

THE STRATEGIC ROLE OF JOB SATISFACTION ON EMPLOYEE AND ORGANIZATIONAL PERFORMANCE IN NIGERIA

CHUKWUKA, Ernest Jebolise , PhD¹, IMIDE, Israel Onokero, PhD²

¹Department of Entrepreneurship and Business Innovation,
University of Delta, Agbor
ernest.chukwuka@unidel.edu.ng

²Department of Economics,
University of Delta, Agbor
Israel.imide@unidel.edu.ng

Abstract

This study was a research investigation into the nature of connections between job satisfaction and employee job performance and how this connection affects the general organization's performance of the workplace. Job satisfaction has been one of the most neglected research topics over the years but yet has maintained a vital role in influencing organizational performance across the globe. The study adopted thematic analysis through the systematic and extant review of literature of over 80 well researched papers published in reputable journals across the globe. The study discovered that Employee performance and the success of the organization as a whole are significantly influenced by job satisfaction. Employee engagement, productivity, and retention can be greatly impacted by comprehending the various forms of job satisfaction, determining the variables that affect satisfaction levels, and putting policies in place to measure and enhance job satisfaction. The study concludes that placing a high priority on job satisfaction and funding employee performance training, organizations may establish a productive workplace that encourages dedication, motivation, and well-being. This study also concludes that compensation and benefits, training, working conditions, and the nature of the job are the factors influencing employee performance and job satisfaction. Employee performance and salary and benefits were shown to be positively correlated or have positive connections with organizational performance, according to the correlation study. Additionally, employee performance and training showed a favorable link or positive connections, although working circumstances showed a weakly positive relationship. There was a somewhat favorable correlation between employee performance and the type of the work. All of the predictor variables, such as pay and benefits, training, and working conditions, have a positive effect on employee performance, according to the regression analysis's result reviewed. Additionally, it found that job satisfaction significantly improves employee performance. The primary element impacting employee performance is the nature of the job.

Keyword: employee job satisfaction, employee performance, organizational performance, employee engagement, employee productivity, work condition

Introduction

The general well-being of employees and the effectiveness of the organization depend heavily on job satisfaction (Agho *et al.* 2011). It covers many facets of a person's perspective, such as how they view their workplace, their everyday responsibilities, the role of management, and their interactions with coworkers. Employee motivation, output, and retention may all be enhanced by recognizing and fostering work satisfaction. Let's examine the specifics and get important knowledge about this crucial area of the workplace. The term "job satisfaction" describes how happy and fulfilled a worker is with their position and all of its facets. It shows how people see their job experiences and whether they are happy or unhappy with them. In order to create a healthy work environment that encourages employee engagement and productivity, job satisfaction is essential (Alamdar *et al.* 2011).

It is widely accepted that job satisfaction is an attitude toward one's work; in other words, it is an emotional or affective reaction to different aspects of one's work. Others who are highly content with their jobs have

good views about them, whereas others who are not happy with their jobs have negative attitudes about them. Employees' perceptions of how effectively their jobs deliver those items that are considered significant determine their level of work satisfaction. Reintegration of the effects caused by an individual's impression of his needs being met in regard to his work and the environment is another definition of job satisfaction (Arnett *et al.* 2002). Additionally, job satisfaction is a complicated combination of habits, emotions, and thought processes. Although there is no precise method for determining work satisfaction, there are several ways to determine if a person is happy or unhappy in their position. Employment satisfaction may be measured using a questionnaire. This approach gauges how satisfied an employee is with various aspects of their employment, and the total of all satisfaction ratings is used to calculate overall job satisfaction (JS). A person's degree of job satisfaction or unhappiness can be influenced by almost any job-related issue, and there are many factors that affect job satisfaction.

