

## **OUT-OF-FIELD WORK: JOB SATISFACTION AND JOB PERFORMANCE OF PERMANENT EMPLOYEES**

Genessa U. Galleposo  
Province of Zamboanga del Norte, Philippines

### **I. Abstract**

The study aimed to determine the job satisfaction and job performance of the out-of-field employees in the three municipalities of Zamboanga del Norte, namely Salug, Liloy, and Leon B. Postigo with 48 respondents. The study used a descriptive-correlation design. The socio-demographic profiles were included, such as sex, length of service, and educational attainment. Job performance is comprised of fringe benefits, working conditions, interpersonal relationships, and motivation at work. It was found that the respondents were very satisfied with their working conditions, motivation at work, and interpersonal relationship. They were only satisfied with their fringe benefits. In terms of association, the respondents' sexes had never shown any association with job satisfaction or performance. With regards to their educational attainment, most were professionals. However, with the association of their profiles with job satisfaction, the employee sexes never provide evidence that being male or female influences the level of satisfaction and performance. Job satisfaction, which is determined by fringe benefits, motivation at work, and present job influence job performance. The higher employees receive and experience in these areas, the better they perform. Hence, it is recommended that proposed reskilling and upskilling of these employees be offered.

**Keywords:** job satisfaction, job performance, out-of-field employees, reskilling, upskilling

---

### **1. Introduction**

After graduation from college, individuals will look for a job immediately, simply for employment. They prepared resumes, application letters, and other supporting documents to show that they are graduates of the particular course in that area of specialization. Some tended to apply at any private institution, and some happened to be in public. One consideration to look into is whether the individual's expertise qualifies them for the specific job, but unfortunately, their employment is not aligned with the actual work they are engaged in. According to Fran (2023), determining the skills that employers value is not always simple. As one might anticipate, a lot of it is dependent upon the industry, organization, and job role.

These employees are still employed because their skills align with the work they are doing, despite not being college graduates but having passed National Competency II (NCII). not to question their capabilities, but to have them align their skills to the work they are presently doing. But it is sad to note that, whether graduates or not, they most likely have similar jobs and salaries when they are in the field working. This equivalence of expertise to other dissimilar skills, resulting in the same salaries, is quite discouraging.

The misalignment of work based on their courses among employees in the local government unit (LGU) is called "out-of-field work." The LGU's offices already have regular employees working on their courses and skills. However, there are positions that need to be filled; hence, the local chief executive strategically reinforces manpower for the jobs, sometimes even

those who have no prior knowledge about the type of work to do, and the only resort is that these individuals may learn through experiences, and the quality of output, especially in the early stages of employment, is not as plausible as compared with most seasons. Raelin (2020) described that a variety of employment behaviors and practices related to beliefs in one's ability to meet the social conditions required for success in the workplace are measured by the Work Self-Efficacy Inventory.

In this scenario, this study intends to investigate the job satisfaction of regular employees in terms of fringe benefits, working conditions, interpersonal relationships, motivation at work, and the present job for those working outside their field of specialization or expertise. Furthermore, it measures the level of abilities they demonstrate during office hours and whether they influence their job performance. Amansec (2018) stressed that a key component of every institution's success is worker satisfaction. Through the examination and measurement of employee job satisfaction, it is possible to ascertain whether workers are pleased and happy with their employment.

Another variable is also measured, like the level of employees' job performance in the context of their technical skills, quality, productivity, diligence, professional approach, and work attitude. All the heads of employees in each office are given the opportunity to rate based on the given specific areas. This is a significant perspective to look at the result from so that the government can propose any intervention program that increases the efficacy of these employees while they are working in their field. Nevertheless, it does not mean that working outside of the individual's expertise is a waste of time and productivity, but research suggests that ineffectiveness is a result of a mismatch between the person's own skills and the nature of the job being engaged in.

Thus, the study aims to determine the job satisfaction of the out-of-field employees and their job performances in the municipalities of Liloy, Salug, and Leon B. Postigo, Zamboanga del Norte for the calendar year 2023.

