

## Influence of employee satisfaction and job performance in a public entity in 2024

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**Abstract:** The objective of the study is to determine the relationship between employee satisfaction and job performance of officials in a public entity in the Province of Ferreñafe in 2024, contributing to the SDG: Health and Well-being. The research is of a non-experimental design, with a quantitative and correlational approach. The sample of the study consists of 107 participants, including appointed employees in the public entity, contract employees for service provision, and both genders were considered. The instrument used was a questionnaire. As a result, it is observed that job satisfaction is significantly related to job performance. The research allows us to conclude that higher satisfaction notably improves the job performance of officials in the Public Entity of the Province of Ferreñafe.

**Keywords:** *Employee, Job satisfaction.*

### 1. Introduction

Job satisfaction is a relevant component for achieving the well-being of internal clients and favorable results in organizations, especially in public sector entities. However, there are organizations that show no concern for the problems of workers that influence satisfaction and impact job performance. Therefore, the research provided a perspective on both variables, as a high level of satisfaction among employees generates well-being in all aspects and positively influences organizational outcomes [1] thus contributing to the Sustainable Development Goal: Health and Well-being.

Talent Trends [2] in Colombia conducted a survey in 37 Latin American countries and concluded that job satisfaction improves by 29% with flexible hybrid work, while flexible schedules improve satisfaction by 27%. At the national level, National Institute of Statistics and Informatics (INEI) [3] in its survey stated that the unemployment rate rose to 5.9% in the second quarter of 2024 compared to the previous year; in this regard, La Cámara Magazine [4] asserts that 81% of employees believe that the work environment is crucial for remaining in their position and performing better within the organization.

Locally, a survey conducted in a District Municipality of Chiclayo resulted in a high level of employee satisfaction represented by 34%, while a low level of satisfaction is predominant at 36% [5]. The causes of the problem are work circumstances, complications in the organizational climate, and lack of recognition regarding their achievements [6] the factors for achieving job satisfaction include effective interpersonal relationships, a good organizational climate, development opportunities, and personal recognition [7].

Not investigating this issue had negative consequences, as the relationship between the aforementioned variables was not established, and there was no focus on employee satisfaction to improve performance. On the other hand, employees who are not satisfied in their organization tend to be absent from work and are more likely to resign [7]. Regarding the above, the following question

arises: What is the existing relationship between employee satisfaction and job performance in a public entity in the Province of Ferreñafe?

In this regard, the following general objective was defined: to determine the relationship between employee satisfaction and job performance in a public entity in the Province of Ferreñafe. Specific objectives were also formulated: to determine the relationship between job satisfaction and task performance of officials in a public entity in the Province of Ferreñafe; to define the relationship between job satisfaction and contextual performance of officials in a public entity in the Province of Ferreñafe; and to determine the relationship between job satisfaction and the dimension of counterproductive behaviors.

Consequently, the research was theoretically grounded as it was imparted from the conceptual basis, contributing to the expansion of knowledge, supported by theories and previous works regarding the relationship of the studied variables. In terms of methodology, the variables were studied from a quantifiable point of view with a correlational approach, implementing validated instruments. The social relevance pointed to understanding that job satisfaction is important for having satisfied and committed workers. Practically, it proved advantageous for officials as the obtained results were applied to make informed decisions that contribute to employee satisfaction.

Salazar-Altamirano, et al. [8] surveyed employees in the banking sector of Morelos, Mexico, and determined that satisfied workers aim to provide a service with a high level of quality, greater commitment, and even a more cordial attitude towards clients. Tran, et al. [9] surveyed hospital pharmacists in healthcare centers in Vinh Long, Vietnam, and concluded that working conditions and leadership styles impact job satisfaction. Tavárez de Henríquez and Domínguez Valerio [10] applied a questionnaire to university workers in the Dominican Republic and concluded that employees satisfied with their work demonstrate a high level of dedication to their tasks. Monroy, et al. [11] interviewed employees of textile companies in Bogotá, determining that job satisfaction and performance are complementary; moreover, younger workers concentrate their job-seeking intentions more than older ones.

Amasifuen, et al. [6] surveyed officials from the Provincial Municipality of San Martín - Peru and specified that the organizational environment is favorably linked to job satisfaction. Jaimes, et al. [7] applied a questionnaire to 176 workers in textile companies in Arequipa and stated that motivational factors are the most influential in enhancing job performance and are the least evident in organizations in that sector. Ganoza [12] indicated after conducting a survey of workers at Caloromo in Ate that there is a direct relationship between satisfaction and job performance. Furthermore, the dimension of job relevance significantly impacted performance and showed a high link. Santiago [13] surveyed MTPE staff in Lima, diagnosing a positive link between the variables, meaning that greater employee satisfaction correlates with better job performance.

