

The Role of Job Satisfaction in Improving Job Performance: A Case Study of The Research Center in Applied Economics for Development

دور الرضا الوظيفي في تحسين الأداء
الوظيفي: دراسة حالة مركز البحث في
الاقتصاد المطبق من أجل التنمية

Amalou Sif Islem*
Higher National School of Management
si.amalou@ensm.dz

Naga Nahla
Centre for Research in Applied Economics for Developmen
n.nahla@hotmail.fr

Received date: 11 / 07 / 2023

Acceptance date: 11 / 01 / 2024

ملخص:

تهدف هذه الدراسة إلى اختبار العلاقة بين الرضا الوظيفي من جهة (كمتغير مستقل) من خلال مجموعة من الأبعاد (الأجر، محتوى العمل، الرضا عن الإشراف، الرضا عن العدالة في الحصول على الترقية، الرضا عن زملاء وجماعات العمل، الرضا عن ظروف العمل المادية)، والأداء الوظيفي لمستخدمي المركز (كمتغير تابع) من جهة أخرى، وتضمنت عينة الدراسة فئات ثلاث من المستخدمين (باحثين دائمين، مستخدمين دعم البحث، أعوان متعاقدين)، حيث تم استخدام برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS) لمعالجة البيانات، وقد توصلت الدراسة لوجود علاقة إيجابية بين الرضا الوظيفي لدى مستخدمي المركز وأدائهم الوظيفي.

الكلمات المفتاحية: الرضا الوظيفي، الأداء الوظيفي، SPSS، CREAD.

تصنيفات JEL : O15، M12، J24

Abstract :

This study aims to test the relationship between job satisfaction on the one hand (as an independent variable) through a set of dimensions (pay, work content, satisfaction with supervision, satisfaction with fairness in obtaining promotion, satisfaction with colleagues and work groups, satisfaction with material working conditions). And the job performance of the center's employees (as a dependent variable) on the other hand, the study sample included three categories of employees (permanent researchers, research support users, contracting agents), where the Statistical Packages for Social Sciences (SPSS) program was used to process the data, The results showed that there are A positive relationship between the job satisfaction of the center's employees and their job performance.

Keywords : Job Satisfaction, Job performance, CREAD, SPSS.

Jel Classification Codes: J24, M12, O15

* Corresponding author

Introduction :

Job satisfaction is a fundamental aspect of work that has a significant impact on job performance. It refers to an employee's overall satisfaction with their work, including factors such as compensation, working conditions, job security, and advancement opportunities. Research has shown that job satisfaction is positively associated with job performance, as satisfied employees tend to be more productive, engaged, and motivated in their roles.

One study by Judge et al. (2001) conducted a meta-analysis of multiple studies investigating the relationship between job satisfaction and job performance. The authors found a positive and meaningful relationship between job satisfaction and job performance, indicating that job satisfaction is an important indicator of job performance. Furthermore, they found that this relationship was consistent across various professions, industries, and countries, suggesting that job satisfaction is a universal factor that impacts job performance. Another study by Spector (1997) found a positive correlation between job satisfaction and job performance, as well as absenteeism and turnover. The study also found that job satisfaction was associated with other positive outcomes, such as higher levels of motivation, goal achievement, and organizational citizenship behavior. These findings highlight the importance of job satisfaction not only for individual employees but also for organizations as a whole, as satisfied employees are likely to contribute to organizational success.

A study conducted by Locke (1976) revealed that job satisfaction is positively related to motivation and goal achievement, which, in turn, can lead to improved job performance. The study found that employees who are satisfied with their work are more likely to have higher levels of motivation, set and achieve personal and organizational goals, and engage in behaviors that benefit the organization. This underscores the significance of job satisfaction in enhancing employee performance and organizational success.

It can be concluded that there is strong evidence that job satisfaction has a significant impact on job performance. These results indicate that organizations should strive to create a positive work environment that fosters job satisfaction in order to enhance employee performance and achieve organizational success. This can be achieved through various means, such as providing competitive compensation and benefits, offering opportunities for professional development, promoting work-life balance, and creating a supportive and inclusive workplace culture.

