

## PERCEPTION OF ORGANIZATION PERFORMANCE AND ITS IMPACT ON EMPLOYEE SATISFACTION TOWARDS IT SECTOR

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### ABSTRACT

In the contemporary world, all organizations rely on their personnel. A competent employee plays a crucial role in a firm's growth and long-term viability. The performance of employees can be assessed by placing precise and sufficient emphasis on numerous personal, professional, general, and additional criteria. This study aimed to identify the substantial disparity between demographic variables and determinants of employee satisfaction and the notable influence of organizational performance on employee satisfaction. A sample of 267 employees who worked in the IT sector was selected for this study. This study analyzed various factors determining organizational performance, including remuneration benefits, working environment, supervisor and management, training, development, resources, and promotion chances. The findings of this study revealed that employee satisfaction in the IT sector in Chennai City is primarily influenced by remuneration advantages, followed by the working environment and supervisor and management aspects.

**Key words:** *Employee Satisfaction, Organization Performance, Promotion Prospects, Remuneration benefits, Working Environment.*

### INTRODUCTION

In a more specific sense, job satisfaction refers to attitudes directly connected to one's job. Various aspects, including supervision, working conditions, salaries, job stability, social relationships at work, prompt resolution of complaints, and fair treatment by the employer, influence job satisfaction. Mishra (2013). Shaju and Subhashini (2017) assert that the performance measuring scale effectively and sufficiently focuses on various personal, professional, general, and additional aspects. The professional traits encompass technical expertise, proficiency, excellence, dependability, ingenuity, precision, capacity for learning, collaborative mindset, sense of responsibility, and motivation. Personal traits encompass

honesty, integrity, discipline, loyalty, punctuality, graciousness, moral ethics, optimism, behavioural etiquette, and trustworthiness.

The employee's overall qualities include adherence to dress code, physical well-being, practical communication skills, proficiency in computer usage, and handling disciplinary matters. Additional attributes include employees' educational qualifications, achievements, professional experiences, honours, and awards. The working environment is crucial for ensuring employee job satisfaction. The working environment encompasses various factors such as working hours, job safety, employee relationships, employee needs, and the impact of top management on employee performance. A positive working environment fosters employee loyalty, commitment, efficiency, effectiveness, and productivity. It also cultivates a sense of ownership among employees, leading to organizational efficiency and reduced costs associated with dissatisfied employees. Raziq and Maulabakhsh (2015). As per Abuhashesh et al. (2019), training and development have enhanced employees' skills and boosted their confidence in performing their tasks. This suggests a positive correlation between training and job satisfaction. Enhancing training programs lets employees feel at ease while carrying out their tasks, leading to improved skills and a sense of accomplishment. This, in turn, fosters internal motivation and boosts self-confidence among employees.

## **REVIEW OF LITERATURE**

In a study by Kumari (2011), various factors contributing to job satisfaction were examined at Badarpur Thermal Power Station, NTPC Ltd. These factors included culture, leadership communication, commitment, job content, training, rewards and recognition opportunities, teamwork, superior subordinate relationship, and delegation. Based on the study conducted with a sample of 125 employees, it was found that the employees expressed dissatisfaction with the hygiene, health, and working conditions at the workplace. Although the working environment is generally satisfactory, there are still areas that could benefit from improvements. Employees are generally pleased with how their superiors handle the work issues of their subordinates. While employees generally feel that their superiors at NTPC treat them fairly, there is room for improvement in the relationship between the two parties.

In a study conducted by Mishra (2013), the focus was on determining the satisfaction level of respondents regarding their working conditions and welfare facilities. A total of 107 employees were included in this study. The study focused on various factors such as working hours, fair payment, training, physical layout of the department, motivation, performance feedback, teamwork, and welfare benefits to determine job satisfaction. Based on the findings of this study, it appears that the employees in the warehouse department are generally dissatisfied with various aspects of their work, except their working hours and training, which they seem to be satisfied with. It was noted that most respondents expressed satisfaction with the payment structure. However, only a certain percentage of employees in the warehouse, engineering, human resources, and finance departments shared this sentiment.