According to Locke (2002), job satisfaction is "a pleasurable and positive emotional state resulting from the appraisals of one's job or job experience." Additionally, job satisfaction can be defined as an individual's positive measurable judgment on his or her working conditions (Gibson 2012). According to Shermanhorn (1989), employee performance is the quality and quantity attained by an employee or group of employees after accomplishing a given task. Reaching a high-level performance through productivity and efficiency has always been an organizational goal of high priority. The total financial or non-financial value that workers provide to the achievement of the organization's goals, both directly and indirectly is known as employee performance (Fritzsche and Parrish 2005). Nonetheless, the effectiveness and efficiency of each person inside the company determines the overall performance of the corporation. Therefore, in order to achieve high productivity inside the business, every organization heavily depends on the performance of each individual employee. At the same time, a highly contented workforce is a must for attaining a high degree of performance advancement for a business, and contented employees put out more effort to improve employee performance (Cooper 2004). In order to fill the research vacuum, this study examines the research problem of the respective organizations that has not previously been examined. Additionally, it assesses the effect of work satisfaction on employee performance with particular reference to a chosen group of enterprises in Asaba, Nigeria.

Findings of the initial research interviews with the organization's management indicate that subpar employee performance has impacted the productivity, goals, quality of work, and revenues of the company. Furthermore, the majority of employees are unsatisfied with the existing awarding schemes, working conditions, and job assignments and activities that they have been allocated, according to the findings of the company's employee feedback surveys (Rodrigo *et al.* 2022).

Additionally, it has been determined that throughout the previous three years, staff performance has been declining. Employee performance during the previous three years was declining, at around 83%, 77%, and 68%, respectively. According to previous research, it has been further examined that job dissatisfaction in various circumstances lowers employee performance.

The general objective of this study is to ascertain the nature of impact of Job Satisfaction on employee performance. Specific objectives of this study include; to ascertain the impact of working conditions on employee performance; to measure the impact of training on employee performance; to determine the impact of job description or nature of the job on employee performance and to investigate the extent of impact of 'pay and benefits on 'employee performance

Literature Review

The Concept of Job Satisfaction

Vroom's (1964) definition of job satisfaction centres on the role of the employee in the workplace, so he defines it as affective orientations on the part of individuals toward work roles that they are currently occupying. Job satisfaction is one of the most significant areas that current managers deal with when it

comes to managing their employees; it is defined as any combination of psychological, physiological, and environmental circumstances that cause a person to honestly say, "I am satisfied with my job (Rodrigo et al 2022)." As stated in this approach, even though job satisfaction is influenced by a number of external factors, it also endures some internal factors that also affect how the employee feels. The degree to which an employee is happy with the benefits they receive from their work, especially in terms of intrinsic motivation, is another definition of job satisfaction (Rodrigo et al 2022). The attitude and sentiments people have toward their employment are referred to as job satisfaction. Job satisfaction is demonstrated by positive and pleasant views regarding the work. Job discontent is indicated by negative and unfavorable attitudes toward the job (Ndulue & Ekechukwu 2016). The degree to which a person feels good about their job function is determined by their thoughts and sentiments about it. A number of variables affect job satisfaction, including contentment with compensation, advancement, benefits, training, working circumstances or atmosphere, job security, and relationships with coworkers.

The notion of job satisfaction is defined differently by different researchers depending on their point of view. For instance, Greenberg and Baron (2008) saw job satisfaction as an emotion that could have a favorable or unfavorable impact on one's roles and responsibilities at work. They also noted that it's critical to comprehend the idea of job satisfaction because there isn't a single way to satisfy every employee. A worker's emotional reaction to various aspects of their job that lead to pleasure, comfort, confidence, rewards, personal development, and a variety of favorable opportunities, such as upward mobility, recognition, and appraisals conducted on the basis of merit and with monetary value as compensation, is another definition of job satisfaction.

Tessema et al. (2013) defines job satisfaction as "a positive feeling toward one's job." George and Jones (2005) define it as the combination of feelings and beliefs, including the mental, emotional, and physical domains. Franek and Vecera, (2008) summarized it as "an employee's general affective assessment of himself or herself in the context of his or her job." Cranny, Smith, and Stone (2014) defined job satisfaction as "employees' emotional state regarding the job, considering what they expected and what they actually got out of it." In fact, it is possible for an employee with low expectations to be more satisfied with a particular job than one with high hopes.

