International Journal of Advanced Robotics and Intelligent Systems
Volume 2, Issue 02, 2026

# A theoretical analysis of the relationship between job satisfaction and employee performance to determine how the two variables are related to one another

Bruno ,Leonardo . Department of Intelligence , Brazil

*Research Article*

**Date of Submission: 13-04-2026** **Date of Acceptance:16-05-2026** **Date of Publication: 19-07-2026**

**Abstract:** Organizations perceive the internal human factor as a crucial source of progress in today's environment, which represents an environment that is becoming more competitive. Managers are, on the one hand, focusing their attention on the well-being, wants, needs, personal objectives, and ambitions of their workers in order to have a better understanding of job satisfaction. On the other hand, managers make judgments about the organization depending on the performance of the workers.
The objective of this research is to determine the elements that influence work satisfaction as well as the ones that determine employee performance, and then to examine the link between these two aspects. The purpose of this study is to investigate the relationship between work satisfaction and employee performance, as well as the relationship between job satisfaction and employee performance. This study is an interpretivist research study. Additionally, the nature of the link that exists between these two variables is investigated in this research.
According to the findings of the research, the connection is a cycle of cause and effect, meaning that satisfaction leads to performance and performance leads to satisfaction via a variety of different mediating elements. This bidirectional orientation of the relationship is shown by the study. Organizations that are successful are those who conduct performance assessment and satisfaction tests on a regular basis in order to monitor the quantity of these significant factors and choose the appropriate course of action.

**Keywords:** Contentment, performance, organizational behavior, employee behavior, and productivity are all important areas of focus.

## INTRODUCTION

The current climate, which is becoming more competitive, presents organizations with a great deal of difficulty. It was said by Indermun and Bayat (2013) that a great number of firms are having difficulty becoming strong competitors in order to accomplish their aims and objectives. According to Indermun and Bayat (2013), firms place a significant amount of time and effort into determining the level of employee satisfaction in order to improve their productivity and achieve their overall organizational goals. This is because the workforce remains the most important component in the success of a company in the modern day. As a result, corporations are worried about the relationships between employees and the amount of pleasure they experience, and this is regarded to be a crucial problem in connection to the performance and progress of the company.

"[...] a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience," was the definition that Locke (1976) provided for employee satisfaction according to his definition.Employee happiness with their jobs is influenced by a variety of variables. There are two types of characteristics that might contribute to job satisfaction: intrinsic factors, which are associated with the work itself, and extrinsic factors, which are associated with instrumental values (Watson, 2012). According to Aziri (2011), job satisfaction is influenced by a variety of elements, including the

nature of the work, the pay, the prospects for promotion, the management, the work groups, and the working circumstances.

It is crucial to have a thorough understanding of the work performance of each person, since choices made by the organization are based on individual performance (Sonnentag, Volmer, & Spychala, 2008), which ultimately leads to the success of the company. In the context of performance, "behavior that accomplishes results" (Armstrong & Taylor, 2014) or the question of whether or not an employee is doing effectively at his work (Javed, Balouch, & Hassan, 2014) are taken into consideration.

There are a variety of factors that determine how well employees accomplish their jobs. A work context model was used by Folami et al. (2005). This model separated the variables into four distinct groups: the person factors, the task features, the economic factors, and the organizational setting.

According to Skibba (2002), one of the most explored topics in the field of organizational psychology is focused on the link between work satisfaction and job performance. The relationship between work happiness and employee performance has been the subject of a significant number of studies. According to the majority of them, there is a correlation between work satisfaction and employee performance, and there is also a correlation between employee performance and job satisfaction (Skibba, 2002). Nevertheless, the question of whether the influence is direct or indirect is seldom brought up by them.

In light of this, an explanatory interpretivist research is carried out in order to have a better understanding of the reality of the connection between work happiness and employee performance. In order to get a comprehensive grasp of the topic under investigation and to examine the work that was done by earlier scholars in the same field, a large number of secondary data gathering sources have been included.

The first part of this study paper is the literature review, which is where characteristics of work happiness and performance are presented according to the findings of previous researchers. The second part is the methodology chapter, which provides an explanation of the study technique and the sources of the data. The third step is the discussion and results, which includes an examination of the connection involved and a discussion of the hypothesis. In conclusion, the verdict and some suggestions are presented.

## LITERATURE REVIEW

### 1. Job Satisfaction in Literature

Putman (2002) asserts that in order for management to enhance the overall performance of the business, it is essential for them to have a solid understanding of work satisfaction. There have been a number of writers that have provided a definition of job satisfaction. In the following text, you will find descriptions of some of the most often used definitions. According to Cucina and Bowling

(2015), Robert Hoppock made a significant contribution to the definition of work satisfaction and offered valuable professional advise at a period of time when research on job satisfaction was still in its very early phases. As stated in Aziri (2011), Hoppock was one of the pioneers who pushed the concept of work satisfaction to the forefront of the public consciousness. The term "job satisfaction" was defined by him as "any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with their job."

He described work satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences," and Locke (1976) was the one who first proposed this definition. According to Saiyadain (2009), job satisfaction is defined as the "End state of feeling." According to Saiyadain (2009), the feelings might be either good or negative, depending on whether or not the requirements are met by the experience.

According to Robbins and Judge (2013), work satisfaction may be defined as "a positive feeling about a job, resulting from assessing and evaluating its characteristics." According to Robbins and Judge (2013), individuals who have a high level of work satisfaction are those who have good sentiments about their employment, while those who have bad feelings about their job have a low level of job satisfaction. According to Armstrong et al. (2014), job satisfaction may be described as "the attitudes and feelings that people have approximately their work." According to him, the attitude that a person has toward his work is the most important factor in determining whether or not he is content with his job. If a person has a good attitude and how they think about their job, then they are satisfied with their employment, and vice versa.