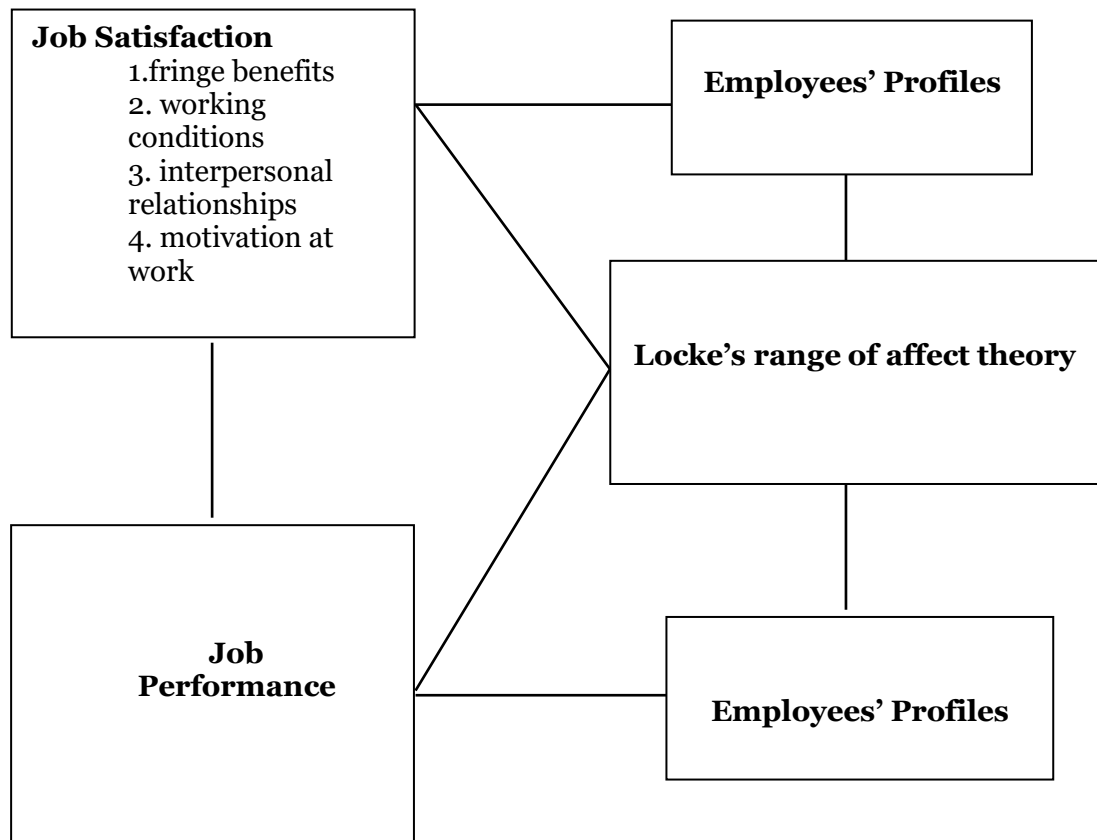
## 2. Framework

The study was anchored on the Locke's range of affect theory. Edwin Locke's (1976) range of affect theory, which has its roots in organizational psychology, is arguably the most well-known model of job satisfaction. According to Locke's theory, it matters how much employees value certain parts of their jobs and how successfully their expectations are fulfilled. To put it briefly, the requirements are shaped by the values, and the more closely these align with reality, the more fulfilled people feel. In the context of this study, despite the employees are working on not related to their area of specialization and experiences various conditions at work, once they focus on the responsibilities given to them, sometimes they are more successful and competent than those who possessed and certified for that skills. However, Locke argued that having too much of a good thing also results in job discontent. That is why, to be at the office, the employees must be given different task to give them challenge to confront new responsibilities to accomplish including the employees not their area of expertise.

Figure 1 shows the theoretical framework of the study. It illustrates that job performance, such as fringe benefits, working conditions, interpersonal relationships, motivation at work, and the present job.

It is anchored on the theory of Locke's range of affect theory. Not only the employees' job satisfaction is anchored on this theory, but also their job performance, like technical skills, quality, productivity, diligence, and work attitude. Both job satisfaction and performance are associated

with the employee's profile. Thus, this study tested the theory, and the findings extended their support to it, especially in confronting reality by valuing the work in order to achieve success.