Job satisfaction is the degree of happiness that an individual feels about their job; it is the positive emotional attachment to the job that acts as a motivating factor. Many theories have identified that job satisfaction is directly proportional to performance. A person can live happily when he or she can enjoy both the professional and personal life equally. When workloads and stress start to consume a man's time for personal life, it leaves him or her mentally exhausted and restless (George and Jone 2005). Job satisfaction is dependent on a variety of different factors, including pay, promotion, benefits, trainings, nature of the job, job security, relationships with coworkers, and supervisor.

Working Condition

Employees are having a lot of trouble at work because many firms are failing to recognize how important the working environment or circumstances are to their job happiness. Because of their internal weaknesses, these companies are unable to outperform their rivals by launching innovative items into the market (Murphy 2004). Workers may not be able to perform to the best of their abilities if they are not in an atmosphere that permits them to work freely and without interference in order to achieve organizational requirements. The majority of firms disregard the working atmosphere inside their organization, which has a negative impact on employees' performance, according to Statt (2004).

Employee Training

The definition of training is a "efficient process of getting knowledge, abilities, skills and the behavior to meet the requirements of the job" (Nmadu 2013). Employee training helps to improve an organization's efficiency and boost performance in an efficient manner. Some employees' lack of skills, abilities,

knowledge, and competencies causes them to fail to complete tasks on time, and most of the time, the less capable employees would rather quit because they are unable to comprehend the technicalities of the task (Younis et al. 2021).

Job Description or Nature of Job

Employee Job satisfaction has a favorable correlation with the work itself, according to Locke (2002). Work is defined as "the degree to which the job offers the individual chances for learning and personal development, stimulating tasks, and the opportunity to be responsible and accountable for results" (Ogbonnaya et al. 2017). Employees choose cognitively challenging jobs that align with their abilities.

Pay and Benefits

Pay has an impact on work satisfaction, according to earlier research ((Younis et al. 2021). Workers anticipate receiving a specific amount of money in exchange for their contributions to the company, and pay is a numerical indicator of an employee's value. Companies must offer appealing and fair compensation in order to compete for the best people. Additionally, some researchers have established that income is a crucial factor of work satisfaction and that salary is an early incentive (Zoughaib et al. 2021).

The Concept of Employee Performance

Employee performance, according to Nmadu (2013), is the extent to which a worker completes the task or tasks that comprise their employment. This description was consistent with the definition provided by the Business Dictionary (2010), which states that an employee's performance is evaluated based on how well they do a task in relation to predetermined criteria for accuracy, completeness, cost, and speed. Workplace managers are responsible for making sure that employees' actions and output support the objectives of the company. To satisfy expectations and boost employee morale, this approach necessitates understanding the activities and outputs planned, monitoring their occurrence, and offering feedback (Nmadu, 2013).

However, productivity, which is defined as the amount, quality, timeliness, presence, and attendance of employees at work, as well as the efficiency and effectiveness of the work completed is linked to employee performance (Mathis, Fredrick, and Kenneth 2009). According to the Macmillan English Dictionary for Advanced Learners (2007), it is the standard by which someone completes an activity, such as a job or test. When managers or superiors inside the company acknowledge an employee's success, they frequently reward them with money and other perks. Performance is a key, if not the sole, need for future professional advancement and job market success. High achievers often have greater career possibilities and are promoted more readily within a company; however there may be exceptions (Nmadu 2013). According to Gibson (2012), employee morale and the successful and efficient fulfillment of duties that have been agreed upon by both parties and assigned by the employer are indicators of employee performance. Nmadu (2013) asserts that absenteeism, turnover, work satisfaction, and productivity are used to gauge performance. Furthermore, the writers concurred that it is important to distinguish between an action (i.e., behavioral) and an outcome component of employees' performance when conceptualizing their performance (Richard, 2009). What a person performs at work is referred to as the behavioral aspect. Additionally, only behaviors that are scalable, that is, measurable—are seen as representing employee success (Richard, 2009)

