

JOB SATISFACTION AND JOB PERFORMANCE: A STUDY IN SELANGOR STATE SPORTS COUNCIL

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Abstract. Job dissatisfaction leads to decreased productivity and lower-quality output, which negatively impacts work performance. Several studies have discovered the impact of job satisfaction on job performance in sports organization. The purpose of this study is to investigate the interplay of Job Satisfaction on Job Performance among employees at Selangor State Sports Council. Quantitative method using questionnaire survey was applied to 87 employees of Selangor State Sports Council. A descriptive analysis and simple linear regression analysis was used to examine the level of job performance and the impact of job satisfaction on job performance among employees. According to the findings, the result discovered that employees at the Selangor State Sport Council demonstrated a high degree of job performance. The data also showed a significant impact of job satisfaction on job performance among employees in Selangor State Sports Council. Employees who are satisfied with their job are more likely to demonstrate strong job performance. Thus, future researchers who are interested in this topic might consider expanding the scope of this study to include a larger range of sports organizations to get a more thorough understanding between each variable.

Keywords: job satisfaction, job performance, state sports council, Selangor, sports organization

Introduction

Job satisfaction is the gratifying and positive emotional state that arises from one's employment and overall work experience (Aziz et al., 2021). It is about the sense of fulfilment, pleasure and happiness individuals derive from their work, influenced by various factors like the nature of the job itself, relationships at work, company culture, and opportunities for growth. In addition, the external factors influencing job satisfaction, such as salary, company policies, promotions, and relationships with coworkers serve as primary influences in the external work environment. In contrast, the internal motivators within a job, such as opportunities for career advancement, achievements, recognition, and responsibilities, directly shape an individual's internal mindset and perceptions (Okolocha et al., 2021). Essentially, it relates to a person's total sense of happiness or pleasure at work, which promotes motivation, devotion, and overall well-being. Therefore, when employees are satisfied with their jobs, they tend to be more engaged, motivated and committed to their work. Employee who tends to be more engaged and committed to their work, it will generally correlate with better job performance. Job performance refers to how well and how much work is done, showing what individuals or groups achieve through their efforts (Ahmad et al., 2018). Besides,

job performance involves an individual's level of quality, quantity, expertise, and creativity in completing tasks in line with their assigned responsibilities within a given timeframe (Lovely et al., 2019). Evaluating job performance entails analysing a variety of abilities, including technical knowledge, communication, flexibility, and decision-making processes. Effective job performance not only satisfies the role's criteria, but it also contributes to the team and organization's overall success and productivity. Factors such as motivation, training, support and the work environment significantly impact an individual's job performance as employee are satisfied with their roles in the organization.

However, employees frequently feel unsatisfied and constricted in their employment as a result of the rigidity of government protocols, low wages and the limited flexibility of work hours. According to Pata et al. (2022), the escalating demands and pressures for salary increments among service members have emerged as a significant concern, prompting heightened attention from governmental bodies due to inadequate raises. Research on the application of Herzberg's two-factor theory of motivation to job satisfaction in government sector at Omani hospitals reported that 75.3% of healthcare workers were dissatisfied with their working environment, salary, promotion, and benefits (Alrawahi et al., 2020). When employees are dissatisfied with wages or salaries, they may feel less motivated or engaged in their work, leading to high rates of absenteeism or tardiness, impacting their consistency in their job performance. Poor job performance will cause consistent errors, attendance and punctuality issues as well as absences due to workplace stress. According to study conducted by Pargov and Stoyanova (2023), 25% of industrial employees experienced the highest level of burnout due to work-related stress within the organization, indicating a significant prevalence of severe burnout. Work-related stress is linked to employee turnover and higher instances of absenteeism (Imran et al., 2022). Repeated absenteeism may result in an individual lacking the essential skills or competence required for effective performance and can lead to a reduction in organizational productivity due to a shortage of staff. Persistent exposure to unmanaged stress can negatively impact employees' work quality, physical and mental well-being, and overall organizational performance (Aluko, 2023). Therefore, poor job performance due to stress can significantly impact overall output and organization effectiveness.