Despite numerous studies on this topic, there is inconsistency in the findings regarding the relationship between job satisfaction and job performance. Some studies have found a strong relationship, while others have found a weak relationship. The relationship between job satisfaction and job performance may be influenced by a range of individual and contextual factors, such as employee personality traits, job

autonomy, and work engagement. These factors can make it challenging to determine the true impact of job satisfaction on job performance. Therefore, this article aims to address this issue by examining the impact of job satisfaction on job performance. It is understood that the relationship between job satisfaction and job performance is complex and may not be fully understood. Further research is needed to better understand this relationship and identify best practices for improving job satisfaction and job performance.

Despite the significant effects of job satisfaction on organizational outcomes, there is a lack of practical application of research findings in real-world organizations. This may be due to a lack of understanding of best practices for improving job satisfaction and job performance, as well as a lack of resources and support from organizational leadership.

These challenges underscore the importance of conducting further research to better understand the relationship between job satisfaction and job performance and identify best practices for improving both. Based on the above, this study aims to explore the impact of job satisfaction on the performance of users in the Applied Economics Research Center for Development. Therefore, the following general question can be posed:

What extent does job satisfaction contribute to improving the job performance of employees in the Research Center in Applied Economics for Development?

To answer this general question, the main hypothesis is formulated, which represents the initial answer we seek to test through this study:

There is a positive effect of the dimensions of job satisfaction (salary, job content, satisfaction with supervision, satisfaction with fairness in promotion, satisfaction with colleagues and work groups, satisfaction with working conditions) on the job performance of employees in the Research Center in Applied Economics for Development.

Based on this main hypothesis, the following sub-hypotheses branch out:

There is a statistically significant effect at a significance level less than or equal to (0.05) for salary on the job performance of employees in the research center.

There is a statistically significant effect at a significance level less than or equal to (0.05) for job content on the job performance of employees in the research center.

There is a statistically significant effect at a significance level less than or equal to (0.05) for satisfaction with supervision on the job performance of employees in the research center.

There is a statistically significant effect at a significance level less than or equal to (0.05) for satisfaction with fairness in promotion on the job performance of employees in the research center.

There is a statistically significant effect at a significance level less than or equal to (0.05) for satisfaction with colleagues and work groups on the job performance of employees in the research center.

There is a statistically significant effect at a significance level less than or equal to (0.05) for satisfaction with working conditions on the job performance of employees in the research center.

Study Objectives:

The primary objective of this study is to investigate the relationship between job satisfaction and job performance, with a focus on understanding the impact of job satisfaction on job performance. The specific objectives of this study encompass the following:

- Assess the degree to which job satisfaction is positively associated with job performance.
- Explore the underlying mechanisms through which job satisfaction influences job performance, including factors such as increased motivation, effective leadership, and organizational justice.
- Evaluate the generalizability of the relationship between job satisfaction and job performance across various professions, industries, and countries.

The ultimate goal of this study is to gain a comprehensive understanding of how job satisfaction influences job performance, thereby providing valuable insights for organizations in creating a positive work environment that promotes employee well-being and enhances organizational success.

The significance of this study can be summarized as follows:

Enhancing employee well-being: Job satisfaction plays a crucial role in fostering employee well-being and has been linked to numerous positive outcomes, including reduced stress and improved mental health. By examining the impact of job satisfaction on job performance, this study offers insights into how organizations can create a conducive work environment that supports employee well-being.

- Increasing productivity: Satisfied employees tend to be more productive and engaged in their work. This study aims to establish evidence of the relationship between job satisfaction and job performance, enabling organizations to develop strategies that improve employee productivity.
- Improving organizational performance: Satisfied employees are more likely to engage in behaviors that benefit the organization, such as collaborative

teamwork and delivering superior customer service. By investigating the impact of job satisfaction on job performance, this study provides insights for organizations seeking to enhance overall organizational performance.

- Advancing understanding of the workplace: This study contributes to a broader understanding of the workplace and the factors that influence employee behavior and performance. The findings can inform the development of theories and models related to job satisfaction and job performance, serving as a foundation for future research in this field.

In conclusion, this study holds significant importance as it offers valuable insights into creating a positive work environment that supports employee well-being, enhances job performance, and contributes to overall organizational success.