**Figure 1:** Schematic Diagram of Locke's Range of Affect Theory

### 3. Objectives of the Study

The study aimed to determine the job satisfaction and performance of the out-of-field regular employees in the three municipalities, namely Liloy, Salug, and Bacungan, Zamboanga del Norte, for the calendar year 2023. Specifically, the study attained the following objectives: (1) determine the regular employees' profiles regarding sex, length of service, and educational attainment. (2). Determine the level of job satisfaction, (3) determine the relationship between the employees' profiles and job satisfaction, (4) determine the relationship between the employees' profiles and job performance, and (5) determine the relationship between the employee's job satisfaction and job performance.

### 4. Methodology

This section presents the study's design, respondents, research environment, and instruments.

#### **4.1. Research Design**

The research used a descriptive-correlational design. The data, such as sex, length of service, and educational attainment, were presented through the table and descriptions, making the research descriptive in nature. One more was the display of the weighted mean for every aspect of job satisfaction, together with the average of the respondents' job performance. Furthermore, it was correlational, as the socio-demographic profiles and variables of job satisfaction and performance were correlated.

#### **4.2. Research Respondents**

The respondents of the study were the 48 employees in the Local Government Units (LGU's) of Liloy, Salug, and Leon B. Postigo, Zamboanga del Norte. The researcher used purposive sampling to select only those out-of-field regular employees who were considered for investigation, based on the inclusion criteria. Bachelor in Elementary Education (BEEd) = 11, Bachelor of Secondary Education (BSEd) = 14, Bachelor of Computer Science = 9, Bachelor of Commerce = 3, Bachelor of Science in Criminology = 3, Bachelor of Arts in Journalism = 2, Bachelor of Science in Civil Engineering = 3, and Bachelor of Science in Agriculture = 3. These courses are pretty good for employment in the particular office, especially when the working conditions are suited to their skills; however, the reality is that their assignments are not aligned with the courses they graduated from.

#### **4.3. Research Area**

The study was conducted in the three municipalities of Liloy, Salug, and Leon B. Postigo, Zamboanga del Norte. The three LGUs are mainly agricultural communities with economy that relies mostly on crop production such as corn, rice, coconuts, peanuts, and root crops and Liloy is known as the "Peanut Capital of Zamboanga del Norte. For Leon B. Postigo, formerly known as Bacungan, is a coastal municipality in the province of Zamboanga del Norte whereas the municipality of Salug is bounded on the south by the municipality of Godod the north-west by Liloy, to the east by the municipality of Leon B. Postigo, and to the north by Sindangan Bay.

#### **4.4. Research Instrument**

The research instrument consisted of multiple parts. Part I captured the respondents' socio-demographic profiles, such as sex, length of service, and educational attainment; part II was about job satisfaction, which contains various dimensions such as fringe benefits, working conditions, interpersonal relationships, motivation at work, and present job; and part III was about performance, which also contained different dimensions like technical skills, productivity diligence, and professional approach. Parts II and III are adopted from the study by Angeles (2015) entitled "Job Satisfaction and Performance Level of Employees of Ajinomoto Philippines Corporation, Lucena Branch. Thus, the tool was no longer subjected to validity and reliability testing.

### **5. Results and Discussions**

This section presents the results and discussion of each research objective.

**Objective 1:** *To Determine the Respondents' Profiles*

Table 1 shows the respondents' profiles. Most respondents were female ( $f=28$ ,  $\%=59.33$ ) as compared with the male ( $f=20$ ,  $\%=41.67$ ). These respondents mostly had rendered one (1) to two (2) years in service ( $f=44$ ,  $\%=91.67$ ), having only their highest educational attainment of college graduate ( $f=46$ ,  $\%=95.83$ ).

