



## UTICAJ ZADOVOLJSTVA POSLOM NA UČINAK ZAPOSLENIH

### THE IMPACT OF JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES

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#### Oblast – INŽENJERSKI MENADŽMENT

**Kratak sadržaj** – U radu se analizira uticaj zadovoljstva poslom na učinak zaposlenih, na osnovu kojih se predlažu mere unapređenja.

**Ključne reči:** zadovoljstvo poslom, motivacija, performanse

**Abstract** – The paper analyzes the impact of job satisfaction on employee performance in organizations.

**Keywords:** Job satisfaction, Motivation, Performance

#### 1. INTRODUCTION

The criterion for distinguishing between successful institutions and failed institutions lies in the extent of their correct control and influence over the most important resource they possess, which is the human element, which is considered the rare wealth that institutions compete to provide in quantity and quality in a manner that increases their effectiveness.

The organization can make optimal use of them and direct them to achieve high performance, which is what the whole organization seeks. The desire of the individual to work necessarily reflects the efficiency of his performance.

This desire, without any doubt, becomes one of the difficult tasks facing management in the institution, especially the management of individuals, which is limited to how to arouse the desire of the individual and direct the behavior resulting from it in the direction that achieves the required performance and, accordingly, the performance of the institution.

Likewise, the survival of institutions in an environment characterized by complete competition and instability depends on the extent of studying the behavior of its members and influencing them in a way that leads to their loyalty and satisfaction through satisfying their needs and desires, and dealing with them in a way that guarantees directing their efforts to serve the goals of the institution.

Also, the loyalty of the individuals working in the institution and their satisfaction with the work makes the individual move within the limits and scope of that satisfaction with the tasks and actions entrusted to him, and this is reflected in his performance levels according to the degrees of satisfaction.

#### NAPOMENA:

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#### 2. JOB SATISFACTION

Job satisfaction is one of the most widely covered subjects in the management literature as it is considered as one of the determinants of quality in the working environment of any organization. Although there are many directions for work, satisfaction Career is the most important phenomenon that has received great attention from behavioral scientists, so it is considered Job satisfaction is one of the most ambiguous topics in management science because it is an emotional state Related to the employee is difficult to understand, and perhaps this ambiguity led to the emergence of hundreds of research and studies on it.

##### 2.1. The concept and importance of job satisfaction

**Concept job satisfaction** Job satisfaction is one of the most important trends in organizations and it is important to differentiate between it and the spirit. The morale of the employee because they are used as synonyms sometimes, while the morale reform is used to describe the overall feelings For a group of employees, job satisfaction has several definitions, including:

Al-Ridha linguistically: is the opposite of discontent, and to be content with it means that He saw Him as worthy and was pleased with Him, loved Him and accepted Him. Idiomatically: it is when an individual loves several aspects or aspects of his work more than those he does not like.

Job satisfaction has different dimensions, as it can represent a trend, and it can also apply On the work of the individual, and accordingly, as a result of the different attitudes that the worker carries towards His work Managers have long been concerned with the job satisfaction of employees in their organizations as it contributes to Employees' commitment and fulfillment of their pledges towards it and their attachment to their work.

Job satisfaction is the psychological attitude of employees towards their work, in particular Essential elements of work such as wages, organization policies, superiors, colleagues, and opportunities for growth promotion, opportunities for self-realization, and so on, as it is considered the loyalty of the individual to his job to the degree of job satisfaction Job satisfaction takes one of two forms:

General satisfaction: It is defined as the general attitude of the individual towards his work as a whole, which is either satisfied or dissatisfied.

Thus, in an absolute manner, and this indicator does not allow determining the qualitative aspects that the employee is satisfied with Or the worker is more than

others and not the amount of that, in addition to the aspects that he is not satisfied with in the first place It is useful in taking a general view of the worker's attitude towards his work in general [1].

**Qualitative satisfaction:** It refers to the individual's satisfaction with each of the aspects individually and includes those Aspects, organization policy, wages, supervision, promotion opportunities, and health care and social and working conditions, methods of communication within the organization and relationships with colleagues **importance of job satisfaction** Job satisfaction is of great importance to both the employee, the organization, and the society The following:

(a) The importance of job satisfaction for the employee: the employee's high sense of job satisfaction leads to the ability to adapt to the work environment, and the desire for creativity and innovation when the employee feels

(b) The importance of job satisfaction for the organization: The high level of satisfaction among employees is reflected in the positive on the institution, by increasing the level of effectiveness and increasing productivity

(c) The importance of job satisfaction to society: It is reflected in the workers' high sense of job satisfaction positively the society, and that in the high rates of production, and the achievement of economic effectiveness, and the high rates of growth and development of society [2].