First : Theoretical Framework

1. Job Satisfaction:

- **Definition of Job Satisfaction:** Job satisfaction is defined as a set of feelings experienced by an individual regarding their job. Internal and external job satisfaction are two components of overall job satisfaction. Internal job satisfaction is derived from the internal desire experienced during the performance of a specific task with the aim of achieving pleasure. Therefore, satisfaction comes after engaging in that specific task. On the other hand, external job satisfaction is derived from external factors such as salary, promotion opportunities, and the goal of obtaining rewards ¹. Similarly, define job satisfaction as the individual's feeling or mental state that considers the nature of their work. The authors also explain that job satisfaction can be influenced by various job-related dimensions, including the quality of the employee's relationship with their supervisor, the physical environment in which they work, and the level of achievement in their work.

The researchers define job satisfaction as the extent of an individual's satisfaction with various job aspects, including their duties, responsibilities, working conditions, wages, benefits, relationships with coworkers, and supervisors. It reflects the individual's overall sense of satisfaction and fulfillment in their work.

- **Dimensions of Job Satisfaction:**

Salary: Salary refers to the amount given to the worker or employee in return for their work or other contributions to the organization. As a result, salary has two aspects: the first aspect represents the expenses incurred by the organization and the productivity provided by the employee in return, while the second aspect represents the effort exerted by the employee in their position in exchange for the compensation they receive ².

Job Content: Job content refers to the specific tasks, duties, and responsibilities that constitute an individual's job or role within the organization. It describes the scope of work to be performed and the goals to be achieved. The more the job contains elements that capture the individual's attention and align with their interests, the greater their sense of importance in the organization and job satisfaction. Job content can also be defined in job descriptions or job specifications, serving as a guide for employees and managers to understand job expectations and requirements³.

Supervision Style: Supervision style refers to the way in which a supervisor manages, leads, and communicates with subordinates in the workplace. It includes the supervisor's positions, behaviors, and procedures, and it influences decision-making, task allocation, feedback provision, and employee motivation.

Promotion Justice: It is important for promotions to be based on an individual's skills, experiences, and personal achievements rather than factors such as favoritism, discrimination, or other biases. The promotion process should be transparent and subject to appropriate supervision to prevent any cases of discrimination. Additionally, clear promotion criteria should be in place and consistently applied to all individuals seeking promotion. This helps ensure that promotions are determined objectively and based on merit, promoting justice in obtaining promotions, which is crucial for building trust, fairness, and job satisfaction within the organization.

Workgroups: Workgroups are members of the organization who have an explicit work-related relationship that influences and is influenced by each other. Workgroups impact individual satisfaction to the extent that the group represents a source of benefit or a source of stress for the individual. The more the individual interacts with others at work and engages in mutually beneficial exchanges, the more the workgroup becomes a source of job satisfaction. Conversely, increased interaction with other individuals that leads to tension, hinders the satisfaction of needs, or hampers the achievement of goals, the workgroup becomes a reason for the individual's dissatisfaction with their job⁴.

Physical Working Conditions: Physical working conditions refer to the environmental and material factors in the workplace that can affect employees' health, safety, and well-being. These conditions include factors such as temperature, lighting, ventilation, noise levels, space, storage, and access to necessary equipment and resources. This can help ensure that employees enjoy a safe and healthy work environment that supports their well-being and overall job satisfaction.

2. Job Performance:

- **Definition of Job Performance:** Job performance simply refers to the act of doing something, such as work, a task, or a duty. It also refers to the execution of a command related to a specific job or task. Employee performance is the extent to which they effectively fulfill their tasks, duties, and responsibilities. Since achieving the organization's goals and objectives is evaluated based on the performance of its resources, it is necessary to evaluate employee performance regularly and maintain it ⁵. Employee performance is considered a key factor in the success or failure of an organization. Performance represents the accomplishment of required work effectively and efficiently, enabling the organization to achieve its goals. Training employees helps them acquire the latest skills and knowledge to improve performance ⁶.

Performance is the level of achievement and completion of tasks assigned to a specific individual that meets or exceeds the position requirements. It reflects how performance and effort are often intertwined concepts. The difference between effort and performance is that effort relates to the energy used, while performance refers to the results achieved by the individual ⁷.