It is essential for every company to make an effort to comprehend and acknowledge the human component. An company that is successful will typically see an average worker as the primary source of benefits in terms of both quality and productivity. According to Gupta, Kaur, Gupta, Jain, and Sharma (2012), personnel are the primary source of improvement for these types of firms. They do not look to capital investment as the primary source of progress.

One of the most important aspects that determines the efficiency and success of commercial organizations is the degree to which employees are satisfied with their jobs. In today's world, businesses and management are placing a greater emphasis on the well-being of their workers and making an effort to comprehend their wants, requirements, personal objectives, and ambitions.

One of the most important factors in determining an employee's level of success is their level of satisfaction. When one considers the many unfavorable outcomes that might result from discontent with one's employment, such as a lack of loyalty, increased absenteeism, an increase in the frequency of accidents, and so on, the significance of workplace contentment becomes more apparent. (2011) According to Aziri.

The degree to which an individual is satisfied with their job has a substantial impact on several organizational measurements, including customer satisfaction and financial ones. Consequently,

establish achievement and competitiveness within the company (Saari & Judge, 2004).

According to Spector (1997), there are three different points of view that explain why it is important to evaluate work satisfaction. To begin, from a humanitarian point of view, corporations have to be conscious of the significance of treating their workers with fairness and respect.Second, from a utilitarian point of view, work satisfaction or unhappiness may have a significant impact on the behavior of employees, which in turn will have an effect on the operations and activities of the organization's company. Therefore, contentment with one's employment will lead to good conduct, and vice versa, discontent with one's work would lead to bad behavior on the part of workers. The third point is that work satisfaction may be used as an indication of the activities of a company. According to Spector (1997), improvements to organizational units that would improve performance may be implemented if job satisfaction was evaluated in a variety of organizational units.

A number of different elements might have an effect on how satisfied one is with their job. According to Spector (1997), the factors that contribute to job satisfaction are as follows: the nature of the work itself, people who work with you or supervisors, the character of the company itself, and rewards such as income or fringe benefits. According to Aziri (2011), job satisfaction is influenced by a variety of elements, including the nature of the work, the pay, the prospects for promotion, the management, the work groups, and the working circumstances.

Numerous researchers have discussed Herzberg's two-factor model, also known as the motivation-hygiene theory. This model illustrates two factors that influence job satisfaction: intrinsic job satisfaction factors, also known as the motivator satisfaction factors, and extrinsic job satisfaction factors, also known as the preventing dissatisfaction factors. Achievement, recognition, responsibility, development, growth, and the job itself are all examples of intrinsic factors. Intrinsic factors result from the labor itself. As a result of their

Their absence was not always unsatisfying; in fact, when they were there, they had the potential to be a driving force. Extrinsic elements, also known as hygiene factors, include things like supervision, working environment, coworkers, compensation, regulations and procedures, job stability, status, and personal life. Personal life is also included in this category. It is possible that their absence might lead to discontent (Aziri, 2011; Fugar, 2007). They are not always gratifying when they are there.

According to Armstrong et al. (2014), there are three levels of influencing factors that affect job satisfaction. The first level is the intrinsic motivating factors, which are related to the content of the job. In particular, the five dimensions of jobs, also known as the job characteristics model, are skill variety, task identity, task significance, autonomy, and feedback. Second, the quality of supervision: the most essential factor in determining the attitudes of workers is the supervision that is provided. Third, whether you are successful or unsuccessful: without a doubt, success will result in satisfaction, whilst failure will undoubtedly result in unhappiness with the outcome. An individual will experience an increase in his sentiments and a sense of fulfillment when he puts in a lot of effort and makes the

most of his skills in order to demonstrate to himself and to others that he is competent, successful, and has the ability to achieve his goals. This will result in feelings of dissatisfaction, according to Armstrong and Taylor (2014), since it is a person who consistently fails to do things in the manner in which they should be completed.

Gupta et al. (2012) state that there are four primary factors that influence an individual's level of job satisfaction: The individual aspects come first, followed by the social factors, and finally the cultural influences at the end of the list.Gupta, Kaur, Gupta, Jain, and Sharma (2012) state that the organizational and environmental elements are the last consideration, although they are certainly not the least important.

According to Al-Hosam, Ahmed, Ahmed, and Joarder (2016), psychological empowerment is another factor that influences work satisfaction. According to Michailova (2002), the term "employee empowerment" describes the degree to which workers are given the opportunity to take responsibility for their actions and engage in decision-making without seeking approval from management. There are a number of factors that might influence workplace satisfaction, one of which is flexible work arrangements (FWA). "the extent of flexibility about the work timing, work location, and how much one works" is one definition of flexible work arrangement (FWA) that can be found in Chen (2015).

## 2. Employee Performance in Literature

Due to the fact that critical management choices are dependent on individual performance (Sonnentag, Volmer, & Spychala, 2008), it is necessary to have a thorough understanding of the performance of each person. This will ultimately contribute to the success of the business. "Behavior that accomplishes results" is the definition of performance, according to Armstrong and Taylor (2014). Individual job performance is described as "things that people actually do, actions they take, that contribute to the organization's goals" (Campbell & Weisenik, 2015). This definition was provided by Campbell & Wieernik. Performance behaviors, on the other hand, are defined as "the total set of work-related behaviors that the organizations expect the individual to display" (Griffin, 2005).

When it comes to individual work performance, several experts focus on two distinct sorts. First, there is the task performance (Kappagoda, 2012) or the in-role performance (University of Minnesota Libraries Publishing, 2015). The second kind of performance is the contextual performance (Kappagoda, 2012) or the organizational citizenship behaviors (OCBs) (University of Minnesota Libraries Publishing, 2015). Both of these types of performance are important in determining how well an individual performs in their position. On the other hand, a number of scholars have discovered new kinds of work performance, which are going to be challenged in the material that follows.