## 2.2. Job satisfaction theories

### A- Motion and time theory:

Frederick Taylor focused in the year 1911 AD on the importance of material incentives, as workers Lazy, and they can only be motivated by salaries and financial incentives only, and to get into a system In fairness to salaries and incentives, Taylor suggested that the work or job be broken down into small parts and then Then study these parts, to find the best way to do them, to implement them, and finally, to integrate these The parts again effectively, and this process was called "the study of motion and time."

### B - Human relations theory:

In the twenties of the last century, a new movement called the Relationship Movement emerged Humanism that focuses on the importance of improving relationships in the work environment, such as improving communication between workers and their supervisors, and allowing more room for dialogue and expressing opinions, as this theory Based on a study that showed in its results a 30% increase in productivity after implementing the change.

Mentioned, however, this theory was criticized, because it focused on only one method as an optimal method for antiques

In 1924, Hawthorne conducted a study as one of the main studies in this doctrine [4].

### C- Maslow's theory of needs:

One of the most famous motivation theories is Maslow's theory of needs, after two decades of relationship movement humanity, Abraham Maslow identified a

hierarchy of human needs consisting of five levels, namely:

1-Physiological: the basic biological needs that are important for survival.

2-Security: the need to protect against danger.

3-Social: the need for love, friendship, acceptance, and belonging to a group.

4-Esteem: the need for self-respect, trust, authority, and respect from others.

5- Self-awareness: the need for achievement, Maslow believed that when any level of need is satisfied, that level no longer motivates the individual.

### D- Goals theory:

In 1979, Latham and Locke established a theory they called (theory of goals). Its axis revolves around the participation of employees in setting goals, if the employees have specific goals. They participated in setting it up, it motivates them to work. In addition, having continuous feedback on performance helps keep the worker on the right track. The primary objective of any department is to maximize the interest of the organization, its continuity and existence, and to provide the best results for it, by raising and activating the performance of individuals in it, and this requires guidance their behaviour to achieve the goals of the organization effectively and efficiently, and to achieve this goal.

**2.3. Job satisfaction factors motivation:** It is a set of factors, influences, tools and means that motivate and encourage the individual to engage in a particular behavior in the desire to obtain the positive results that ensue the behavior

### Theories of the motivation process

This group of theories of motivation tries to answer the question: how is human behavior triggered? They try to discover the process through which a person is motivated to undertake a certain activity [3].

#### 2.3.1. Vroom's Expectancy Theory

The basic starting point for explaining the behavior and motivation to work in the organization is that the individual makes a choice as to how he will behave, whether he will put in more or less effort. In order to understand the choice of behavior, one must also understand how that choice is made, what it depends on. Therefore, the individual's decision depends on: perception of the situation, expectations and dominant values of employees.

#### 2.3.2. Adams' theory of justice

This theory is based on the assumption that an individual's assessment of a fair or just reward is an important factor in motivation to work.

Equity can be defined as the relationship between an individual's investment in work (effort and knowledge) and reward (salary or promotion).

Individuals are motivated when they know from experience that they will receive a reward that is commensurate with the effort.

### 2.3.3. Locke's theory of goal setting

According to this theory, employees in the organization are motivated by three mechanisms: a specific and clearly set goal, feedback on the achievement of the set goal, and the participation of employees in setting goals[5].

## 3. JOB PERFORMANCE

### 3.1. The concept of job performance

Definition of job performance

Functional elements

Functional determinants

### 3.2. Performance appraisal methods

The traditional methods of performance appraisal

Modern methods of performance appraisal

### 3.3. Relationship of job satisfaction with performance

There are three trends in the form of the relationship between job satisfaction and loyalty, the first direction stresses that satisfaction with work leads to increased productivity, the second trend believes that there is no relationship between job satisfaction and performance, and the third trend confirms that job satisfaction is the result of the worker obtaining fair rewards and this Fair rewards as a result of linking them to the need to perform a certain performance [6].

## 4. THE METHODOLOGY OF CONDUCTING THE FIELD STUDY

### 4.1 Research problem

The human element is one of the important elements in developing the performance of the institution, especially if it was a service institution, and an important source of its interaction with internal variables and external to the institution, because of the competitive advantage it possesses resulting from the potential energy that abounds.

It has its own insides, with which it can be said that the ability of institutions to achieve their goals depends To a large extent, the management's success in providing sufficient motivation, and these institutions

Work to mobilize and rehabilitate this energy through an effective incentive system and improve the environment internal, or what is called positive stimuli that are considered as a force that can move and stimulate energies Inherent, to achieve a high degree of satisfaction and loyalty of working individuals and thus guarantee a high performance.

### 4.2. Research objectives

This research seeks to identify the effect of internal and external satisfaction factors on the components of commitment represented in job performance. In addition to providing recommendations for maintaining strengths and addressing weaknesses in job satisfaction as a key factor in enhancing organizational commitment based on the results of the study; Organizational commitment or job performance is one of the important modern concepts that contribute to the viability of Organization.