**Table 1: The Respondents' Profiles**

Profiles	Frequency (f)	Percentage (%)
Sex		
Male	20	41.67
Female	28	59.33
Total	48	100
Length of Service		
Below 1 year	3	6.25
1 to 2 years	44	91.67
3 years and above	1	2.08
Total	48	100
Educational Attainment		
College Level	2	4.17
College Graduate	46	95.83
Total	48	100

**Objective 2: To Determine the level of job satisfaction of regular employees**

Table 2 presents the employees job satisfaction. For the regular employees' job satisfaction, they were satisfied with their fringe benefits ( $WM=3.14$ ) and very satisfied with their working conditions ( $WM=3.44$ ), interpersonal relationships ( $WM=3.68$ ), and motivation at work ( $WM=3.61$ ), having the grand weighted mean of 3.47 and being described as very satisfied. For the fringe benefits, the employees are satisfied due to having access to company-sponsored training and seminars. Concerning their working conditions, they were very satisfied with job security, the opportunity to work on interesting projects, and the physical working environment. Concerning their interpersonal relationships, they were very satisfied with their communication with their supervisor, who possesses the capability to manage and promote employees' career development, resulting in a better-established relationship with each other. These regular employees were passionate about their work and had mastered the skills necessary for their jobs. Thus, the regular employees were very satisfied while working in the local government unit regarding their fringe benefits, working conditions, interpersonal relationships, and motivation at work.

The study shows significant findings concerning the employees' performances in their respective offices, and they are very satisfied as they established an outstanding performance, which the local government unit has always been expecting. This presumes further that during office hours when engaging in their respective tasks, they were able to accomplish the targeted outputs on that particular day, which means these employees are very productive. According to Valentine (2023), employee productivity can be defined and measured in various ways, but it ultimately depends on the amount of work an employee completes within a specific timeframe.

Productive workers consistently meet deadlines, generate excellent work, and contribute to the success of their organizations.

**Table 2: The Employees Job Satisfaction**

Indicators	Weighted Mean (WM)	Description
<b>Fringe Benefits</b>		
4. Access to company-sponsored training and seminars	3.24	Satisfied
2. Frequency and amount of bonuses.	3.14	Satisfied
1. Benefits	3.11	Satisfied
3. Connection between pay and performance.	3.09	Satisfied
Overall WM	3.14	Satisfied
<b>Working Conditions</b>		
8. Job security	3.73	Very Satisfied
9. Opportunity to work on interesting projects	3.60	Very Satisfied
7. Physical working environment	3.54	Very Satisfied
6. Flexibility of work hours	3.23	Satisfied
5. Workload	3.13	Satisfied
Overall WM	3.44	Very Satisfied
<b>Interpersonal Relationship</b>		
10. Communication with your supervisor	3.77	Very Satisfied
12. Your supervisor's management capabilities	3.67	Very Satisfied
13. your supervisor's active involvement in your career development	3.67	Very Satisfied
14. Your overall relationship with your supervision	3.69	Very Satisfied
15. Your relationship with your peers	3.67	Very Satisfied
11. Recognition received from your supervisor	3.63	Very Satisfied
Overall WM	3.68	Very Satisfied
<b>Motivation at Work</b>		
16. I am passionate about my work.	3.68	Very Satisfied
18. I have mastered the skills necessary for my job.	3.64	Very Satisfied
20. Throughout the year, my department celebrates its progress toward achieving its goals	3.62	Very Satisfied
17. My supervisor/manager delegates important projects/tasks to me that significantly impact my department's overall success.	3.58	Very Satisfied
19. My supervisor/manager recognizes when I competently perform my job	3.58	Very Satisfied
21. I regularly receive evidence/information about my progress toward achieving my overall performance goals	3.58	Very Satisfied
<b>Present Job</b>		
22. The way I am noticed when I do a job.	3.48	Very Satisfied
23. The recognition I get for the work I do.	3.47	Very Satisfied
24. My pay and the amount of work I do.	3.48	Very Satisfied
25. The way my boss handle employees	3.69	Very Satisfied
26. The way my boss take care of complaints brought to him/her employees	3.71	Very Satisfied
Overall WM	3.61	Very Satisfied
Grand Weighted Mean	3.47	Very Satisfied



### **Objective 3:** *To Determine the level of job performance*

Table 3 shows the employees' job performance. It reveals that the majority of them obtained job performance ranging from 3.51 to 4.00 with the description of "outstanding." As noted, the mean () was 3.77 (outstanding). Thus, the employees working in the government unit had an outstanding performance.

