



Research Article

The Relationship Between Job Satisfaction and the Performance of Agricultural Extension Workers: A Perspective in a Changing World

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Abstract

In today's dynamic organizational landscape, human behavior has grown increasingly complex and multifaceted. This article seeks to address a gap in the existing literature on organizational behavior, particularly concerning employee performance across diverse work environments and varying levels of job satisfaction. By examining the fundamental concepts of job satisfaction and performance, as well as their interplay, this study aims to enrich the current knowledge in organizational behavior and human resource development. Furthermore, the paper provides insights to assist decision-makers in formulating clear policies and strategies that foster motivation, innovation, and a positive organizational culture. By prioritizing employee satisfaction, challenge, and collaborative relationships, organizations can cultivate an environment that not only attracts top talent but also encourages innovative behaviors. Such strategies are essential for addressing contemporary workplace challenges and sustaining long-term success. That study demonstrated that a work environment characterized by significant autonomy and supportive relationships among colleagues, supervisors, and subordinates leads to higher levels of worker satisfaction. Consequently, subsequent investigation has focused extensively on how employees' assessments of their own job performance and their workplace relationships influence their overall job satisfaction. Through performance evaluation, strengths and weaknesses can be identified and advance plans can be made. Good performance is straight replicated in business results, which improves the institution's standing in the market.

Keywords

Job Satisfaction, Job Performance, Relationship, Organizational Behavior, Organizational Environment

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1. Introduction

Job satisfaction is a multidimensional concept, encompassing all facets of a role and the work environment that employees perceive as either fulfilling or dissatisfying [2]. It extends beyond core job duties to include interactions with colleagues, compliance with organizational policies, and the meeting of performance targets. Consequently, an employee's overall sense of satisfaction is a composite evaluation of these diverse elements [32]. Furthermore, job satisfaction represents an emotional state arising from the comparison between an individual's expectations and their actual work experience, reaching a level that fulfills their personal needs and desires [27]. As eluded by Rose and others [29] job satisfaction is as a mind state for an individual's satisfaction level relative to the physical working condition and environment of work. Indeed, the job satisfaction is vital if organizations are to attract and retain qualified individuals.

The key to the survival of organizations in today's world is creating work environments that promote job satisfaction, Job Performance: The concept of job performance is connected by the individual and organization behavior and takes a special position in any organization since it is deemed a final outcome to all the activities in the organization [23]. Job performance is an issue that has not only grasped organizations all over the world but also fuelled a great deal of research in fields of organizational behavior and organizational psychology [7]. On the other hand, [31] mentioned that organizations which are not realize the importance of the job performance and do not know the relationship between the individual's satisfaction and the job performance will create problem at work worthy of review from time to time. In addition,

Campbell and others [7] confirmed that primary importance of job performance represents in existence a direct relationship between the job performance and the role perceptions of the staffs in the organization. As mentioned by [26] the importance of the job performance is increasing every day; due to the job performance can be used to build incentives standards and enable the staff to understand their contributions in the organization. In the same vein, Hsu [15] mentioned that fundamental importance of job performance is stemming from the policy and design of strategies that seek to improve the physical working conditions.

Problem statement, the effectiveness of the various organizations depends in achieving its goals on several factors including job satisfaction and performance of individuals working in them. Therefore, the organizations should find an appropriate productive organizational environment, in order to overcome the states of repeated absences and early leave for the job and wasting the official working hours in aimless discussions away from the requirements of the job, which lead to the prevalence of idle capacity. Some studies have proved that there is a direct relationship between the level of job satisfaction and improving the behavior of workers and their performance for the implementation of the goals of the organization.

Signification of Research: This research is significant for a several reasons it is an effort to close a gap in the literature on organizational behavior in with particular reference to employees' performance, organizational behavior and work environments. Also, a better understanding of the relationships between organizational climate and job performance they may also aid academicians in the explanation of the motivational and behavioral aspects of organizational psychology. The results would help us to know the barriers which impact on organizational climate and job performance so, if the results are positive should be enhanced and if the results are negative should be solved.