A study conducted by Raziq and Maulabakhsh (2015) focused on exploring the correlation between the working environment and job satisfaction. This study selected a sample of 210 employees from the bank and telecommunication sectors. The study showed a significant positive relationship between top management and job satisfaction. Additionally, it was observed that there is a positive linear relationship between the working environment and job satisfaction.

BhavyaSree and Satyavathi (2017) aimed to determine the correlation between the working environment and employee job satisfaction. 80 respondents were chosen from various educational institutes, banking sector, and telecommunication industry in the City of Hyderabad. The study found a strong correlation between the working environment and employee job satisfaction. It was determined in this study that businesses should recognize the significance of a positive work environment in order to enhance job satisfaction. Motivating employees to work hard is crucial for an organization to achieve its goals and objectives.

According to Shaju and Subhashini (2017), satisfied employees will develop a strong emotional connection with the organization and feel proud to be a part of it. This contributes to maintaining the industry's integrity and fostering high morale. This study investigated the relationship between job satisfaction dimensions and employee job performance. The study included 250 respondents and found a positive correlation between job satisfaction and employee performance in the Automobile industry, at both supervisor and worker levels.

Abuhashesh et al. (2019) explored the factors contributing to employee long-term job retention. The study focused on important factors such as wages, organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security. This study chose a sample of 147 respondents to examine the job satisfaction. The results revealed a correlation between high wages, training, and employee satisfaction, indicating a negative relationship between stress, job security, and employee performance. Additional findings from this study revealed that employee satisfaction was positively influenced by training and development. Moreover, training and development enhanced employees' skills and boosted their confidence in performing their job.

In a study conducted by Dziuba et al. (2020), it was found that employees who are satisfied with their work tend to be more dedicated, perform tasks more effectively, and show concern for both their colleagues and themselves. This study evaluated employee job satisfaction and its impact on their work performance. For this study, 47 employees were chosen to help accomplish the goal. The study revealed that most employees expressed contentment with their working conditions, except for salaries which received the lowest level of satisfaction. The subpar employment safety measures had a detrimental impact on overall satisfaction levels.

Helmi and Abunar (2021) aimed to understand the concept of job performance and job satisfaction and explore the effects of these factors. Data was collected through an online survey of 100 employees across private and Government sector organizations in Jeddah, Saudi Arabia. The study findings indicated that job satisfaction was reported among employees in both the Government and private sectors. Furthermore, the study revealed that motivation, salary, leadership, and productivity were crucial in determining employee job satisfaction.

Inayat & Jahanzeb Khan (2021) conducted a study to examine the impact of job satisfaction on employee performance in private sector organizations in Peshawar, Pakistan. In this study, a group of 60 employees from private organizations in the study area were selected. The findings revealed that the satisfied respondents demonstrated higher levels of productivity and utilized their resources more effectively and constructively than the dissatisfied employees. Job satisfaction does not significantly correlate with gender, qualifications, family system, or marital status. According to this study, organizations should consider factors of job satisfaction

to enhance employee performance in areas such as quality of work, productivity, and leadership qualities.

In a recent study by Alfarizi et al. (2022), the researchers aimed to explore ways to improve worker empowerment, self-discipline, and job satisfaction. This study was conducted at the Department of Trade, Industry, and Cooperatives of Small and Medium Enterprises in Serang City, which has 62 employees. The findings suggest that empowering employees can have a significant positive impact on their performance. Labour discipline has minimal effect on employee performance, but empowerment significantly impacts job satisfaction. Work discipline has a significant and positive impact on employee performance and job satisfaction.

In a study conducted by Cheng and Kao (2022), the focus was on examining how the perceived threat of COVID-19 affects job satisfaction. In 2021, a comprehensive online survey was conducted, gathering insights from 681 hotel employees in Taiwan. The results indicate that the activation of job stress significantly influences the overall success of hotels and the satisfaction levels of their employees. In addition, organizational resilience plays a role in moderating occupational stress.

Cheng and Kao (2022) conducted a study to investigate the impact of the perceived COVID-19 threat on job satisfaction. In 2021, an online survey was conducted with 681 hotel employees in Taiwan. The findings show that job stress activation has a moderating impact on both the hotels' business success and their employees' job satisfaction. Furthermore, occupational stress is moderated by organizational resilience.