There are three primary categories of conduct that are considered to represent performance at work, according to Robbins et al. (2013). The first one is task performance, which may be defined as "the

performance of duties and responsibilities that contribute to the production of a good or service or to administrative tasks." The second type is citizenship which is the "actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, and treating co-workers with respect". Contrary to it, counterproductiveness "actions that actively damage the organization" are examples of behaviors that are considered to be unacceptable. According to Robbins and Judge (2013), these behaviors include stealing, causing damage to business property, and acting and behaving in an aggressive manner toward coworkers.

"Adaptive performance" is a term that was introduced to the task performance and contextual performance by Sonnentag et al. (2008). This term refers to the adaptability and competence of integrating new learning experiences (Sonnentag, Volmer, & Spychala, 2008).

In accordance with Armstrong and Taylor (2014), performance is a multi-dimensional notion that can be broken down into two distinct aspects: the behavioral (process) aspect and the outcome (result) element. The behavioral element refers to "what people do at work," but the outcome aspect refers to the "results of the individual's behavior" (Sonnentag, Volmer, & Spychala, 2008). Both aspects should be considered in the context of the workplace. According to Sonnentag et al. (2008) and Campbell & Wiernik (2015), a great number of research have been carried out in order to discriminate between various components of work performance. According to Armstrong and Taylor (2014), the significance of work performance expanded to include both aspects of performance.

According to Kappagoda (2012), the significance of work satisfaction and performance among employees is not confined to a specific firm; rather, it is significant for all sorts of companies operating within the economy. Putting forth a lot of effort is necessary in order to accomplish the objectives of the company.

aims in particular within the context of an environment that is always shifting and developing (Maulabakhsh, 2015).

With regard to the organization's interests, each and every sort of performance is vital. Kappagoda (2012) conducted research in the banking industry to investigate the relationship between work happiness and performance in both tasks and contexts. He came to the conclusion that the level of work happiness and task performance of the bank personnel has a significant influence on the level of customer satisfaction, and that "ultimately, they affect to achieve sustainable superior performance" (Kappagoda, 2012). Additionally, Paul (2016) came to the conclusion that employees are the ones that engage with consumers on a daily basis and carry out the operations, and as a result, their performance will undoubtedly ensure that customers continue to be satisfied (Paul, 2016). Kappagoda (2012) states that contextual performance or citizenship improves the social network of an organization as well as the psychological environment that is conducive to the completion of technical

tasks.

The performance of employees is an important challenge in an environment that is characterized by tension and division of labor, such as the health care industry. This is due to the fact that employee performance is closely related to numerous aspects of the organization, including its effectiveness, quality, knowledge management, financing, and development (Platis, Reklitis, & Zimeras, 2015).

It is noteworthy to note that any development that takes place on the level of the person would contribute to a transformation on the levels of the organizations and the community as well. As an example, the dissemination of pleasant emotions among various parts of the chain or people has the potential to turn companies into social organizations that are more cohesive, more moral, and more harmonious (Moccia, 2016).

The University of Minnesota Libraries Publishing (2015) provides an illustration of the primary predictors (determinants) of job performance. These include views of organizational fairness and interpersonal connections, stress, and work attitudes, notably job satisfaction. However, Campbell and Wiernik (2015) suggested that the direct determinants of performance include role-specific knowledge and competence, as well as decision behavior about the direction, intensity, and length of effort. On the other hand, Folami et al. (2005) used a work context model that categorized the variables into four distinct groups: the person factors, the task characteristics, the economic factors, and the organizational setting.

The findings of Sonnentag et al. (2008) demonstrate that performance is a dynamic concept, and that performance varies from person to person and changes over the course of time. As a result, the managers in the

It is necessary for the organization to implement performance evaluations or measures throughout regular intervals. The performance of a person at work may be evaluated using a variety of approaches; but, according to Campbell and Wiernik (2015), "there is no ultimate criterion or even one best way" to evaluate an individual's job performance. Rating, sampling, simulations, proxies, and technology-enhanced evaluation are some of the methods that are included in this category (Campbell & Wiernik, 2015). Given the availability of a number of different measuring methodologies, it is clear that it is essential to accurately capture the level and kind of employee performance.

## 3. The Relationship Between Job Satisfaction and Employee Performance

The relationship between work happiness and employee performance has been the subject of a significant number of studies. The majority of them responded that there is an influence of job satisfaction on employee performance. This is due to the fact that there is a significant impact of job happiness on the motivation of workers, and the degree of motivation has an impact on productivity,

which in turn has an impact on performance (Aziri, 2011). Kappagoda (2012) emphasized the fact that one of the elements that impacts the improvement of task performance and conceptual performance is the level of work satisfaction that an individual experiences.

It was agreed upon by Indermun and Bayat (2013) that there is an indisputable connection between high levels of work satisfaction and high levels of employee performance. It seems that both psychological and physical incentives have a substantial influence on the level of pleasure one derives from their work. According to Indermun and Bayat (2013), they held the belief that workers should be rewarded and driven to attain job satisfaction. This would eventually result in a large and beneficial influence on the efficiency and effectiveness of employees, which would ultimately lead to improved overall performance.

There is a considerable positive association between job happiness and elements such as employee empowerment and the atmosphere of the workplace. Because of this, an employee's level of happiness will increase when he is provided with a nice and clean workplace, as well as when he is given the opportunity to make choices on the company's business. According to Javed, Balouch, and Hassan (2014), his level of performance will significantly improve as a result.

The findings of Awan et al. (2014) indicate that there is a positive correlation between work satisfaction and employee performance in terms of the compensation package, the level of security, and the incentive system. According to Awan and Asghar (2014), the greatest performance from employees occurs when they are content with their compensation package, when they have a sense of security about their position, and when they are content with the incentive system.

There is a significant relationship between job satisfaction and employee performance. According to Shmailan (2016), unhappy workers are regarded to be a burden for any business. Satisfied employees, on the other hand, are important to their companies because they perform better and they contribute to the overall objectives and success of an organization.

On the other hand, there is some evidence from recent research that suggests that individual performance may not always increase as a result of pleasure (Aziri, 2011), particularly in the context of voluntary work (Pugno & Depedri, 2009).