Based on the above, performance can be defined as the behavior and physical and/or mental effort exerted by individuals when performing assigned tasks. It represents the outputs of individuals' behaviors, motives, and desires, which vary based on the nature of organizational factors. Performance can be enhanced by improving organizational factors to reach the level of creativity and innovation.

- **Dimensions of Job Performance:**

Creativity and Innovation: Creativity and innovation refer to the ability to generate new ideas and find unique solutions to problems. These concepts play a crucial role in driving growth, competitiveness, and success in individual and organizational contexts. Creativity and innovation can significantly impact job performance, as they allow individuals to come up with new and unique solutions to problems and approach their work in a fresh and innovative way.

An employee's commitment to their job and their ability to be creative and innovative are related to the extent of encouragement of creative thinking by the organization's management, as well as the belief that innovation is the foundation of organizational success.

The essence of creativity is an idea that has no source other than humans. New knowledge and creative ideas are important and necessary elements for

societal development. This means that institutions committed to excellence must make efforts to provide opportunities for their employees to develop organizational and managerial capabilities and creativity.

Knowledge of Job Requirements: Job requirements refer to the specific skills, experience, education, and personal characteristics necessary for an individual to effectively perform a particular job. These requirements may vary depending on the type of job and the level of responsibility involved. Knowledge of job requirements is crucial for job performance because it provides individuals with a clear understanding of what is expected of them in their role. When employees have a good understanding of the skills, experience, and qualifications required for their job, along with a clear understanding of their duties and responsibilities, they are better equipped to perform their role effectively.

Effectiveness: It refers to the extent to which selected goals are appropriate and successfully achieved. Effectiveness is about achieving the organization's goals in a timely manner and in a good manner that aligns with the surrounding environment. According to this concept, effectiveness is measured by the ratio of actual goals achieved to the predetermined goals. At the individual level, it refers to the individual's ability to achieve the required goals.

Second : Methodology

Our research cannot be of significance if we rely solely on the theoretical aspect without conducting a field study that allows us to apply what we have covered in the theoretical aspect to practical reality. This type of research is descriptive and utilizes a quantitative approach through a questionnaire.

1. Study Population: The study population encompasses all elements and components of the problem or phenomenon under investigation. It refers to those individuals on whom the results can be generalized. Our study population consists of all employees at the Research Center in Applied Economics for Development (CREAD), which is a public scientific and technological institution under the supervision of the Ministry of Higher Education and Scientific Research. CREAD is responsible for research activities in the fields of economic research and social economics. It also contributes through its research teams in producing and providing various data related to both economic research issues and social economics. The center plays a significant role in analyzing various areas of social and human sciences. It comprises 133 employees, including 75 researchers, 53 research support staff, and 5 contracted agents.

2. Study Sample: The sample is a partial group extracted from the population using a specific scientific method. We chose the comprehensive survey method and

distributed an electronic questionnaire to all individuals in the study population, which amounts to 133 employees. We received 57 valid questionnaires for the study.

Third : Discussion and results

Table (1)

Demographic information of the sample

Discription		Frequency	%
Age	Less Than 30	6	10.52
	30-40	30	52.63
	Above 40	21	36.85
Gender	Male	34	59.65
	Female	23	40.35
Qualification	High School	3	5.26
	Academic	13	22.80
	M.Ph/ Phd	41	71.93
Seniority	Less Than 5	17	29.82
	5-10	20	35.09
	Above 10	20	35.09

The analysis of the data presented in the figure reveals several key findings. Firstly, the majority of the study sample consists of males, comprising 34 individuals, accounting for approximately 59.65% of the total sample. In contrast, females represent a smaller proportion, with 23 individuals making up approximately 40.35% of the sample.

In terms of age distribution, the figure indicates that the highest number of participants falls within the age group of 30-40 years, with a total of 30 individuals, making up around 52.63% of the sample. The next largest category is individuals aged above 40 years, with 21 participants, constituting approximately 36.85% of the sample. Interestingly, the age group below 30 years is the smallest category, comprising only 6 individuals, representing an estimated rate of 10.52%.