**Table 3:** *The Employees Job Performance*

Rating	Frequency (f)	Interpretation
3.51-4.00	38	Outstanding
2.51-3.50	10	Good
Total	48	Outstanding

Mean ( $\bar{X}$ ): 3.77, outstanding

Scale: 3.26-4.00: Outstanding; 2.51-3.25: Good; 1.76-2.50: Fair; 1.00-1.75: Needs Improvement

### **Objective 4:** *To determine the relationship between the socio-demographic profiles and job satisfaction of the employees in terms of fringe benefits, working conditions; interpersonal relationship, and motivation at work.*

Table 4 presents the relationship test between the employees' demographic profiles and the fringe benefits, which is not significant. The employees' sex does not show association with their fringe benefits, unlike their length of service and educational attainment, which the test provides sufficient evidence to suggest that they are associated. It implies that the employees with a high level of length of service tend to have better fringe benefits as compared with those new in the service. In a similar vein, those teachers with high educational attainment tend to have better fringe benefits as compared to those only unable to finish their college education.

Moreover, this study found that regardless of whether the employees are males or females, their fringe benefits have nothing to do with their sex. It is unlike their length of service, as the study revealed to have an association with the fringe benefits. This clearly shows that once the employees have rendered more years in service, they tend to have a bigger benefit than those who are new in the organization since these benefits depend solely on length of service and position. It is more apparent that educational attainment poses an association with fringe benefits since those who graduated from college or even graduate studies have a higher position than undergraduate employees. One indicator is the first- and second-level positions. First-level positions are clerical, utility, and others. On the other hand, second-level positions are those professional positions. Stobierski (2020) recognized the association between greater average incomes and college education is crucial. Because of the level of information that comes with a higher education, college graduates usually earn more than those without a degree.

Additionally, the findings recorded that the employees' sex has no association with their working conditions, like with their length of service; it does not provide evidence to be associated with the working conditions, claiming that their relationships are not significant. There is sufficient evidence to suggest that employees' educational attainment is associated with their job satisfaction regarding working conditions, indicating a significant relationship.

This study implies that employees of all sexes would never guarantee feeling satisfied with the working conditions they experience at work. In this situation, some male employees may be satisfied, and they may also be satisfied at the same level as the female. Thus, there is no clear pattern or association between the sexes regarding their working conditions in different offices. Another revelation is that no matter how long they are working in the LGU, this never implies that they feel better in their working conditions. Not like for educational attainment, in which the higher their attainment, the higher is also the level of their working conditions. Elaho and Odion (2022) suggested that the workplace is the entirety of the interactions that take place between the representatives and the companies, as well as the environment in which they operate, which consists of specialized, human, and authoritative environments.

In examining the relationship between socio-demographic profiles and employees' job satisfaction regarding interpersonal relationships, it is found that employees' sex, length of service, and educational attainment are not associated with their interpersonal relationships. It indicates that their relationships are not significant.

Another remarkable finding this study will reveal is that the employee sexes never influence the interpersonal relationship, which means that either males or females can have a high level of job satisfaction in the aspect of showing a good relationship with their co-employees in the organization. On the other hand, no matter how long the employees have been working in the LGU, the years they have spent do not give assurance that they are satisfied with their interpersonal relationships with each other in the office. It can also happen that even when employees are new to the service, they have a better relationship with the other employees as compared with the old ones. Elaho and Odion (2022) stressed that in the modern corporate world, a worker's level of fulfillment is primarily determined by the climate of their workplace, especially in terms of how they deal with each other. With regards to educational attainment, It does not suggest that those who graduated from a particular course had a higher level of interpersonal relationships than those at the college level, since there is no evidence to support this claim.

In measuring the relationship between socio-demographic profile and job satisfaction in terms of motivation, the employees' sex, length of service, and educational attainment are not associated with their work motivation, indicating the relationship is not significant.

This study reveals that the sex of the employee in the LGU will have no influence on job satisfaction or motivation at work. This explains why the males can be more motivated than the females. This means there is no distinct observed category that entails a clear pattern of association. Employees who have spent more years in the office are not necessarily more satisfied with their motivation toward work compared to newly hired employees. According to Vinarski-Peretz (2014), a workplace that is stable and open will give employees a sense of protection, which will increase their commitment to their work as they are more motivated.