Ratnasari et al. (2023) examined the relationship between job satisfaction, perceived support, workplace environment, and employee performance in their study. We selected a sample of 157 employees for this study. The results indicated that perceived organizational support had minimal influence on job satisfaction and employee performance. The workplace environment significantly influences productivity and job satisfaction. Job satisfaction has a significant impact on employee performance.

Ghaderi et al. (2023) aimed to explore the impact of organizational fairness (distributive, procedural, and interactional) and organizational commitment (affective, continuation, and normative) on employees' job satisfaction. Employees of Tehran's 1—to 5-star hotels completed 119 surveys. The findings suggest a positive relationship between organizational justice and job satisfaction.

A recent study conducted by Susanto et al. (2023) focused on exploring the connection between factors influencing job satisfaction and employee performance. The results suggested that employee performance did not have a significant, positive impact on job satisfaction. Employee job satisfaction is greatly influenced by factors such as performance, engagement, motivation, and career progression. These elements are crucial in ensuring that employees are content and fulfilled.

## **RESEARCH METHODOLOGY**

This study combines both descriptive and analytical approaches. Data was collected for this study from both primary and secondary sources. The primary data were collected from employees of private organizations in Chennai City. Secondary data was gathered from various sources such as articles and books. From a target population of 300, we received a total of 289 questionnaires, out of which 267 were deemed valid responses. A total of 22 responses were

deemed invalid because they had incomplete records. This study used a Convenient sampling method because data were readily available to the researcher. Statistical tools, including descriptive statistics, one-way ANOVA, correlation regression, and confirmatory factors analysis, were utilized for this study with the assistance of SPSS v21 and IBM Amos v21.

### Objectives of the study

1. To find significant difference between education qualification and age group with regards to employee satisfaction towards IT sectors.
2. To find the significant relationship between factors of job satisfaction.
3. To examine significant impact of organization performance on employee satisfaction.

### Reliability

The reliability of the primary data collected for the present study has been assessed using the Cronbach's Alpha coefficient. Twenty key factors were considered for this study, and the Cronbach's Alpha is 0.886.

## RESULTS AND DISCUSSION

**Table 1 - Perception regarding to Employee's Satisfaction**

<b>Factors</b>	<b>Statements</b>	<b>Mean</b>	<b>S.D.</b>
<b>Remuneration Benefits</b>	Satisfaction with salary level.	2.85	1.035
	Adequate Social packages.	3.06	1.034
	Fair salary for work	3.97	1.135
	Other non monetary benefits.	3.85	1.196
<b>Working Environment</b>	Attractive Physical working conditions.	3.76	1.421
	Friendly working Atmosphere.	3.39	1.521
	Privacy in working environment.	3.03	1.413
	Safety working environment	3.14	1.453
<b>Supervisor and Management</b>	Positive Relations with the superior.	3.16	1.189
	consideration of feelings and opinions	3.70	1.306
	Effort and obligation are accepted by supervisor.	3.76	1.248
	Dignity and respect given by the supervisor.	3.66	1.289
<b>Training, Development and Resources</b>	Sufficient training provided by the organization	3.16	1.222
	Availability of technology & resources	3.14	1.242
	Technology issues timely resolved	3.13	1.256
	Various ongoing training provides	2.70	1.286
<b>Promotion Prospects</b>	Appropriate promotion offered for employees.	4.18	0.874
	Know the employees' family responsibilities	4.18	0.896
	Job security provided by the organization.	3.45	1.026
	Utilization of employees skills and abilities.	3.45	0.989

The above table reveals employees' perceptions of remuneration benefits regarding the IT sectors in Chennai City. Among the remuneration benefits, employees have a high mean

score with other non-monitoring benefits (3.85) and a low mean score with Satisfaction with salary level (2.85). It is observed that employees are unsatisfied with the salary level.

It is further observed from the above table that Attractive Physical working conditions have the highest mean value (3.76), and Privacy in the working environment has the lowest mean value (3.03) among the working environments. However, the employees have little difficulty in getting Privacy in the working environment.

From the observation of supervisor and management factors, Effort and obligation accepted by the supervisor have the highest mean value (3.76), and Positive Relations with the superior have the lowest mean value (3.16). It is observed that employees expect Positive Relations with the IT sector.

