately completing tasks within time-frames, and last on actively seeking opportunities to improve their skills and knowledge. Overall, their rating was interpreted as "Agree".

### ***5.1.3 Significant Relationship between the Respondents Rating from Job Satisfaction to Job Performance***

The results showed a high relationship between pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating condition, and communication. The relationship was rejected, indicating a significant relationship between job satisfaction and job performance in terms of pay. Promotion was accepted as a moderate relationship, and work showed a high relationship. Supervision was accepted as a negligible relationship while Co-workers showed a high relationship. Fringe benefits had a very high relationship indicating it is significant relationship. Contingent rewards had indicated a high relationship, as well as Operating condition which is very high relationship, indicating a significant relationship. Communication indicated a high relationship.

### ***5.1.4 Enhancement Proposal to Improve Employee's Job Satisfaction and Performance***

The enhancement proposal may focus on improving communication, investing in training, recognizing and rewarding performance, promoting work-life balance, creating clear career paths, strengthening performance feedback, optimizing job design, fostering a positive work environment, offering health and wellness programs, and regularly monitoring job satisfaction and performance.

## **6. Conclusions**

The following conclusions are hereby drawn on the findings of the study.

1. The majority of respondents expressed satisfaction with their job at the organization, focusing on factors such as pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating conditions, and communication. They felt well-received for their work, with fair promotions and a challenging work environment. The organization valued employee growth and provided clear and effective supervision. The respondents also appreciated the retirement/pension plan, work-life balance, and healthcare benefits. They also praised the organization's recognition and rewards system, operating conditions, and communication. However, they were dissatisfied with the organization's communication. Overall, the respondents' satisfaction with the organization is influenced by these factors.

2. Respondents rated their job performance based on meeting quality standards, consistently meeting job expectations, efficiently managing workload, accurately completing tasks within timeframes, and actively seeking skill improvement opportunities.

3. The study revealed a high relationship between pay, promotion, work, supervision, co-workers, fringe benefits, contingent rewards, operating condition, and communication. However, a significant relationship was found between job satisfaction and pay performance, suggesting a need for further research.

4. The enhancement proposal should focus on improving communication, investing in training, recognizing performance, promoting work-life balance, creating clear career paths, strengthening performance feedback, optimizing job design, fostering a positive work environment, and monitoring job satisfaction.

### 6.1 Recommendations

The findings and conclusions yielded recommendations to improve the employees performance and job satisfaction.

1. The HR should develop a comprehensive communication strategy, invest in skill development and career advancement opportunities, maintain fair promotion practices, strengthen employee recognition and rewards, optimize work-life balance programs, foster a challenging work environment, address communication dissatisfaction, and continuously monitor job satisfaction. HR should collaborate with department heads to implement clear communication channels, invest in skill development and career advancement opportunities, and collaborate with managers to identify training needs and provide resources for employees. By implementing these recommendations and policy enhancement proposals, organizations can maintain and enhance employee job satisfaction while addressing areas of concern, leading to improved job performance and organizational success.

2. The HR should focus on enhancing employee performance by implementing recognition and rewards programs for high-performing employees, investing in skill development and training programs, and conducting regular performance reviews. HR should also promote a culture of innovation, provide clear career advancement opportunities, and offer time management and task efficiency training. Regular performance monitoring should be established to identify areas of improvement and provide necessary support. A positive work environment should be maintained, with HR working with management to foster a supportive and collaborative work culture. By implementing these recommendations, organizations can not only maintain high levels of job performance but also enhance employee capabilities and motivation. By recognizing and supporting high performers, fostering innovation, and providing growth opportunities, HR can contribute to sustained and improved job performance across the organization.

3. The HR should enhance job satisfaction and performance by implementing competitive compensation strategies, providing clear career advancement pathways, optimizing the work environment, investing in leadership development programs, fostering a collaborative work culture, maximizing fringe benefits impact, recognizing and rewarding contingent achievements, enhancing operating conditions, and enhancing communication strategies. The aim is to improve employee satisfaction and performance by aligning pay with industry standards, providing clear pathways for career advancement, fostering a comfortable and productive workspace, enhancing supervisor effectiveness, promoting team-building activities, maximizing fringe benefits impact, and establishing a rewards program for contingent achievements. By implementing these recommendations, organizations can create a more motivated, satisfied, and high-performing workforce, leading to increased productivity and organizational success.

4. The concentration for HR is to improve communication, invest in training and development, recognize performance, promote work-life balance, create clear career paths, strengthen performance feedback, optimize job design, foster a positive work environment, and continuously monitor job satisfaction. These recommendations aim to improve employee satisfaction and performance, leading to increased productivity, reduced turnover, and a more motivated workforce. HR should collaborate with department heads to establish clear communication channels, establish regular town hall meetings, newsletters, and feedback mechanisms. They should also establish a performance-based recognition and rewards system to recognize high-performing employees. HR should also promote flexible work arrangements, provide resources for managing workloads, and offer guidance on maintaining work-life balance. By implementing these recommendations, organizations can create a more engaging work environment, leading to increased productivity and reduced turnover.

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