Regarding educational attainment, the figure demonstrates that the majority of the study sample holds postgraduate degrees. Specifically, 41 individuals, accounting for approximately 71.93% of the sample, have pursued postgraduate studies. The next

significant category consists of undergraduates, with 13 individuals representing an estimated rate of 22.80%. A smaller proportion of the sample holds secondary-level education, constituting approximately 5.26%.

Furthermore, the figure highlights that individuals with professional experience ranging from 5 to 10 years and those with more than 10 years of experience constitute the largest segments of the study sample. Both categories consist of 20 individuals, representing an estimated rate of 35.09% each. The subsequent category includes individuals with professional experience of less than 5 years, with 17 participants, accounting for approximately 29.82% of the sample.

In conclusion, the analysis of the figure provides valuable insights into the demographic characteristics of the study sample. It reveals a higher representation of males, individuals aged 30-40 years, postgraduate degree holders, and those with professional experience ranging from 5 to 10 years and over 10 years. These findings contribute to a better understanding of the sample composition and will be instrumental in interpreting the results of the study accurately.

Table (2)

Hypothesis testing

Dependent Variable	Independent Variable	T-Test	Beta	Sig
Salary Job Satisfaction	Job Performance	2.001	0.260	0.05
Job Content Job Satisfaction	Job Performance	4.057	0.480	0.000
Supervisor Job Satisfaction	Job Performance	5.445	0.592	0.000
Promotion Job Satisfaction	Job Performance	1.049	0.140	0.299
Working Condition Job Satisfaction	Job Performance	1.379	0.183	0.174
Co-Workers Job Satisfaction	Job Performance	5.507	0.596	0.000

The present findings, obtained through linear regression analysis and descriptive study, offer valuable insights into the relationship between various factors and performance levels. The following conclusions can be drawn based on the statistical tests conducted:

Wage and Job Performance: The results indicate a significant positive relationship between wages and job performance. The T-test yielded a calculated value of 2.001, exceeding the critical value of 1.96 at a significance level of 0.05. Furthermore, the Beta coefficient (BETA) was determined to be 0.260, confirming a positive effect. Thus, it can be concluded that a higher reliance on wages leads to enhanced performance among employees at the Research Center in Applied Economics for Development, thereby validating the first hypothesis.

Work Content and Performance Levels: The analysis reveals a significant positive association between work content and performance levels. The T-test yielded a calculated value of 4.057, surpassing the critical value of 1.96 at a significance level of 0.000. The Beta coefficient (BETA) was determined to be 0.480, indicating a positive effect. This finding supports the second hypothesis, suggesting that greater attention to work content positively influences the performance levels of employees under study.

Satisfaction with Supervision and Performance Levels: The results demonstrate a significant positive impact of satisfaction with supervision on performance levels. The T-test yielded a calculated value of 5.445, surpassing the critical value of 1.96 at a significance level of 0.000. The Beta coefficient (BETA) was determined to be 0.592, signifying a positive effect. Consequently, it can be concluded that a higher level of satisfaction with supervision leads to improved performance among employees at the research center. This finding validates the third hypothesis.

Satisfaction with Fairness in Promotion and Performance Levels: The analysis suggests that satisfaction with fairness in obtaining promotion does not significantly affect performance levels. The T-test yielded a calculated value of 1.049, which falls below the critical value of 1.96. Furthermore, at a significance level of 0.299, the tabular value exceeds 0.05. These results indicate that the fourth hypothesis, proposing a relationship between satisfaction with fairness in promotion and performance levels, is not supported.

Satisfaction with Co-workers and Work Groups and Performance Levels: The findings reveal a significant positive relationship between satisfaction with co-workers and work groups and performance levels. The T-test yielded a calculated value of 5.507, exceeding the critical value of 1.96 at a significance level of 0.000. Moreover, the Beta coefficient (BETA) was determined to be 0.596, indicating a positive effect. Thus, it can be concluded that higher satisfaction with co-workers and work groups contributes to improved performance among employees at the Research Center in Applied Economics for Development. This result confirms the validity of the fifth hypothesis.

Satisfaction with Physical Working Conditions and Performance Levels: The analysis suggests that satisfaction with physical working conditions does not

significantly impact performance levels. The T-test yielded a calculated value of 1.379, which falls below the critical value of 1.96. Additionally, at a significance level of 0.174, the tabular value exceeds 0.05. These findings indicate that the sixth hypothesis, proposing a relationship between satisfaction with physical working conditions and performance levels, is not supported.