Training, development, and resources are important factors to consider. It is worth noting that the organization provides sufficient training, which has received a high mean value of 30.16. On the other hand, timely resolution of technology issues has a lower mean score of 3.05. Employees in the IT sector have high expectations for the timely resolution of technology issues.

The above table further shows that both employees are being offered suitable promotions. The employees' family responsibilities have the highest mean score of 4.18, while the job security provided by the organization has the lowest mean score of 2.45. There is a significant level of dissatisfaction among employees in the IT sector regarding job security within their organizations.

**Null Hypothesis Ho1: There is no significant difference between education qualification and age group with regards to employee satisfaction towards IT sectors**

**Table – 2 Difference in group of demographic variables with regards to employee satisfaction.**

Variables	Category	N	Mean	S.D.	F-Value
Education Qualification	Under Graduate Level	172	69.91	12.85	<b>1.115</b> <b>(p=0.032)*</b>
	Post Graduate Level	42	66.59	14.48	
	Profession Level	53	70.26	15.28	
Age Group	18-25	106	69.73	13.09	<b>2.241</b> <b>(p=0.880)</b>
	26-35	58	69.77	13.49	
	36-45	56	69.85	14.59	
	46 and Above	47	67.97	14.15	

The obtained 'F' value is 1.115 and it is significant at 1% level, Ho1 is getting rejected. It indicates that there is significant difference between education qualification level and employee satisfaction towards IT sectors in Chennai City. Moreover, it is observed from the above that employees in the education qualification group of profession level have highest mean value 70.26 and the lowest mean value was scored by the employees of post graduate level (66.59). This shows that professional employees are more satisfied and post graduate level employees are less satisfied towards organization performance in Chennai City.

The obtained 'F' value is 2.241 and it is significant at 5% level, Ho1 is getting accepted. It indicates that there is no significant difference between age group and employee satisfaction towards IT sectors in Chennai City. It is further observed from the above table that employees in age group of 36-45 years have scored highest mean value of (69.85) and the lowest mean

value is scored by the employees of 46 and above years (67.97). this shows that 36-45 years employees are more satisfied and employees with more than 46 and above employees are less satisfied towards IT sectors in Chennai City.

**Null Hypothesis Ho2: There is no significant relationship between (a) Remuneration benefits (b) Working environment (c) Supervisor and management (d) Training, development and resources (e) Promotion prospects on employee satisfaction.**

**Table – 3 Relationship between organization performance determinants and Employee Satisfaction.**

Organization performance	Employee Satisfaction	
	r-value	p-value
Remuneration benefits	0.766**	<.001
Working environment	0.622**	<.001
Supervisor and management	0.746**	<.001
Training, development and resources	0.596**	<.001
Promotion prospects	0.737**	<.001

\*\*Correlation is significant at the 0.01 level

Remuneration benefits is related with employee satisfaction significantly and relationship is founded to be positive ( $r=0.766$ ), the null hypothesis is rejected at 1% level. It is concluded that remuneration benefits help in improving the employee satisfaction in Chennai City IT sectors.

Working environment and employee satisfaction are significantly related and found to be positive correlated ( $r=0.622$ ), the null hypothesis is rejected at 1% level. It is concluded that working environment increase the employee satisfaction in an organization.

Supervisor and management determinants is significantly related with the employee satisfaction and it is found to be positive ( $r=0.746$ ), the null hypothesis is rejected at 1% level. It is concluded that supervisor and management facilities enhancing the employee satisfaction in Chennai City.

Training, development & resources are related with employee satisfaction significantly and relationship is found to be positive ( $r=0.596$ ), the null hypothesis is rejected at 1% level. It is concluding that Training and development resources helps in improving the employee satisfaction in an organization.

Promotion prospects and employee satisfaction significantly and relationship is found to be positive ( $r=0.737$ ), the null hypothesis is rejected at 1% level. It is concluded that promotion prospects helps in enhancing the employee satisfaction in an organization.