**Table 4:** *The Relationship Between Socio-Demographic Profiles and Employee Job Satisfaction in Terms of Fringe Benefits*

Variables	Correlation Test	p-value	Remarks
<b>Fringe Benefits</b>			
Sex & Fringe Benefits	$r_{pb} =$	.143	Not Significant
Length of Service & Fringe Benefits	$\chi^2 = 12.34$	.004*	Significant
Educational Attainment & Fringe Benefits	$\chi^2 = 14.77$	.000*	Significant
<b>Working Conditions</b>			
Sex & Working Conditions	$r_{pb} = .102$	.342	Not Significant
Length of Service & Working Conditions	$\chi^2 = 4.45$	.078	Significant
Educational Attainment & Working Conditions	$\chi^2 = 13.32$	.000*	Significant
<b>Interpersonal Relationship</b>			
Sex & Interpersonal Relationship	$r_{pb} = .055$	.576	Not Significant
Length of Service & Interpersonal Relationship	$\chi^2 = 2.48$	.218	Significant
Educational Attainment & Interpersonal Relationship	$\chi^2 = 3.74$	.276	Significant
<b>Motivation at Work</b>			
Sex & Motivation at Work	$r_{pb} = .178$	.186	Not Significant
Length of Service & Motivation at Work	$\chi^2 = 3.71$	.256	Significant
Educational Attainment & Motivation at Work	$\chi^2 = 3.05$	.296	Significant

\*Significant,  $p < .05$

**Objective 5:** *To determine the significant relationship between the socio-demographic profiles and the job performance of the employees.*

Table 5 shows the relationship between the employees' profiles and job performance. It reveals that there is no sufficient evidence to suggest that their sex is associated with how they performed on their job, unlike their length of service and educational attainment, which indicate having associations. This indicates that employees with more years of service tend to perform better compared to those who are new to the job, and that employees with higher educational attainment are likely to perform better than those who are only undergraduates or did not complete college.

**Table 5:** *Relationship Between the Employees' Socio-Demographic Profiles and Job Performance*

Variables	Correlation Test	p-value	Remarks
Sex & Job Performance	$r_{pb} = .095$	.645	Not Significant
Length of Service & Job Performance	$\chi^2 = 16.02$	.000*	Significant
Educational Attainment & Job Performance	$\chi^2 = 17.91$	.000*	Significant

\*Significant,  $p < .05$

**Objective 6:** *To determine the significant relationship between job satisfaction and the job performance of the employees.*

Table 6 presents the relationship between job satisfaction and the job performance of the employees which claims that the relationship is significant. For the working conditions it is associated with job performance it implies the relationship is significant.

For interpersonal relationships it is not associated with job performance it concludes that the relationship is not significant. For the motivation at work, it is associated with job performance which implies that the relationship is significant. Moreover, the present job is associated with the employees' job performance, this implies that the relationship is significant.

The study's findings reveal that the fringe benefits received by employees have a positive association with their job performance. This means that the higher the level of job satisfaction in terms of benefits given by the government through the LGU, the higher the level of job performance among the employees.

According to Reshika (2023), financial incentives were considered as one type of compensation closely linked to employee performance. Employee performance improves with increased earnings or incentives. This encourages staff members to meet objectives and push themselves to do even more. One of the typical financial incentives used to support employees in advancing their careers is salary increases. Aside from that, working conditions are also considered a contributor to increased job performance. Once the employees feel comfortable, convenient, and safe at work, they can perform well. The physical work environment and its impact have been extensively researched because they can limit, interfere with, or obstruct the variety of work behaviors that are demonstrated, which may affect job performance.

Al-Omari and Okasheh (2017) suggested that the physical work environment and its impact have been extensively researched because they can limit, interfere with, or obstruct the variety of work behaviors that are demonstrated, which may have an effect on job performance. But the interpersonal relationship will not impact job performance, which means, regardless of the relationship of the employees in the office, they can still perform better, not like the motivation at work and the present job, which have an influence on job performance. No doubt, if the employees are well motivated, they can make themselves effective at the tasks assigned to them (Tenny, 2023).