Numerous scholars have suggested that the amount of work satisfaction experienced by employees is directly related to the performance of those employees. The premise that high performance leads to emotions of pleasure, self-efficacy, and mastery was the foundation around which Sonnentag et al. (2008) built their comprehensive performance research. According to Pugno and Depedri (2009), work performance is a significant factor in job satisfaction since it has an effect on one's self-esteem. Based on the findings of Platis et al. (2015), there are several elements that have an impact on the performance of employees. One of these aspects is the level of work satisfaction.

Additionally, there are academics who have stated that the level of happiness of employees is not influenced by their performance. Pugno et al. (2009) investigates the connection between work

performance and job happiness by taking into account the roles that economic incentives like promotions and rewards play in the relationship. According to Pugno and Depedri (2009), he ended up on a path that was detrimental to his path from work performance to job happiness. Within the context of a single variable, some researchers investigate both work satisfaction and job performance simultaneously. A study conducted by Funmilola and colleagues (2013) found that several aspects of work satisfaction may predict job performance both together and separately. While Folami et al. (2005) conducted research on a work context model, they made the assumption that performance and satisfaction are both outcomes of the same number of elements.

## RESEARCH OBJECTIVES AND HYPOTHESES

In this research, the following are the goals:
1. To determine the aspects that may influence one's level of work satisfaction.
The second objective is to determine the factors that influence employee performance.
3. To investigate the connection between being happy in one's employment and being productive in one's work place. These are the research hypotheses that will be tested in order to accomplish the goals of the study:
Employee performance is significantly impacted by the degree to which they are satisfied with their jobs. The performance of employees has a substantial impact on the level of work satisfaction they experience.
Employee performance is directly impacted by job satisfaction, and vice versa. This is the third hypothesis.

## METHODOLOGY

The interpretivist methodology is used throughout the whole of this study up to the point where the research goals are accomplished. This methodology is utilized in order to capture the truth of the relationship between work happiness and employee performance in more depth. This approach is indicative of a more effective way to

"gather non-numerical data to help explain or develop a theory about a relationship" (Heffner, 2016) is a phrase that describes research that covers a great quantity of data. According to Bhattacherjee (2012), it is also suited for investigating the underlying factors that lie behind complicated social processes such as behavior or interactions between individuals from different companies.
The literature has led to the formulation of three hypotheses, which have been characterized accordingly. The first two hypotheses are based on the assumption that there is a connection between work happiness and employee performance. It is assumed in the third hypothesis that the impact is either direct or indirect, depending on the nature of the influence.
Due to the fact that this study is an explanation-based research project, it makes use of secondary sources for data collecting. Secondary data, which include information that "has previously been collected and tabulated by other sources" (Bhattacherjee, 2012), were used in order to get a comprehensive grasp of the study topic and to examine the work that was done by prior researchers in the same field. The relevant scientific foundation, publications, and articles were located via the use of electronic databases, internet-based resources, and textbooks.
In order to guarantee the dependability of the study, a large number of studies have been examined, and the most recent ones have been taken into consideration in this research. More than that, this study has encompassed a variety of various industries, such as the medical industry, the accounting industry, and the banking industry. When the findings are based on stringent criteria, it is an excellent approach to verify that they are reliable.

## DISCUSSION AND FINDINGS

There are two different perspectives that the link between work happiness and employee performance might look at. Consequently, in order to investigate the connection, it is necessary to talk about two queries or assumptions. In the first place, the influence of job happiness on working performance. The second factor is the influence of employee performance on work satisfaction. by taking into account the many variables and determinants that have an effect on each variable.

According to Indermun and Bayat (2013), it would be beneficial for organizations to conduct their own investigations on this key link. In light of this, the link between work happiness and employee performance has been the subject of a significant amount of study.Robbins and Judge (2013) found that work happiness has an effect on employee productivity, absenteeism, and turnover. They believe that this impact is significant. In accordance with Baylor (2010), job satisfaction has an impact on the efficiency of a company, as well as on its profitability and competitive advantages.

According to Indermun et al. (2013), the level of job satisfaction has a significant impact on the overall behavior of employees. It has an impact on the manner in which workers see their own jobs and the company they work for. There are several pieces of study data that point to the strong connection that exists between work satisfaction and employee performance, as well as the significant impact that job satisfaction has on performance. According to study conducted by Indermun and Bayat (2013), there is a significant association between work satisfaction and employee performance. It seems that both psychological and physical incentives have a substantial influence on the level of pleasure one derives from their work. According to Indermun and Bayat (2013), they held the belief that workers should be rewarded and driven to attain job satisfaction. This would eventually result in a large and beneficial influence on the efficiency and effectiveness of employees, which would ultimately lead to improved overall performance.

There is a correlation between work happiness and employee performance, according to Javed et al. (2014). The degree to which a person is satisfied with their employment has an effect on their productivity, which in turn has an effect on how well they execute their job. As a result of the discussion about the problem of employee empowerment, it is evident that empowerment and the atmosphere of the workplace have a major positive link to job satisfaction. Because of this, an employee's level of happiness will increase when he is provided with a nice and clean workplace, as well as when he is given the opportunity to make choices on the company's business. This will result in an increase in his overall performance level.

The high level of performance of workers is a direct result of the high level of fair promotion, suitable pay system, appropriate job itself, and decent working conditions. To put it another way, the level of work satisfaction that person has has a favorable influence on their performance. This study finding was additionally strengthened by the existence of an alternative. 2010 research by Balasundaram and Brabete.

The research conducted by Gupta et al. (2012) and Shmailan (2016) indicates that job satisfaction has a significant influence on the performance of workforce members. There is a correlation between job happiness and the amount of motivation that employees have, and the level of motivation has an effect on productivity, and therefore, on the success of business organizations. In addition, Platis et al. (2015) found that employee performance is influenced by a huge variety of variables, and one of those elements is the level of work satisfaction that an employee experiences. Kappagoda (2012) emphasized the fact that one of the things that does have an impact on the improvement of task performance and conceptual performance is the level of work satisfaction that an individual experiences.