**Null Hypothesis Ho2: There is no significant impact of organization performance on employee satisfaction.**

**Table – 4 Regression analysis for Employee Satisfaction**

Independent Variables	R <sup>2</sup>	Beta	F-statistics	t- value
(Constant)	0.723	0.363		3.761**
Remuneration benefits		0.617		1.687**

Working environment	<b>Adjusted R<sup>2</sup></b>  0.274	0.230	39.670**	4.012**
Supervisor and management		0.124		9.169**
Training, development and resources		0.102		1.768**
Promotion prospects		0.119		2.062**

\*\* Significant at 1% level

F-value **49.670** of the regression model in the above table depicts that the model is significant at 1% level. **R<sup>2</sup>** value of **0.723** shows that the organizations' performance determinants namely Remuneration benefits, working environment, Supervisor and management, Training, development & resources and Promotion prospects explores a variability of **72.3%** over employee satisfaction in Chennai City. Organizations' performance determinants namely Remuneration benefits, working environment, Supervisor and management, Training, development & resources and Promotion prospects are positively impacting the employee satisfaction on IT sectors in Chennai City. More over it is understood from the above Table that a single unit increase in Remuneration benefits, working environment, Supervisor and management, Training, development & resources and Promotion prospects helps in improving the employee satisfaction towards IT sectors in Chennai by **0.617, 0.230, 0.124, 0.102** and **0.119** units respectively. The equation of calculating employee satisfaction towards the IT sectors in Chennai in terms of impact of organizations' performance is defined as:

**Employee satisfaction on IT sectors = 0.363 + 0.617 (Remuneration benefits) + 0.230 (Working environment) + 0.124 (Supervisor and management) + 0.102 (Training, development and resources) + 0.119 (Promotion prospects).**

Hence Remuneration benefits, working environment, Supervisor and management, Training, development & resources and Promotion prospects significantly impacts and improves employee satisfaction towards IT sectors in Chennai. Further Remuneration benefits followed by Working environment and Supervisor and management factors impacts employee satisfaction towards IT sectors more in Chennai City.

**Confirmatory Factor Analysis (CFA) of Remuneration benefits, Working environment, Supervisor and management, Training, development and resources and Promotion prospects on organizations in Chennai City.**