The quality and quantity that an individual employee or group of employees achieves after finishing a task is referred to as employee performance. Employee performance is defined as everyone's actual behavior as well as the output of their job that is relevant to their position within the company (Zoughaib et al. (2021). This implies that the idea of employee performance may be defined in a variety of ways, contingent on the many phases and intricacies of the work (Damle, 2012). The primary determinants of employee performance are attitudes, values, and perceptions. Individual talent, skill, and effort in a particular scenario determine performance (Younis et al. (2021). Nmadu (2013), states that an employee's performance is the extent to which they do the duties that comprise their employment. In order to achieve expectations and

boost employee morale, this procedure necessitates understanding the actions and outputs planned, monitoring their occurrence, and offering feedback. Employee performance, on the other hand, is linked to productivity, which is defined as output quantity, output quality, output timeliness, presence or attendance on the job, workplace morale, and output effectiveness (Statt 2004). Vroom (1964) had previously discovered that meeting the requirements of employees inside the company naturally leads to improved employee performance. Businesses that can make their workers happy will have more productive workers.

Because empirical research has shown a variety of contradictory opinions about the relationship between job happiness and employee performance, the notion that a contented worker is a productive employee is inconclusive (Zoughaib et al. (2021). Based on this, some academics believed that work happiness and employee performance in firms are not strongly associated, with job performance perhaps leading to job satisfaction but not the other way around. Numerous academics have said that workers perform better and are less likely to quit when they experience high levels of psychological well-being and job satisfaction (Nmadu 2013).

According to Zoughaib et al. (2021), there are three primary categories of job satisfaction: behavioral, cognitive, and evaluative. These include Evaluation Satisfaction which is a person's overall opinion of their job experience is related to evaluation satisfaction. It focuses on whether workers are happy with their jobs and workplace. Another one is Cognitive Satisfaction. Cognitive satisfaction measures how motivated an employee is and how intellectually difficult and interesting their work is. It expresses how they feel about the mental parts of their work, whether positively or negatively.

Behavioural Satisfaction is another categories of job satisfaction. Employee behavior at work, including how they interact with others, is a component of behavioral satisfaction. It shows how happy people are with their interactions with coworkers and how well they are able to keep up good ties.

Employee work satisfaction is influenced by so many factors. A more pleasurable work environment may be achieved by comprehending and resolving these variables. Among the crucial elements are:

Working Conditions

Although many people believe that having a decent salary is the main element that determines job happiness, other factors of working circumstances are just as significant. An employee's level of satisfaction is greatly impacted by their physical, mental, and emotional well-being as well as by their workplace's cleanliness and health. An environment that fosters happiness and well-being at work can increase job satisfaction and lower the probability that workers would look for other alternatives (Nmadu 2013).

Job Benefits

While a competitive wage is crucial, job satisfaction is also influenced by other advantages. When evaluating their level of job satisfaction, workers take into account things like paid leave plans, health insurance, retirement security, and incentive and reward systems (Murphy 2004).

Management Approach

Job satisfaction is greatly impacted by the management style used in an organization. Poor management is frequently characterized by a lack of respect, trust, independence, gratitude, and opportunity for staff members to grow and develop. When workers encounter these problems, they are more likely to be dissatisfied and think about quitting. Higher levels of job satisfaction can be attributed to growth possibilities, supportive management, and effective communication channels (Ogbonnaya et al. 2017).

Job Description and Responsibilities

Job satisfaction may be impacted by the type of job descriptions and duties assigned. Depending on the duties and obligations involved, employees may find a position fascinating or uninteresting. People may feel dissatisfied and look for other work if their current position does not make use of their abilities and expertise or if there are no prospects for advancement. Employee Job satisfaction may be raised by tackling repetitive work and offering chances for skill development (Murphy 2004).