On the other hand, there is some evidence from recent research that suggests that individual performance may not always increase as a result of pleasure (Aziri, 2011), particularly in the context of voluntary work (Pugno & Depedri, 2009). But because there are a great number of studies that have tested the practically all of them said that there is an influence of work satisfaction on employee performance, and the majority of them mentioned that there is an impact of job satisfaction on employee performance. The exceptional situations will not be generalized, and there is a correlation between work satisfaction and employee performance because of the influence of job satisfaction and discontent. On the basis of this, the first hypothesis of the research is confirmed:

Employee performance is significantly impacted by the degree to which they are satisfied with their jobs.

The other issue, which is whether or not employee performance has a substantial impact on work

satisfaction, is yet unsolved, despite the fact that it has been shown that job satisfaction has an effect on employee performance. According to Pugno and Depedri (2009), the link between work happiness and job performance is not a new one in the field of psychology. Numerous scholars have suggested that the amount of work satisfaction experienced by employees is directly related to the performance of those employees.

Based on the idea that high performance leads to feelings of satisfaction, self-efficacy, and mastery, Sonnentag et al. (2008) conducted an in-depth study on performance. They found that high-performing employees are more likely to be promoted, awarded, and honored, and that their career advancements are significantly better than those of moderate or low-performing employees. According to Pugno and Depedri (2009), work performance is a significant factor in job satisfaction since it has an effect on one's self-esteem.

Several models of work happiness were reviewed by Aziri (2011). These models make it abundantly evident that there is a positive connection between job performance and job satisfaction. An employee's performance may have a direct effect on their level of work satisfaction, according to certain models. Other models, on the other hand, suggest that an employee's performance can have an impact on his or her level of satisfaction via incentives (both intrinsic and extrinsic). He focuses a particular emphasis on the role that incentives play in determining the level of work satisfaction. The primary hypothesis of the researcher is that workers are subject to the effect of elements that generate either job satisfaction or unhappiness in their working environment. This implies that "the factors are divided into factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors)" (Aziri, (2011)).

According to Pugno et al. (2009), a clear result was obtained when researchers shifted their focus from job satisfaction, which "primarily relates to cognition," to a more general conception of happiness, which "primarily relates it to emotions and affect." This result made it abundantly clear that happy people are more successful on the job, and vice versa. The findings of Moccia (2016) lend credence to this view. As a consequence of accomplishments or performance, one experiences feelings of happiness, satisfaction, engagement, or have a sense of significance, which ultimately leads to the pleasure of the workforce. Moccia (2016) came to the conclusion that greater levels of pleasure and positive emotions among workers are associated with a stronger connection between job satisfaction and performance as well as other outcomes (Moccia, 2016).

Furthermore, according to Moccia (2016), organizational changes lead to changes in the workplace, which may have either a favorable or bad impact on the health, safety, and well-being of workers. This, in turn, can indirectly lead to an employee who is content with their job. Because of this, performance has an indirect impact on satisfaction by improving the mood of the workplace, particularly the "happiness" atmosphere. An exhaustive investigation into the connection between work happiness and job performance was conducted a very long time ago. However, an authoritative study that was conducted and published in the 1980s came to the conclusion that the connection was not quantitatively detectable (Pugno & Depedri, 2009). As a consequence of this, a number of academics have proposed that the performance of workers does not have an effect on their level of satisfaction, or at the very least, this assumption does not hold true in every circumstance.

Pugno et al. (2009) investigates the connection between work performance and job happiness by taking into account the roles that economic incentives like promotions and rewards play in the relationship. They proposed that the link between job satisfaction and job performance has to be investigated within a framework in which the two variables are precisely defined, and the interplay with other factors ought to be thoroughly explored. According to the findings of the research, there is a negative correlation between work performance and job happiness in some instances. When labor effort is particularly addressed via self-reported assessment, then a negative link is observed to exist between the two variables. On the other hand, the same researchers found that a negative association is less likely to occur when there is a high occupational level and the presence of team support (Pugno & Depedri, 2009). Within the context of a single variable, some researchers investigate both work satisfaction and job performance simultaneously. A study conducted by Funmilola and colleagues (2013) found that several aspects of work satisfaction may predict job performance both together and separately. According to Funmilola, Sola, and Olusola (2013), these researchers investigate the influence that factors such as compensation, promotions, supervision, work field, and working conditions have on