In conclusion, this study's results provide empirical evidence supporting the positive influence of wages, work content, satisfaction with supervision, and satisfaction with co-workers and work groups on performance levels among employees at the Research Center in Applied Economics for Development. However, no significant relationships were found between satisfaction with fairness in obtaining promotion and satisfaction with physical working conditions on performance levels. These findings contribute to a better understanding of the factors that contribute to employee performance and can inform strategies for enhancing workplace productivity and satisfaction.

Fourth : Conclusion

The findings of this research provide valuable insights into the relationship between job satisfaction dimensions and job performance among users of the Research Center in Applied Economics for Development. The results demonstrate a positive effect of various job satisfaction dimensions, including wage, work content, satisfaction with supervision, and satisfaction with colleagues and work groups, on job performance. Employees who experience high levels of job satisfaction in these dimensions are more likely to exhibit better job performance. However, it was observed that satisfaction with fairness in obtaining promotion and satisfaction with physical working conditions do not significantly impact job performance among center users.

The association between job satisfaction and job performance is a complex and multidimensional phenomenon that has been extensively studied across various disciplines. Previous research has consistently shown a positive relationship between job satisfaction and job performance, indicating that satisfied employees tend to perform better than dissatisfied ones. This positive relationship can be attributed to several factors, including increased motivation, reduced absenteeism and turnover rates, and higher levels of engagement and productivity.

However, it is important to acknowledge that the relationship between job satisfaction and job performance is not always straightforward and can be influenced by individual, organizational, and situational factors. Some individuals may demonstrate high job performance despite experiencing job dissatisfaction, while others may report job satisfaction but exhibit subpar performance. Therefore, while job satisfaction serves as an important predictor of job performance, it should be considered in conjunction with other relevant variables. Organizations should strive to

foster a positive work environment that promotes both job satisfaction and performance.

In conclusion, this study highlights the significance of job satisfaction dimensions, such as wage, work content, satisfaction with supervision, and satisfaction with colleagues and work groups, in determining job performance among users of the Research Center in Applied Economics for Development. These findings contribute to the existing body of knowledge on the relationship between job satisfaction and job performance, emphasizing the need for organizations to prioritize the creation of a favorable work environment that enhances both employee satisfaction and performance.

List of references:

1. Navas, S., & Vijayakumar, M. (2018). Emotional Intelligence : A Review of Emotional Intelligence Effect on Organizational Commitment, Job Satisfaction and Job Stress. International Journal of Advanced Scientific Research & Development (IJASRD), 5, 1-7. <https://doi.org/10.26836/ijasrd/2018/v5/i6/50602>
2. عيساوي، ف.، & الهزام، م. (2022). الدور الوسيط للتحفيز في العلاقة بين الأجر والرضا الوظيفي للموظف (دراسة حالة الصندوق الوطني للتأمينات الاجتماعية للعمال الأجراء CNAS فرع تندوف). مجاميع المعرفة، 7 (3)، 156-173.
3. بلقاضي، ا. (2023). سبل وآليات تحقيق الرضا الوظيفي للموارد البشرية في المنظمة. دفاتر البحوث العلمية، 10 (2)، 512-529.
4. بلمقدم، ف. (2022). علاقة الرضا الوظيفي ببعض المتغيرات التنظيمية (دراسة ميدانية على عمال البريد بمدينة وهران). مجلة العلوم الاجتماعية، 16 (1)، 43-50.
5. 5. Eltahir, O. (2018). **Impact of Job Rotation on Employees' Performance** : Case study Omdurman Ahlia University Employees, Sudan. 10.
6. 6. Omotunde, O. I., & Alegbeleye, G. O. (2021). Talent management practices and job performance of librarians in university libraries in Nigeria. The **Journal of Academic Librarianship**, 47(2), 102319. <https://doi.org/10.1016/j.acalib.2021.102319>
7. 7. Tichat, S. (2022). Impact Of Job Rotation On Employees Performance Case Study : The National Savings and Reserve Fund-Bank - Reghaia. مجلة الأصيل للبحوث الاقتصادية والإدارية، 6 (2)، 15 □ 32.