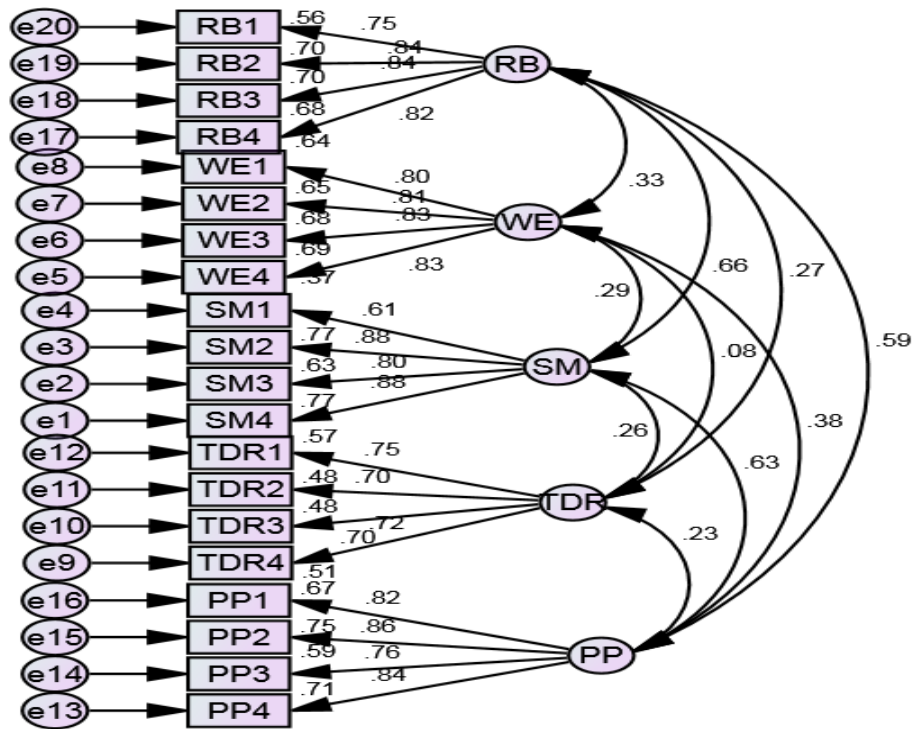


Table – 5 Calculation of AVE and CR

Factors			Factor Loading (FL)	Item Reliability (IR)	Delta	AVE	Sum of FL	Sum of Delta	CR
SM4	<--	SM	0.879	0.773	0.227				
SM3	<--	SM	0.795	0.632	0.368				
SM2	<--	SM	0.879	0.773	0.227				
SM1	<--	SM	0.608	0.370	0.630	0.637	3.161	1.453	0.873
WE4	<--	WE	0.833	0.694	0.306				
WE3	<--	WE	0.826	0.682	0.318				
WE2	<--	WE	0.805	0.648	0.352				
WE1	<--	WE	0.802	0.643	0.357	0.667	3.266	1.333	0.889
TDR4	<--	TDR	0.717	0.514	0.486				
TDR3	<--	TDR	0.695	0.483	0.517				
TDR2	<--	TDR	0.695	0.483	0.517				
TDR1	<--	TDR	0.752	0.566	0.434	0.511	2.859	1.954	0.807
PP4	<--	PP	0.844	0.712	0.288				
PP3	<--	PP	0.765	0.585	0.415				
PP2	<--	PP	0.865	0.748	0.252				
PP1	<--	PP	0.82	0.672	0.328	0.680	3.294	1.282	0.894
RB4	<--	RB	0.824	0.679	0.321				
RB3	<--	RB	0.839	0.704	0.296				
RB2	<--	RB	0.839	0.704	0.296				

RB1	<--	RB	0.752	0.566	0.434	0.663	3.254	1.348	0.887
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A good rule of thumb is an AVE of 0.5 or higher indicates adequate Convergent Validity. An AVE of less than 0.5 indicates that on average, there is more error remaining in the items than there is variance explained by the latent factor structure imposed on the measure.

The rule of thumb for a Construct Reliability estimate is that 0.7 or higher suggests good reliability. Reliability between 0.6 and 0.7 may be acceptable provided that other indicators of a model’s construct validity are good. High construct reliability indicates that internal consistency exists. This means the measures all are consistently representing something.

**Table – 6 Model fit summary**

Indices	Value	Suggested value
P value	0.023	> 0.05 ( Hair et al., 1998)
Dof	5	-
Chi-square value/dof	1.235	< 5.00 ( Hair et al., 1998)
GFI	0.933	> 0.90 (Hu and Bentler, 1999)
AGFI	0.913	> 0.90 ( Hair et al. 2006)
NFI	0.938	> 0.90 (Hu and Bentler, 1999)
CFI	0.987	> 0.90 (Daire et al., 2008)
RMR	0.057	< 0.08 ( Hair et al. 2006)
RMSEA	0.030	< 0.08 ( Hair et al. 2006)

From the above table it is found that the calculated P value is 0.023 which is greater than 0.05 which indicates perfectly fit. Here Goodness of Fit Index (GFI) value (0.933) and Adjusted Goodness of Fit Index (AGFI) value (0.913) is greater than 0.9 which represent it is a good fit. The calculated Normed Fit Index (NFI) value (0.938) and Comparative Fit Index (CFI) value (0.987) indicates that it is a perfectly fit and also it is found that Root Mean square Residuals (RMR) Value (0.057) is less than 0.08 and Root Mean Square Error of Approximation (RMSEA) value is 0.030 which is less than 0.08 which indicated it is perfectly fit.

**SUGGESTIONS**

The management should consider implementing various monetary and non-monetary reward schemes to enhance employee commitment. It would benefit the organization to offer training opportunities for junior-level employees. This would help them develop their knowledge and skills, increasing productivity. It is essential to provide employees with cross-functional training to develop various skills and take on additional responsibilities. Management should proactively organize seminars and workshops incorporating group dynamic games to enhance teamwork within the organization. Team members should regularly hold formal and informal meetings to ensure everyone is informed about the team's goals and to foster better communication among team members.

**CONCLUSION**

After analyzing the results, it is clear that factors such as remuneration benefits, working environment, supervisor and management, training, development and resources, and promotion prospects strongly impact employee job satisfaction in organizations in Chennai City. One possible interpretation suggests that employee job satisfaction may increase because of perceptions of motivation, career growth, employee engagement, and employee performance. Various factors, including remuneration benefits, working environment, and supervisor and management factors, influence employee satisfaction in the IT sector in Chennai City.

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