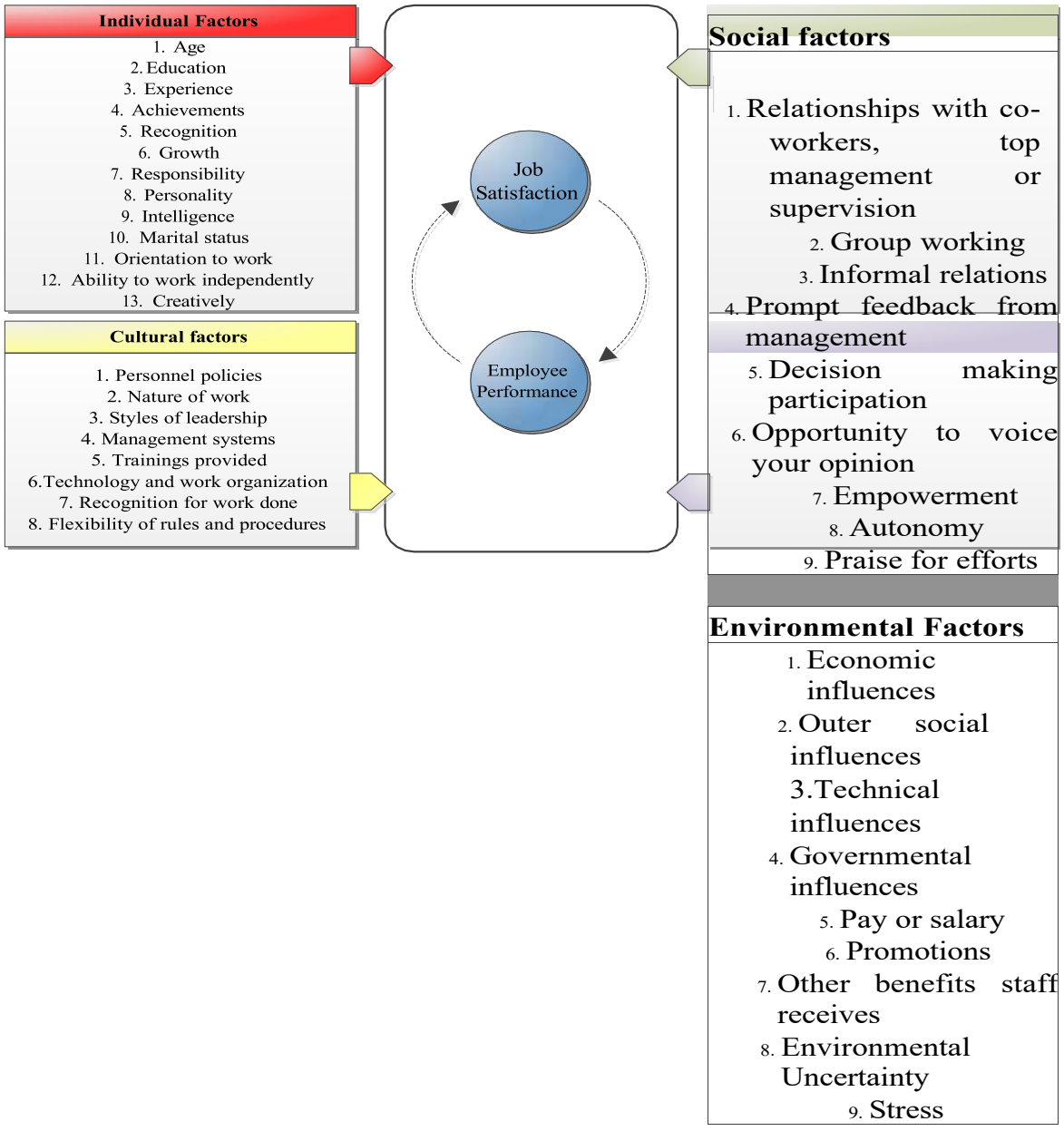
aspects such as job satisfaction and employee performance. While Folami et al. (2005) conducted research on a work context model, they made the assumption that performance and satisfaction are both outcomes of the same number of elements. In addition to the qualities of the work, these considerations include the person, the economic, and the organizational setting. As a result, either disregarding the connection between performance and pleasure or pointing out the substantial connection between the two variables from both sides of the argument.

The second hypothesis is validated as a result of the fact that several researches reached a consensus about the significant association that exists between employee performance and work happiness. This, in addition to reducing the strength of the argument regarding the negative path that leads from job performance to job satisfaction,
The performance of employees has a substantial impact on the level of work satisfaction they experience.
It is possible to draw the following conclusions based on the research conducted by Nash (1985), Spector (1997), Rose (2003), Maniram (2007), Fuger (2007), Aziri (2011), Gupta et al. (2012), Watson (2012), Armstrong et al. (2014), Chen (2015), and A-Hosam et al. (2016): individual factors such as personality, education, intelligence, age, marital status, achievement, recognition, growth, success, responsibility, orientation to work, the ability to work independently, and creatively work conditions are among the factors that influence job satisfaction. Relationships with coworkers, group work and norms, opportunities for interaction and informal relations, relationship with head of department (lower management), relationship with top management or supervision, prompt feedback and communication received from management and seniors, participation in decision making, autonomy, empowerment, the amount of praise received for outstanding efforts, and the opportunity to voice your opinion are examples of social factors that can have an impact on an individual's job satisfaction. Additional cultural factors include the nature and size of the organization, the formal structure of personnel policies and procedures, the nature of the work (skill variety, task identity, and task significance), the technology and work organization, the supervision and leadership styles, the management systems, the trainings that are provided, the recognition for work done, the flexibility of rules and procedures, and the working conditions. The organizational and environmental variables that pertain to economic, social, technological, and governmental impacts, as well as income or salary, remuneration received, opportunities for promotions, upward mobility, and benefits obtained by staff members.
From the perspective of Folami et al. (2005), the most important factors that determine employee performance may be shown in a simple and concise manner. Folami et al. (2005) utilized a job context model that categorized the determinants into four distinct groups. These groups included the individual factors, which included the employee's education and experience, the task characteristics, which included task identity and significance, the economic factors, which included reward and opportunity cost, and the organizational context, which included the organizational structure and environmental uncertainty (Folami & Jacobs, 2005).
Because of this, work satisfaction and employee performance are both determined by the same characteristics and factors that influence performance. Individual, cultural, societal, and environmental elements and determinants are those that are gathered together.

In accordance with the findings of Gupta et al. (2012) and Folami et al. (2005), organizational or environmental variables came into play. Therefore, each of the variables should be considered a factor for the other.
By focusing on the nature of the relationship between job satisfaction and job performance, it is shown that there are instances in which job satisfaction can influence performance in a variety of ways, including productivity (Aziri, 2011), absenteeism, turnover (Robbins & Judge, 2013), and even happiness at work (Gupta, Kaur, Gupta, Jain, & Sharma, 2012). Another way in which performance may influence satisfaction is via the provision of rewards (Aziri, 2011) or the establishment of a favorable working environment (Moccia, 2016).
As a result, the fact that there are certain mediating elements that are situated in the midst of work satisfaction and employee performance is evidence that job satisfaction has an indirect impact on

employee performance, and that employee performance has an indirect influence on job satisfaction. Consequently, the third hypothesis has not been verified as follows:
Job satisfaction has a direct impact on employee performance, and employee performance has a direct influence on job satisfaction when it comes to the relationship between the two.