Employee Job Satisfaction Measurement

According to Zoughaib *et al.* (2021) assessing the amount of contentment inside an organization requires measuring employee satisfaction. The following are some common techniques for determining employee satisfaction; Surveys and polls are a good way to get employees' opinions in a formal and consenting manner. Well-crafted surveys with open-ended questions encourage thoughtful responses. Anonymity should be maintained to ensure honest employee feedback, free from any perceived biases or repercussions. Informal Observation Methods another employee job satisfaction Measurement highlights employee absenteeism, true friendships among coworkers, and the turnover rate are some indicators of an organization's overall level of satisfaction. Evaluation of Performance another employee job satisfaction measurement shows how employee performance and satisfaction may be evaluated through routine performance reviews and assessments. Through these assessments, businesses may identify individual accomplishments, get input on work happiness, and match employee aspirations with corporate goals. Employee satisfaction may be better understood and opportunities for development can be identified with the help of performance evaluations.

Index of Employee Satisfaction a measurement of job satisfaction measures how in many nations, a trustworthy mathematical technique for gauging employee happiness is the Employee happiness Index (ESI). On a scale of 1 to 10, employees are asked three important questions and asked to assess their level of satisfaction. The percentage that represents the degree of satisfaction is then calculated by multiplying the average score by 100. Greater satisfaction is indicated by a larger percentage, whilst the need for improvement is shown by a lower proportion.

Job Satisfaction's Impact on Employee Performance

Job satisfaction dramatically impacts employee performance, since it affects different facets of their professional lives. Here are some ways in which job satisfaction influences employee performance according to Rodrigo *et al* (2022): Minimal Turnover; Employee satisfaction reduces organizational turnover rates because contented workers are less inclined to quit. Employers gain from this as it saves money, time, and effort when employing, training, and recruiting new staff. Higher employee retention may result from establishing a work environment that places a high priority on job satisfaction.

'Enhanced Efficiency' is another way job satisfaction influences employee performance. Workers that are happy in their positions are typically more engaged and driven. They are committed to the company and feel a feeling of loyalty, which frequently results in higher output. Contented workers are more inclined to go above and beyond to help the business succeed, which boosts productivity. Another way job satisfaction influences employee performance is through 'Ambassadors for Brands'. Happy workers spread the word about the business and its reputation. pleasant experiences and work satisfaction increase the likelihood that employees will spread their pleasant feelings to others. The company's reputation and brand loyalty are improved by this word-of-mouth advertising. Job satisfaction also influences employee performance through 'Improved Customer Support'. Customer service is directly impacted by job happiness. Outstanding customer service is more likely to be delivered by staff members who are content and pleased in their positions. Employees that are happy are driven to satisfy customers, have a positive outlook, and go above and beyond to make sure they are happy. This enhances the company's reputation and results in better client experiences.

Empirical Study

The influence of work satisfaction on employee performance at Pakistan's independent medical institutions was examined by Alamdar, Muhammad, Muhammad, and Wasim (2011). Two hundred physicians, nurses, plus administrative and accounting personnel employed by independent medical Punjabi institutions. Of the 250 questionnaires that were sent out, 200 were returned and analyzed. SPSS is used to statistically analyze data. The results showed that several factors influence job satisfaction and performance, including compensation, advancement, job safety and security, working conditions, job autonomy, relationships with coworkers and supervisors, and the nature of the work. In Istanbul, Turkey, Pushpakumari (2008) looked into how job happiness affected workers' performance. It examined the intrinsic and extrinsic incentives that influence an employee's level of work satisfaction. It also took into account how employees' age, sex, and experience affected their degree of job satisfaction. Additionally, it looked at the most fulfilling work-related experiences of workers and the reasons behind their retention and turnover. Three employee groups—professionals, managers, and non-managers—from twenty private sector companies across five industries participated in a field study utilizing a questionnaire to gather data. The results of the investigation showed that employee performance and work happiness are positively correlated.