In respond to the explanation, this study aims to examine the interplay of job satisfaction and job performance in Malaysia's public sports organization. Previous research indicates that sports are considered an important sector that contributes to the economic and social development of a country. This is due to the role of sports has been recognized by the United Nations as one of the factors supporting the success of the 2030 Sustainable Development Goals agenda (Ibrahim, 2023; Slack, 2004). Despite this, limited studies examining these two variables highlight the urgency of conducting this research, as most of previous studies have primarily focused on the private sector (Aung et al., 2023; Gazi et al., 2022; Inayat and Jahanzeb Khan, 2021). Given the Selangor State Sports Council's mission to promote excellence in youth and elite sports by fostering optimal performance and high standards, this study investigates the impact of job satisfaction and job performance among its employees. The research objectives are: to determine the level of job performance among Selangor State Sports Council employees; and to examine the impact of job satisfaction on job performance among Selangor State Sports Council employees.

Literature review

Job satisfaction

Job satisfaction is a multidimensional idea that incorporates an individual's emotional and attitudinal reaction to their employment. Job satisfaction has been extensively researched over time and connected to a variety of elements that influence a person's perception of their work experience. Job satisfaction has a considerable impact on employee performance, absenteeism, turnover intentions, and overall organizational commitment (Dahlan et al., 2023; Chiedu et al., 2022). This study emphasized the intricate relationship between job satisfaction and its effects on employee behaviours and attitudes. Furthermore, the complexities of job satisfaction are influenced by both intrinsic (meaningful work and autonomy) and extrinsic factors (salary and relationships with coworkers) (Baroudi et al., 2022). Their findings illustrate the intricacy of the elements that determine a person's job satisfaction. Job satisfaction has a significant impact on the overall dynamics of the workplace. Employees in organizations with high work satisfaction tend to have good attitudes, strong dedication, and a sense of fulfillment in their employment. This favorable environment is typically the result of supportive leadership, a pleasant work environment, and opportunity for professional growth. Research on pharmaceutical employees in Saudi indicates approximately 50% of participants reported satisfaction with their income, while 64.9% agreed that their wage was fair compared to peers in similar roles (Alshamrani et al., 2023). High work satisfaction improves employee morale, productivity, and team cohesion. Moderate levels of work satisfaction may indicate that people have mixed opinions about their occupations, with some aspects being positive and others lacking. While low job satisfaction, on the other hand, has been linked to dissatisfaction, disengagement, and an increased risk of turnover. Organizations in this position might benefit from identifying and addressing specific areas of concern in order to enhance overall satisfaction.

Job performance

Job performance pertains to an individual's proficiency in carrying out tasks officially designated as part of their job responsibilities, encompassing the fulfillment of formal job requirements (Sørli et al., 2022). The direct contribution of employee job performance to organizational effectiveness occurs through the execution of essential tasks within the technological processes or by indirectly supplying necessary materials or services. This performance significantly influences both individual and organizational success. Three primary domains of job performance include task performance, contextual performance, and counterproductive work behavior. Collectively, these dimensions offer a relatively comprehensive and concise framework for assessing overall job performance (Bušatlić and Musić-Kilic, 2018). Job performance may be measured across many levels, including low, moderate, and high. Employees with poor performance may fail to achieve job standards, indicating difficulties in doing duties correctly and effectively (Hajiali et al., 2022). They may lack enthusiasm, fail to achieve deadlines, and contribute nothing to team goals. On the other side, moderate performers often meet fundamental work standards but do not frequently exceed expectations. They execute assigned work effectively, but they may not regularly show initiative or go above and beyond what is expected. In contrast, high performers continually thrive in their positions, exceeding expectations and achieving great results. Alshamrani et al. (2023) indicates a very high level of job performance

among employees in Jordan. In the meantime, previous studies done also reported a high mean score for job performance, indicating that employees are effectively performing their tasks (Ekingen, 2023; Yimam, 2022; Lejeune et al., 2021). A study indicate that skill variety, task significance, and feedback have a significant and positive impact on job performance. This highlighting the importance of these job characteristics in promoting high levels of job performance.