2. Literature Review

The literature presents multiple conceptual and operational definitions of job satisfaction, reflecting diverse theoretical approaches [22]. These range from viewing it as a holistic assessment, often termed overall or total job satisfaction [9; 33], to more specific definitions that focus on particular workplace domains. The variation among definitions primarily concerns which facets of a job are emphasized and how they are integrated into a comprehensive measurement [19]. Despite this diversity, a recurring theme identified by Downey et al. [10] is the consensus that job satisfaction constitutes an affective or emotional response to one's work. Conversely, Herman and Hulin [13] offer a complementary perspective, defining the concept as an outcome of the alignment between an organization's reinforcement systems and an individual's personal needs. Khamis and others [20] Job satisfaction refers to the affective or emotional state that results from an individual's satisfaction with their work or work-related experiences. Hlungwane [14] Job satisfaction is defined as the pleasurable emotional state that an individual feels when fulfilling the values and principles of their job at work. It has also been defined in terms of the attitudes that individuals adopt towards their jobs. Schneider [35] Job satisfaction is defined as a subjective evaluation of the immediate circumstances of a job or the outcomes of having a job. There are those who seem to agree with this definition, saying that job satisfaction refers to an individual's perception of his or her evaluation of the job. Accordingly, an individual's vision is influenced by their individual circumstances such as needs, values, habits, and expectations.

An individual's assessment of their own work performance is shaped by the factors and circumstances they personally consider significant. In contrast, Josias [17] posits that job satisfaction constitutes an attitude rather than a behavior. Jyoti [18] similarly characterizes job satisfaction as an attitudinal outcome—one that managers frequently emphasize due to its potential links to productivity, absenteeism, and employee turnover. Synthesizing these perspectives, job satisfaction

may be understood as the affective orientation—whether positive or negative—that an individual holds toward their work [5]. Consequently, an employee with high job satisfaction will generally view their role favorably, whereas dissatisfaction

tends to coincide with negative perceptions of one's job. The table below compiles definitions drawn from various texts on job satisfaction published across more than five decades.

Table 1. Summary of the Definition of Job Satisfaction.

No.	Year	Researchers	Definition
1.	1975	Downey and others [11]	He noted that there is a general consensus on defining job satisfaction as an existential response.
2.	1979	Hamid [12]	He refers to the pleasurable or affective state that results from an individual's evaluation of his or her work, job, or work-related experiences.
3.	1982	Amin [4]	He refers not only to the explicit activities associated with one's own job, but also includes other conditions such as interaction and harmony with colleagues, adherence to organizational principles and policies, towards achieving job performance goals.
4.	2005	Josias [17]	More than just observable actions, job satisfaction is an evaluative attitude. It represents an employee's favorable appraisal of their work, stemming from their perception of its specific characteristics.
5.	2006	Hlungwane [14]	Job satisfaction is the sense of contentment and positive emotion that arises from work which aligns with one's personal values and professional standards.
6.	2007	Lafta [23]	It is the perception or feeling that an individual has towards their job, whether positive or negative. Thus, an employee who has a good level of job satisfaction will have a positive feeling towards their job, while a dissatisfied person will have negative feelings.
7.	2010	Joo and Park [17]	Job satisfaction is defined as an individual's personal assessment of their work experience, encompassing both their role's conditions and the results of their employment.
8.	2011	Adenikn [1]	The idea of job satisfaction relates to how employees perceive the attributes of their role and their workplace environment—viewing them as either fulfilling and motivating, or as sources of frustration and discontent.
9.	2013	Jyoti [18]	Job satisfaction should be viewed as an attitude - an outcome that many managers are concerned about as it may be linked to productivity, absenteeism, and employee turnover.
10.	2016	Lafta et al. [24]	He refers to a state of knowledge and distinction between what the employee expects and the work environment through a satisfactory level of satisfaction to fulfill their needs and desires.

Job Performance: Researchers have different thoughts about job performance definitions [5]. So, the researchers are used the term of job performance to express the range of measurements of individual transactional efficiency, input and output efficiency in the organization [21]. In the same vein, Ackerman [1] referred that job performance is an interaction of the employee's behavior and effort, therefore the job performance can be determined by two [2] determinants which namely: the interaction of the amount of employee's effort and ability.

According to Saleh and Man [32], job performance can be determined by three [3] determinants namely: levels of achievement of each job and fulfillment of organizational regulations and requirements for an official role. In the same

context, Amin [4] referred that job performance can be determined by two [2] determinants namely: behavior of employees and role perception. Adding, Khamis and others [20] postulates there are two [2] determinants of job performance: individual inputs and job context. On the other hand, Campbell and others [6] mentions that job performance made up of multiple- determinants, these determinants, in turn, is made up of indicators that can be measured directly. To sum all up, [30] pointed that job performance determinants provide a pertinent perception for employees about the organization and supply a dynamic interface behaviorally for employees psychologically meaningful for their. However, the table below presents definitions are taken from a number of books on job performance published over a period of more than 50 years:

Table 2. Summary of the Definition of Job Performance.