**Table 6:** *The Relationship Between Job Satisfaction and Job Performance of the Employees*

Variables	Correlation Coefficient	p-value	Remarks
Fringe Benefits & Job Performance	$r_s = .342$	.003*	Significant
Working Conditions & Job Performance	$r_s = .154$	.046	Significant
Interpersonal Relationship & Job Performance	$r_s = .131$	.103	Not Significant
Motivation at Work & Job Performance	$r_s = .453$	.000*	Significant
Present Job & Job Performance	$r_s = .390$	.000*	Significant

\*Significant,  $p < .05$

## 6. Conclusions

It is very important to investigate the job satisfaction of the out-of-field regular government employees in the three municipalities, such as Liloy, Salug, and Leon B. Postigo Zamboanga del Norte, in terms of the fringe benefits they received, working conditions, interpersonal relationships, motivation at work, and present job, considering that these are considered the study's gaps to be addressed in that particular government unit. Job satisfaction was also associated with the employees' job performance and socio-demographic profiles. The fringe benefits, motivation at work and present job are determinants of job performance, which means the higher of these areas the employees receive and experience, the more they perform well. Therefore, it can be concluded that even if the employees are not working in their field of specialization, they are still effective in their respective assignments since their training relative to the present work significantly improved their basic skills.

## 7. References

- Aghaji A, Burchett HED, Oguego N, Hameed S, Gilbert C. (2021) Human resource and governance challenges in the delivery of primary eye care: a mixed methods feasibility study in Nigeria. *BMC Health Serv Res.* 21:1321. 10.1186/s12913-021-07362-8 [[PMC free article](#)] [[PubMed](#)] [[CrossRef](#)] [[Google Scholar](#)] [[Ref list](#)]
- Altangerel, O., Ruimei, W., & Bayandalai, D. (2015). Investigating the Effect of Job Stress on Performance of Employees. *International Journal of Scientific & Technology Research (IJSTR)*, 4, 276-280. <https://www.ijstr.org/final-print/feb2015.pdf>
- Amin, M. (2015). Relationship between Job Satisfaction, Working Conditions, and Motivation of Teachers to Teach and Job Performance of Teachers in MTs, Serang, Banten. *Journal of Management and Sustainability*, 5(3), 20
- Atak, M. (2011). A research on the relation between organizational commitment and learning organization. *African Journal of Business Management*, 5(14): 5612-5616.
- Ay, F. A., & Keleş, K. (2017). The Effect of Transactional and Transformational Leadership Styles on Intention to Leave and Job Performance, *Gumushane University Journal of Health Sciences*, 6(4), 193-203.
- Benedicto, H. R., & Caelian, M. V. (2021). The influence of work ethics on the job performance of government employees. *Philippine Social Science Journal*, 4(1), 71-82
- Colquitt, J., LePine, J., & Wesson, M. (2009). *Organizational Behavior*
- Corpuz, J.T., Peña, G.S., Baconguis, R.D., Serpa, S., (Reviewing editor) (2022) Achievement, affiliation, power and academic performance of business management students of a state university in Cavite, Philippines, *Cogent Social Sciences*, 8:1, doi: 10.1080/23311886.2022.2060538
- De Leon, C., Rollon J.J., Corpuz, J. & Desepida, M.C. (2018). Job Satisfaction and Work Values of Government Employees in Selected Municipalities of Cavite, Philippines
- Edgar, F., Blaker, N. & Everett, A. (2020). Gender And Job Performance: Linking The High Performance Work System With The Ability–Motivation–Opportunity Framework <https://www.emerald.com/insight/content/doi/10.1108/PR-10-2019-0577/full/html>
- Elaho, O.B., and Odion A.S., (2022). The Impact of Work Environment on Employee Productivity: A Case Study of Business Centers in University of Benin Complex