Previous studies on the impact of job satisfaction on job performance

Previous research has thoroughly studied the impact of work satisfaction on employee performance, shedding light on numerous elements that influence this connection. Soomro and Shah (2019) highlighted the impact of organizational culture and leadership style on job satisfaction and employee performance. This research recognized the importance of entrepreneurial orientation, organizational commitment and intrinsic and extrinsic job satisfaction elements in determining job performance. Furthermore, Jalal and Zaheer (2017) stated that correlation between motivation, competence, workload, and salary with job satisfaction and employee performance. These studies demonstrated the complicated interaction of numerous elements that influence work satisfaction and its consequent impact on job performance. Additionally, Diantari (2023), used meta-analyses and empirical investigations to measure the connection between job satisfaction and job performance. Their findings demonstrated a strong and positive association between job satisfaction and employee performance, emphasizing the role of job satisfaction in influencing employee outcomes. Furthermore, Plikamin and Luengalongkot (2021), emphasized the importance of job satisfaction in mediating the link between transformational leadership, work motivation, and employee performance. This research highlighted the positive relationship between job satisfaction and employee performance, which is mediated by characteristics such as progressive leadership and work drive. Overall, the research indicates that job satisfaction has a significant impact on job performance. This suggests that employees are more likely to perform optimally when they are satisfied with their job, salary, and co-workers. When an organization successfully meets these aspects of job satisfaction, employees tend to contribute more effectively to organizational tasks (Jufrizen et al., 2023; Safwan et al., 2023). This highlights the importance of organizations focusing on factors that enhance job satisfaction to improve overall performance.

Materials and Methods

The current study has adopted a quantitative approach to examine the level and impact of job satisfaction on job performance. To obtain and collect data, the study employed a simple random sampling. A simple random sampling allows each of respondents have an equal chance to be the respondents. The questionnaire of job satisfaction consists of 19 items was adapted from Brayfield and Rothe (1951), while 18 items of job performance from Koopmans et al. (2015). The questionnaire was distributed to 72 employees who work in Selangor State Sports Council. A five-point likert scale format was used to measure response of employees. *Table 1* shows the Cronbach alpha values of the pilot study for job satisfaction and job performance. Based on the Cronbach alpha value presented, the result demonstrates that the value of the questionnaire was reliable as it is above 0.7. According to George and Mallery (2003), the Cronbach alpha value exceeded 0.7 was acceptable.

Table 1. Cronbach Alpha value of job satisfaction and job performance

Variable	N. of items	Cronbach Alpha
Job satisfaction	19	.932
Task performance	5	.876
Contexttual performance	8	.895
Counterproductive performance	5	.953

Results and Discussion

Descriptive statistics were used to measure the level of job performance among employees in Selangor State Sports Council. *Table 2* shows the adapted mean score from Cando III et al. (2022) in interpreting the level of job performance. *Table 3* presents the descriptive statistics for job performance among employees of the Selangor State Sports Council. The results indicate that employees exhibited a high level of job performance, with scores ranging from 3.01 to 4.00. *Table 4* presents the results of a linear regression analysis examining the impact of job satisfaction on job performance among employees at Selangor State Sport Council. The analysis revealed significant impact between job satisfaction and job performance among employees as the p value was below 0.05 ($\beta=0.111$, S.E.=0.0513, C.R.=2.16, $p=0.034$). This indicates that higher levels of job satisfaction may enhance job performance in of employees. This suggests that prioritizing satisfaction for employees in the workplace may help organizations increase their performance and overall success. Therefore, hypothesis is accepted.

Table 2. Interpretation of mean score.

Level	Mean score
Very low	0.01-1.00
Low	1.01-2.00
Moderate	2.01-3.00
High	3.01-4.00
Very high	4.01-5.00

Table 3. Mean score of job performance.

Variable	Mean	Std. Deviation	Level of interpretation
Job performance	3.32	.33	High

Table 4. Simple linear regression: The impact of job satisfaction on job performance.