**The Cyclic Relationship Between Job Satistaction and Employee Performance**




In light of this, the study ultimately resulted in the research model that is shown below. The link between high levels of work happiness and high levels of employee performance is simplified by this model. It illustrates the elements that are shared by both variables and have an effect on the direction of their connection. Individual, cultural, social, organizational, and environmental elements are all included in this category of factors. In addition, the model illustrates the two-way orientation of the interaction, which, as shown in the illustration, constitutes a cycle of cause and effect relationships.

The presence of both variables is shown by the dotted line that connects the two variables.

in a roundabout way, have an effect on one another. Consequently, performance leads to pleasure, and happiness leads to performance via the interplay of several mediating variables.

## CONCLUSION AND RECOMMENDATIONS

The current climate, which is becoming more competitive, presents a great deal of difficulty for enterprises. It was said by Indermun and Bayat (2013) that a great number of firms are having difficulty becoming strong competitors in order to accomplish their aims and objectives. Therefore, firms devote a lot of time and effort into discovering the degree of employee satisfaction in order to improve their performance and achieve overall company goals (Indermun & Bayat, 2013). This is because the workforce is the major success element for enterprises in today's world.

On the one hand, work happiness is regarded to be one of the primary variables that influence the efficiency and effectiveness of business organizations. This is due to the fact that job satisfaction has a considerable impact on organizational measurements, such as the satisfaction of customers and financial metrics (Saari & Judge, 2004).On the other hand, it is very necessary to have a thorough grasp of the job performance of each individual worker. This is because significant organizational choices are based on individual performance (Sonnentag, Volmer, & Spychala, 2008), which ultimately results in the success of the organization.

The elements and criteria that contribute to work satisfaction and employee performance are distinct from one another. According to Gupta et al. (2012) and Folami et al. (2005), those elements include human, cultural, social, organizational, and environmental aspects. Some of these characteristics are also environmental. Therefore, each of the variables should be considered a factor for the other.

This research is an explanatory interpretivist investigation that is being carried out with the purpose of capturing the truth of the relationship between work happiness and employee performance in its entirety. In order to get a comprehensive grasp of the topic under investigation and to examine the work that was done by earlier scholars in the same field, a large number of secondary data gathering sources have been included.

The researcher was able to demonstrate that work satisfaction has a large impact on employee performance, and that employee performance has a considerable influence on job satisfaction. This was accomplished within the constraints of the study due to its restricted timeframe. With regard to the nature of the link, the research demonstrates that both variables have an indirect impact on one another via mediating factors. As a result of the study, a model was developed that depicted a cyclic cause and effect relationship between the two variables.

There is a possibility that the conclusions of the study are restricted due to the fact that the research provided evidence of indirect effect by only identifying the mediating elements that are situated in the middle of the relationship between work satisfaction and employee performance. Since this study is

of an explanatory character, it places a greater emphasis on providing explanations for the occurrences than it does on collecting actual data. The conclusion is that in order to do more study, researchers should concentrate on determining the elements that lie in the center between work satisfaction and employee performance, and quantitative approaches are recommended.

The researchers propose that managers pay attention to giving workers with pleasant incentives and perks since they are the most common effective influences on job satisfaction. This recommendation is based on the results of the study. Additionally, managers are obligated to make every effort to create a work environment that is as joyful as possible. This is due to the fact that happiness has been shown to be a reciprocal element that positively influences both satisfaction and performance. It is necessary for the company to expand its training and development programs in order to improve the level of task performance and to satisfactorily meet the various requirements of its personnel. In addition to the behavioral and result parts of work performance, the importance of job performance expanded to encompass both task and contextual performance as well as behavioral and outcome aspects. As a result, those responsible for making decisions needed to take them into consideration when they were assessing the performance. Once all is said and done, it is necessary to conduct frequent satisfaction and performance measures tests in order to monitor the level of these significant variables and choose the most appropriate steps.

## REFERENCES

A. Al-Hosam, S. Ahmed, F. Ahmed, and M. Joarder (2016) are the authors of the study. A case study of Yemeni banking demonstrates the impact of transformational leadership on the link between psychological empowerment and work satisfaction. A review of the Binus Business.

2014 publication by Armstrong, M., and Taylor, S.2. This is the thirteenth edition of Armstrong's handbook of human resource management practice. It was Michael Armstrong in London. Accessed on October 15th, 2016.

3. Awan, A., and Asghar, I. (2014) conducted a case study of the banking industry in the Muzaffargarh area of Pakistan to investigate the impact of employee work satisfaction on their performance. 71–94 in the Global Journal of Human Resource Management, volume 2, issue 4.

The article "Job Satisfaction: A Literature Review" was written by B. Aziri in 2011. 3(4), pages 77-86, in Management Research and Practice Magazine. Accessed on October 11th, 2016.

In 2010, Balasundaram and Brabete published their findings. An investigation of the relationship between job happiness and employee performance was carried out at People's Bank in Jaffana Peninsula, Sri Lanka. The article was published in Management & Marketing, pages 43-47. The 11th of October, 2016, Retrieved.

In 2010, Baylor published an article titled "The Influence of Intrinsic and Extrinsic Job Satisfaction Factors and Affective Commitment on the Intention to Quit for Occupations Characterized by

A high rate of voluntary turnover. In the H. Wayne Huizenga School of Business and Entrepreneurship at Nova Southeastern University, NSUWorks programs are offered.

Seventh, Bhattacherjee, A. (2012) 8. Principles, Methods, and Practices in Social Science Research is the second edition of this book. Textbooks Collection from the state of Florida, United States? Obtainable on October 26, 2016.