No.	Year	Researchers	Definition
1.	1970	Campbell et al [6]	Job performance results from the interplay of an employee's behavior and effort. This behavior is shaped by the degree of effort an individual applies and their alignment with organizational goals, and is ultimately evaluated based on their outcomes.
2.	1996	Campbell et al [7]	Pointed that job performance consists of the observable behaviors and the perceptions that staff do in their jobs that are relevant to the organizational objectives.
3.	1996	Miles et al [25]	Job performance is a multi- dimensional concept and takes a special case in any public organization since it is deemed a final outcome to all activities in organizations.
4.	1982	Amin [4]	He explained that job performance is the result of the efforts, experiences, and skills that an employee performs while working towards achieving a specific goal
5.	2005	Sulaeman et al [36]	Describes the job performance that it is the ability of the management to change the inputs which are related to the organization to the number of outputs with specific specifications and low cost.
6.	2005	Devinney et al [10]	Job performance is the creation of a complex series of actions that integrate skills and knowledge to produce a valuable result at work.
7.	2008	Chi et al [8]	Job performance means the interaction between the ideas of behavior and achievement processes to perform the tasks.
8.	2016	Saleh et al [30]	Job performance is scalable actions and outcomes that staffs engage to contribute in organization goals.
9.	2016	Al-Awsi et al [3]	Refers that the job performance is connected by the individual and organization behavior and takes a special position in any organization since it is deemed a final outcome to all activities in organizations.

Relationship Between Job Performance with Job Satisfaction: Since the Rana [28] study by Rana et al. Western Electric, researchers have consistently explored the link between employee perceptions and job satisfaction. That study demonstrated that a work environment characterized by significant autonomy and supportive relationships among colleagues, supervisors, and subordinates leads to higher levels of worker satisfaction. Consequently, subsequent investigation has focused extensively on how employees' assessments of their own job performance and their workplace relationships influence their overall job satisfaction. On the other hand, [3] confirmed that past findings found that organizations that encouraged to the correlation between the job satisfaction with job performance showed more stability and motivation to discharge responsibilities efficiently.

Research presents a complex and often debated relationship between job satisfaction and performance. While Joo, and Park [16] found that only 2% of the variance in job performance could be explained by worker satisfaction, many other studies confirm a positive, though generally weak, correlation between the two factors [19; 34]. The nature of this link is further complicated by numerous theoretical models. Timothy et al. [37], for instance, identified seven distinct models for describing this relationship. Certain models, as noted by Rana and Lifta [28], propose a unidirectional connection, suggesting job satisfaction leads to performance or that performance

fosters satisfaction. Despite the variability in explanatory power, some research, such as that by Saleh et al. [32], continues to report a strong positive correlation between employee satisfaction and job performance.

3. Conclusion and Recommendation

Job satisfaction and job performance are known to be good and significant precursors of employees' performance in any organization, because they give the employee the stability and motivation to the work. So, organizations that encouraged to correlation between job satisfaction and performance showed more motivation to discharge responsibilities efficiently. The studies which seek to know the relationship of job satisfaction and job performance in the workplace abound in the literature. However, the amount of studies which aim to seek for empirical evidence on the relationship of satisfaction and performance measures are limited and this is expected to be one of the few.

Novelty Statement: This study presents an innovative examination of the interplay between job satisfaction and job performance, addressing a critical gap in current organizational behavior research. Unlike previous studies, it adopts a multi-dimensional approach—incorporating psychological, strategic, and cultural perspectives—to develop a comprehensive

framework. This framework equips organizational leaders with actionable insights to design policies that enhance employee motivation and foster innovation in diverse workplace settings.

Author Contributions

Jasim Mohammed Saleh: Writing – original draft.
Adnan Ibrahim Khamis: Methodology
Roaa Mohammed Hamid: Project administration
Ahmed Hamdan Lafta: Funding acquisition
Ehab Jabbar Aldabbagh: Investigation

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Conflicts of Interest

There is no conflict of interest for this research and the research was carried out with personal efforts.

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