Variable	Estimate (β)	S.E.	C.R.	p-value	Result
Job Performance	.111	.051	2.16	.034	Significant

Level of performance

Based on the result, job performance of employees in Selangor State Sports Council was indicated on a high level. This is largely due to the strong sense of responsibility and commitment they feel toward achieving the organization's goals. The organization's support in safeguarding their well-being enables employees to effectively plan and complete tasks on time. This lead employees showcasing their ability and dedication to their work. This is supported by Rivaldo and Nabella (2023), organizations that prioritize employee welfare by offering training, adequate support, and appropriate benefits can improve job performance. When employees feel valued and have access to

the necessary resources, their motivation to perform at their best is significantly heightened. This finding parallel to a past study done by Lejeune et al. (2021) that revealed e a high mean score of job performance. Employees are assigned tasks within their area of expertise, enabling them to perform their duties efficiently. Yimam (2022) conducted a study among employees in Ethiopia also signifies a high mean score of job performance. A clear organization strategic mission, objectives, and goals guide employees to understand their responsibilities. Ultimately, this leads them to focus on fulfilling the needs of organization. However, Alsafadi and Altahat (2021) found a very high level of mean score of job performance in Jordan. Employees who receive constructive feedback are more inclined to recognise areas for development and modify their strategies to satisfy performance expectations. This emphasis on continuous feedback helps employees develop a growth mindset, enabling them to adapt more effectively to the work environment.

Impact of job satisfaction on job performance

This research found that there is significant impact of job satisfaction on job performance among employees at Selangor State Sport Council. This finding reveals their fulfillment at work has caused them to provide good performance at the Selangor State Sport Council. The organization has fostered employee enthusiasm by implementing recognition and incentive systems that acknowledge and reward staff efforts and achievements. According to a web portal, they hold an Excellent Service Award (APC) yearly to celebrate officers for their outstanding achievements throughout the year. Honoring employees' contributions, through rewards or other incentives can lead to greater motivation and productivity among employees. Miah and Hafit (2021) supports that extrinsic award such as performance-based bonus can improve employees' satisfaction with their jobs, hence increasing their performance levels within organization. Employees who appreciate the role of satisfaction in their work are more likely to maintain strong commitment and high levels of engagement (Ahmad et al., 2023).

The result of this study aligns with a past study conducted by Wahjoedi (2021) that indicates a significant impact of job satisfaction on job performance in Indonesia. A positive environment of a work culture might reduce employees' stress and willingly to work beyond their responsibilities. Kurniawaty et al. (2019) highlights that a pleasant workplace leads to employees' overall job satisfaction, perhaps leading to enhanced job performance. In parallel, Susanto et al. (2022) demonstrates a direct effect of job satisfaction on job performance among Small Medium Enterprises (SMEs) employees in Indonesia. Employers that point out employee job satisfaction are more inclined to promote optimal job performance. Organizational theory posits that when individuals experience job satisfaction, their commitment to their roles increases, resulting in enhanced productivity. Inayat and Jahanzeb Khan (2021) also revealed a significant findings of job satisfaction on job performance. Satisfied employees were better in performance as compared to dissatisfied employees, thus contributing significant role in the uplifting of their organizations. Similarly, job satisfaction has a positive and significant effect on employee performance at PT Matahari Department Store East Jakarta (Camelie et al., 2023). This suggests that job satisfaction might boost job performance of employees. Organizations may improve employees job performance results and overall success by prioritizing staff satisfaction in the workplace by create a more favourable work atmosphere, reward, and strong leadership to enable them

execute high job performance. This indicates that a healthy organizational culture and effective job training might increase job satisfaction, resulting in better performance outcomes.

Conclusion

In conclusion, the study underscores the importance for the Selangor State Sport Council to prioritize job satisfaction as a major aspect in boosting job performance. Job satisfaction has a beneficial impact on performance, which helps individual employees as well as the organization's overall efficacy and success. Future efforts should concentrate on continual assessment and improvement of work satisfaction elements in order to sustain high levels of employee productivity. This allows the council to assure long-term productivity and more effectively fulfil its strategic goals. For future researchers interested in similar topics, it is advised that the scope of this study be expanded to cover a broader range of sports organizations. This will assist to generalize the findings and give a more comprehensive knowledge of the link between job satisfaction and job performance in many circumstances. Furthermore, mixed-methods approaches, which include quantitative surveys and qualitative interviews, can give more in depth insights into the precise elements that influence work satisfaction and performance. By delving deeper into these aspects, researchers may create more complete models that take into account diverse organizational processes.

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Conflict of interest

The authors confirm that there is no conflict of interest involving any party in this research study.

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