The Modeling and Assessment of Work Performance, by J. Campbell and B. Wiernik, who published their findings in 2015. 47–74 in The Annual Review of Organizational Behavior and Organizational Psychology, which is the article in question. Obtainable on October 14, 2016.

The year 2015's Chen, Y. In this multilevel model, we examine the relationship between flexible work arrangements and the outcomes of employees' jobs. A state university in the state of New Jersey.
2015 publication by Cucina, J., and Bowling, N. Mr. Robert Hoppock was a pioneer in the field of vocational guidance and early job satisfaction. Volume 53, Number 2, Page 114 of The Industrial-Organizational Psychologist.
Organizational Behavior, by R. Dailey, published in June of 2012. At Heriot-Watt University, the Edinburgh Business School is located.
L. Folami and F. Jacobs published their findings in 2005. An examination of the joint impact of task characteristics and organizational context on job performance, using structural equation modeling (SEM). 30–40 in the Journal of Business and Economics Research, volume 3, issue 7. The date was October 6, 2016.
Fugar, F., (2007), 13. A refined version of Fredrick Herzberg's motivation-hygien theory, focusing on the notion and how it might be applied to clergy. The Journal of Science and Technology, Volume 27, Number 1.
The impact of job satisfaction dimensions on job performance at a small and medium enterprise in Ibadan, South Western, Nigeria, was investigated by Funmilola, O., Sola, K., and Olusola, A. (2013). Within the Interdisciplinary Journal of Contemporary Research in Business, volume 4, issue 11, pages 509-521. Accessed on October 11th, 2016.
R. Griffin's Management, eighth edition, published in 2005. The Houghton Mifflin Company, located in New York.
In 2012, Gupta, K., Kaur, S., Gupta, P., Jain, L., and Sharma, S. published their findings. A challenge for human resource managers in an environment that is always changing is the impact that job satisfaction has on employee performance. Pages 88-95 in the first issue of the International Journal of Scientific Research and Reviews.
C. Heffner's (2016) article titled "Qualitative Research!" According to AllPsych, retrieved on October 26, 2016.
M. Bayat and V. Indermun published their findings in 2013. From a theoretical standpoint, the link between job happiness and employee performance is examined. The 11(2) issue of the International Journal of Innovative Research in Management has pages 1-9.
It was published in 2014 by Javed, M., Balouch, R., and Hassan, F. A look at the factors that determine job satisfaction and how it affects employee performance and intentions to leave the company. Journal of Learning and Development is an international publication.
Appagoda, S. (2012), page 20. With regard to the banking industry in Sri Lanka, job satisfaction and its influence on task and contextual performance are of great importance. 2012 was the year of the first International Conference on Management and Economics. The COMSATS Institute of Information Technology is identified as Sahiwal. Obtainable on October 14, 2016.
Twenty-one Locke, E. (1976). This book offers a comprehensive guide on industrial and organizational psychology. Wiley, located in New York.
R. Maniram's work from 2007-22. The purpose of this study is to investigate the elements that influence work satisfaction. Retrieved on October 12, 2016, from the website of the KwaZulu Natal Further Education and Training College - SWINTON CAMPUS department.
In 2015, Maulabakhsh, A. conducted research on the impact of working environment on job satisfaction. 717–725 are the pages that are included in the 2nd Global Conference on Business, Economics, Management, and Tourism. Procedia Economics and Finance may be found in Prague. Found on November 1st, 2016.
The year is 2002. Michailova, S. engagement and empowerment in Russian firms with Western engagement is an example of when common sense becomes rare. Journal of International Business.
2016 publication by Moccia, S. The joy of one's work job. Journal of Psychological Research, 37(2), 143-151.
Found on November 1st, 2016.
Specifically, Nash, M. (1985). The management of the performance of institutions. in San Francisco, California, Jossey-Bass. The 11th of October, 2016, Retrieved.
T. Paul, published in 2016. The Kaliakoir Branch of the National Bank Limited in Gazipur serves as the case study for the study of job satisfaction. The Department of Management at the University of

Dhaka, Dhaka, reported on the internship experience. Found on November 1st, 2016.
S. Zimeras, C. Platis, and P. Reklitis published their findings in 2015. What is the relationship between work happiness and performance in the healthcare industry? It was retrieved on October 12, 2016, from Procedia - Social and Behavioral Sciences, volume 175, pages 480 to 487.
A study was conducted by Pugno and Depedri (2009). We conducted an integrated survey to investigate work performance and job satisfaction. Accessed on October 11th, 2016.
In the year 2002, Putman, D. From a two-dimensional perspective, job satisfaction and performance are analyzed. A publication that focuses on defense software engineering.
The year 2013 was the year when Robbins and Judge published their findings. The fifteenth edition of organizational behavior.
Rose, M. (2003), page 32. How would you rate this deal? Feeling content in one's work environment. 503–530 in Work, Employment, and Society, volume 17, issue 3.
Saari, L., and Judge, T. (2004) were an author. How employees feel about their jobs and their attitudes. 395–407 in Human Resource Management, volume 43, issue 4. It was retrieved on November 19, 2016.
According to Saiyadain (2009), 34. For the fourth edition of Human Resource Management.
According to Shmailan (2016), 35. An investigation on the connection between work satisfaction, job performance, and employee engagement was carried out in this research. Original research article published in Issues in Business Management and Economics, volume 4, issue 1, pages 1-8.
36.Skibba, J. (2002). Personality and the pleasure of those in their jobs.
It was published in 2008 by Sonnentag, S., Volmer, J., and Spychala, A. The performance of the job. SAGE, Volume 1, Pages 427–447, Edited by B. Julian, Retrieved on October 14, 2016.
38.Spector, P., "Job Satisfaction: Application, Assessment, Causes, and Consequences," published in London in 1997.
University of Minnesota Libraries Publishing is the 39th location. 2015 year. Management Principles, Fifth Edition (2015 Edition). This is the University of Minnesota in Minneapolis.
The year 2012, Watson, T. Sociology, as well as Work and Organization. Routledge based in London.