- Ertan, H. (2008). The Relationship Between Organizational Commitment, Job Motivation and Job Performance: A Study in Five Star Hotel Management in Antalya (Ph.D Thesis, Institute of Social Sciences, Afyonkarahisar Kocatepe University)
- FutureLearn (2023). What is job satisfaction and why is it important? - FutureLearn. FutureLearn. <https://www.futurelearn.com/info/blog/what-is-job-satisfaction>
- Green, C., Jegadeesh, N. & Tang, Y. (2007) Gender And Job Performance: Evidence From Wall Street [https://www.nber.org/system/files/working\\_papers/w12897/w12897.pdf](https://www.nber.org/system/files/working_papers/w12897/w12897.pdf)
- Griffin, R. & Moorhead G. (2012). Human Behavior in Organization (2 nd Edition). Prentice Hall; 2 edition
- Meyer, J. P. & Allen, N. J. (1997). Commitment in the workplace: theory, research, and application. California: Sage Publication, Inc
- Miles, M. (2023). Interpersonal Relationship: Their Importance and How to Maintain Them
- Musheke, M. & Phiri, J. (2021) The Effects of Effective Communication on Organizational Performance Based on the Systems Theory. Open Journal of Business and Management, **9**, 659-671. doi: [10.4236/ojbm.2021.92034](https://doi.org/10.4236/ojbm.2021.92034).
- Nisar, Sahar & Siddiqui, Danish Ahmed, A Survey on the Role of Fringe Benefits in Employee Satisfaction – An Analysis of Organizations of Pakistan (2019).
- Nisar, S. & Siddiqui, D. A. (2019). A Survey on the Role of Fringe Benefits in Employee Satisfaction – An Analysis of Organizations of Pakistan. Business Management and Strategy, 9(1), 232-252, Available at SSRN: <https://ssrn.com/abstract=3381447>
- Oludeyi, O. S. (2015). A review of literature on work environment and work commitment: implication for future research in citadels of learning. Tai Solarin University of Education, Ogun State, Nigeria. pp12, 14-1.
- Reshika, R. (2023). A Study on Impact of Financial Incentives on Employees' Performance
- Santana, G. (2023). Job Satisfaction: What it is, Components & Guide. QuestionPro. <https://www.questionpro.com/blog/job-satisfaction/>
- Sarker, S., Crossman, A. & Chinmeteeputuck, P. (2003). The Relationships Of Age And Length Of Service With Job Satisfaction: An Examination Of Hotel Employees In Thailand [https://www.researchgate.net/publication/233508346\\_The\\_relationships\\_of\\_age\\_and\\_length\\_of\\_service\\_with\\_job\\_satisfaction\\_An\\_examination\\_of\\_hotel\\_employees\\_in\\_Thailand](https://www.researchgate.net/publication/233508346_The_relationships_of_age_and_length_of_service_with_job_satisfaction_An_examination_of_hotel_employees_in_Thailand)
- Shabana. (2022, September 29). Fringe Benefits – Objective, Examples, and How they work. Invyce. <https://invyce.com/fringe-benefits-objective-examples-and-how-they-work/>
- Simplilearn (2023) Benefits of Employee Satisfaction for the Organization [https://www.simplilearn.com/employee-satisfaction-article#importance\\_and\\_benefits\\_of\\_employee\\_satisfaction](https://www.simplilearn.com/employee-satisfaction-article#importance_and_benefits_of_employee_satisfaction)
- Tenney, M., Tenney, M., & Tenney, M. (2023b, July 31). How employee motivation impacts performance. Business Leadership Today - the Resource for Leaders Working to Build and Sustain World-class Teams and Organizations in Today's Business Environment. <https://blog.businessleadershiptoday.com/how-does-employee-motivation-impact-performance/>
- Usop, A., Kadtong, M. & Usop, DAS. (2013) The Significant Relationship Between Work Performance And Job Satisfaction In Philippines
- Valentine, N. (2023, September 7). How to improve employee productivity or performance. Money. <https://money.com/how-to-improve-employee-productivity-or-performance/>
- Vo TTD, Tuliiao KV, Chen CW (2022). Work Motivation: The Roles of Individual Needs and

Social Conditions. Behav Sci (Basel). 2022 Feb 15;12(2):49. doi: 10.3390/bs12020049. PMID: 35200300; PMCID: PMC8869198.

Zhenjing G, Chupradit S, Ku KY, Nassani AA, Haffar M. (2018). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. Front Public Health. 2022 May 13;10:890400. doi: 10.3389/fpubh.2022.890400. PMID: 35646787; PMCID: PMC9136218.