The purpose of studying this topic is to shed light on job satisfaction and the factors in general that lead to:

1- Determine job satisfaction and determine its causes.

2- Find out the most important environmental factors affecting the performance of workers in public and property institutions.

3- Clarifying the importance of factors, whether internal or external, and their role in achieving job satisfaction and raising the level of performance.

4- Studying the relationship between job satisfaction and performance and its repercussions on the productivity of workers in institutions.

### 4.3 Significance of the Study

First: The theoretical importance, which is the importance of the subject that we will discuss, which is the effect of job satisfaction On the performance of workers in oil companies, where job satisfaction is considered one of the factors The task in influencing the quality of service in the institution. The study confirms the importance of research and auditing Continuing in all aspects and problems that the institutions suffer from.

Second: the practical and applied importance of the study, concentrated in the contribution to the judiciary or punishment From the problem of high rates of job turnover and incentives that many institutions suffer from, Unity of competition in the direction of attracting and polarizing those with distinctive skills and capabilities. And that carrying out such a study will add something new to the world of knowledge, and contribute to the enrichment of information, and increase Knowledge of the researcher and may contribute to the development of scientific research. And contribute to providing the library A new reference in the field of scientific research

### 4.4. Research hypotheses

This research seeks to test the following hypotheses:

1. There is a statistically significant relationship between intrinsic internal satisfaction (the responsibility given, ability, diversity at work and co-workers) and the performance of employees.

2. There is a statistically significant relationship between external satisfaction (salary, promotion, working hours, and job security) and the performance of employees.

3. There is a direct relationship between the degree of job satisfaction and the performance of employees.

## 5. RESEARCH RESULTS AND ANALYSIS

The research was conducted on a sample of respondents who work in the Azzawya Oil Refining Company, Libya. 30 respondents participated in the survey, and the survey was anonymous.

Not all employees participated in this research, so we can accept the results obtained with a certain amount of reserve.

Through our study of the impact of internal satisfaction factors on a sample of individuals, we find that there is almost agreement that there is no satisfaction in the institutions on those factors that were represented in the internal factors, the most prominent of which is the dissatisfaction of most employees with the freedom to choose the way of work, which took a rate of more than 75% of dissatisfaction And also the use of your capabi-

lities in the work, which took a dissatisfaction rate of 85%, and also interest in your proposals, the dissatisfaction rate was approximately 87%, and also the amount of diversity in the job, which took a rate of 80%. From these results we can conclude is clear and deliberate negligence on the part of the employee's senior management, where they only want him to work as programmed for him by them without him having any role in modernization and development, whether for himself or for the company.

Through our study of the impact of external satisfaction factors on a sample of individuals, we find that there is a consensus that there is no satisfaction in the institutions with those factors that were represented in the external factors, the most prominent of which is the dissatisfaction of most employees with the appreciation they get for the good work that took a rate of more than 90% by not Satisfaction and also the use of the way in which the company is managed, which took a dissatisfaction rate of 95%.

Also, on the other hand, we find that work hours have a satisfaction rate of approximately 85%. Conclude, there is indifference to what the company or the employee will end up with, clear and deliberate on the part of the senior management regarding the employee.

They only want him to work without complaining or complaining, as there is no encouragement or appreciation for his efforts, which affects him and generates the idea of not working and creativity except what is required of him or less.

From that as long as he will not receive a reward or even moral encouragement.

Through what has been studied in intrinsic satisfaction and external satisfaction, we find that they are fully linked to each other, and that the greater the job satisfaction, the greater the productivity and effective performance, and vice versa

## 6. CONCLUSION

The main objective of this study is to test the core dimensions of intrinsic satisfaction and extrinsic satisfaction, skill diversity, task identity, task significance, and responses to the questionnaire form (Warr, Cook, and Wall, 1979) in Libyan oil companies by examining their relationships with employees' job satisfaction. The current study also aims to examine several organizational factors such as pay/reward, supervision, promotion opportunities, relationship with co-workers and working conditions in relation to job satisfaction.

However, based on the discussion in this chapter and the theoretical framework developed in Chapter 4 where the model includes dependent variables that represent the organizational factors that lead to an increase in employee job satisfaction which in turn reduces employee turnover and the independent variables for the core dimensions in general, the proposed model is Useful for job redesign purposes in the Libyan sectors in general and the oil sector in particular.

This is for two reasons. First, the results are generalized to homogeneous groups of employees. Second, the direct relationships that exist between the core job dimensions of the (Warr, Cook, and Wall, 1979) model and the output variables (job satisfaction and employee performance) have the same general implications for job redesign practices.

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