Methodology

In order to ascertain the nature of connections and understand the motivations, viewpoints, theories, empiricism, and opinions of scholars, and findings and in addressing the study objectives, this study used secondary sources of data and employed a systematic and extant review of over 80 research articles from several international and reputable journals of related topics. Systematic literature reviews, according to Guillaume (2019, 1), are a transparent and reproducible process for combining scientific data to answer a particular research issue. They also aim to incorporate all relevant data and assess the data's quality. The importance of thorough literature reviews in determining current knowledge and knowledge gaps on specific topics is emphasized by Mengist et al. (2020, 2).

In order to examine the key academic contributions to the related themes of Strategic Role of Job Satisfaction on Employee Performance in Nigeria, as well as related concepts, this study built a methodical examination of the literature. We examined over 80 empirical and qualitative research papers from credible international journals to learn about scholarly viewpoints and study findings on the Strategic Role of Job Satisfaction on Employee Performance in Nigeria in Fostering quality of life and national development. The research technique used in the literature study was based on the notion that "thematic analysis is the process of identifying patterns or themes within qualitative data," as stated by Braun and Clarke (2015, 225). The first step in evaluating the data for was becoming familiar with it, which required reading the summaries of each paper and closely examining the content, as well.

Discussion of Results

Empirical research indicates that compensation and benefits, training, working conditions, and the nature of the job are the factors influencing employee performance and job satisfaction. To accomplish the goals of the study, hypotheses of related studies were reviewed based on these factors. Employee performance and salary and benefits were shown to be positively correlated, according to the correlation study. Additionally, employee performance and training showed a favorable link or positive connections, although working circumstances showed a weakly positive relationship. There was a somewhat favorable correlation between employee performance and the type of the work. All of the predictor variables, such as pay and benefits, training, and working conditions, have a positive effect on employee performance, according to the regression analysis's result reviewed. Additionally, it found that job satisfaction significantly improves employee performance (Rodrigo et al 2022). . Additionally, employee performance is greatly impacted by compensation and perks. Therefore, it is advised that the business provide job stability and allocate tasks and responsibilities that correspond with each employee's abilities and qualifications in accordance with the policy's implications. Maintaining compensation parity for workers at the same level is also crucial. In

order to offer performance-based incentives, it is also advised to put in place an appropriate increment mechanism. The organization must identify the employee's training needs and refer them to the best training courses in accordance with those needs. Additionally, the organization might plan leisure and welfare events to strengthen bonds between managers and staff.

Conclusion Recommendations

Employee performance and the success of the organization as a whole are significantly influenced by job satisfaction. Employee engagement, productivity, and retention can be greatly impacted by comprehending the various forms of job satisfaction, determining the variables that affect satisfaction levels, and putting policies in place to measure and enhance job satisfaction. By placing a high priority on job satisfaction and funding employee performance training, organizations may establish a productive workplace that encourages dedication, motivation, and well-being. This study concludes that compensation and benefits, training, working conditions, and the nature of the job are the factors influencing employee performance and job satisfaction. Employee performance and salary and benefits were shown to be positively correlated or have positive connections with organizational performance, according to the correlation study. Additionally, employee performance and training showed a favorable link or positive connections, although working circumstances showed a weakly positive relationship. There was a somewhat favorable correlation between employee performance and the type of the work. All of the predictor variables, such as pay and benefits, training, and working conditions, have a positive effect on employee performance, according to the regression analysis's result reviewed. Additionally, it found that job satisfaction significantly improves employee performance. The primary element impacting employee performance is the nature of the job. Additionally, employee performance is greatly impacted by compensation and perks.

Based on this study results, this research paper recommends therefore, that the business provide job stability and allocate tasks and responsibilities that correspond with each employee's abilities and qualifications in accordance with the policy's implications. Maintaining compensation parity for workers at the same level is also crucial. In order to offer performance-based incentives, it is also recommended to put in place an appropriate increment mechanism. The organization must identify the employee's training needs and refer them to the best training courses in accordance with those needs. Additionally, the organization might plan leisure and welfare events to strengthen bonds between managers and staff.

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