Regarding the theoretical approach, for the first variable, the bifactorial theory of Lencioni [14] is acknowledged, which establishes that the elements that contribute to dissatisfaction among employees are completely different from those that generate satisfaction. It is based on the premise that individuals have two types of needs: in the environmental sphere, individuals seek a pleasant work climate; while at the same time, they seek to strengthen their intellectual and emotional spheres. On the other hand, concerning the second variable, Adams' Equity Theory Espinosa, et al. [15] is presented, which proposes that employees compare their contributions (effort, time, skills) and results (rewards, recognition) with those of others. The perception of equity or inequity affects both their satisfaction and performance. Likewise, Vroom's Expectancy Theory Aguilera [16] posits that performance is influenced by employees' expectations, the perception of effort/reward, and the value placed on rewards.

According to the evidence presented above, the research allows us to formulate the following hypothesis: job satisfaction is significantly related to the performance of workers in a public entity in the Province of Ferreñafe, 2024.

## 2. Method

This research was classified as basic, with a quantitative research approach. It was based on a non-experimental and cross-sectional design, utilizing a correlational level.

This research was of a basic type, also recognized as fundamental research, which aims to extend scientific and theoretical knowledge regarding a specific field, regardless of its imminent practical utility. Additionally, it adopted a quantitative approach characterized by its intensity in evaluating and numerically exploring data. This strategy is distinguished by the methodical collection of information that can be quantified, followed by rigorous analysis through statistical procedures [17].

The research design was non-experimental; in such cases, the variables under study are not manipulated. Similarly, the scope of the research was correlational, with the purpose of identifying the existing relationship between two variables or categories, seeking to understand the behavior of one variable while comprehending the behavior of the other variable [18].

The variable job satisfaction, hereinafter referred to as (JS), is defined as a positive emotional condition, which is the favorable response of the employee's experience in their work environment, that is, experiences that meet their personal demands and needs [19].

The variable (JS) was evaluated through the following dimensions: Administrative Policies (AP) refers to the regulations established by those responsible for management to guide the behavior of employees [20] Labor Relations (LR) are the interactions and bonds established among employees working in the same organization [21] Labor Recognition (LR) is defined as the act of publicly valuing the achievements, skills, and efforts of a worker within their work environment, which can take various forms. The dimension Task Performance (TP) is defined as the effectiveness with which employees execute the responsibilities assigned to them in their workplace [22] and Relationship with Authority (RA) is conceptualized as the degree of trust between employer and employee, and the support provided by it; when the relationship with supervisors is positive, employees show greater commitment [23].

The variable Job Performance, hereinafter referred to as (JP), was described as the behaviors present in employees to achieve the goals of an organization, which were also measured individually according to their abilities, based on their contributions to the company [24]. It is a fundamental aspect for evaluating the effectiveness and productivity of an individual within the organization.

The aforementioned variable was operationalized through its three dimensions: Task Performance (TP) is the execution of tasks and fulfillment of responsibilities assigned in each job position, according to the skills, abilities, and knowledge of the employee [25]. Contextual Performance (CP) involves the development of behaviors that contribute to creating a favorable psychological, organizational, and social environment that allows for achieving the expected results in organizations. The last dimension was Counterproductive Behaviors (CB), defined as deliberate actions by employees in favor of their interests that negatively affect a company.

The population is defined as the total set of elements on which research is intended to be conducted and is delineated by the researcher. These can be people, objects, or events relevant for the study [26]. The study population in this research was finite, with a total of 107 workers from a Public Entity. Regarding the inclusion criteria, employees appointed in the Public Entity were chosen, as well as contract employees for service locations, considering both genders. The exclusion criteria included support staff and interns.

The sample is a representative part of a large population, chosen with the aim of studying its characteristics and making generalizations about the population from which it comes, without the need to examine it in its entirety [27]. Therefore, this research included 107 employees from a public entity in the province of Ferreñafe, selected through probabilistic sampling using the finite population formula ( $Z=1.96$ , 95%;  $p=0.4$ ;  $E=0.05$ ).

Data collection techniques are the methods used to obtain relevant information for research. These techniques vary depending on the type of study, methodological approach, and the nature of the data to be obtained [28]. In this case, a survey was used, applied to the employees of a public entity in the province of Ferreñafe.

Data collection instruments are the tools used to systematically gather data during research. These instruments are fundamental to ensure that the collected data is accurate and reliable. For this research, a questionnaire consisting of 15 items for the variable JS was used, grouped into 5 dimensions: RA items 1 to 3, LR items 4 to 6, ER items 7 to 9, TP items 10 to 12, and AP items 13 to 15. Additionally, for the variable (DL), a questionnaire consisting of 14 items was used, grouped into 3 dimensions: TP items 1 to 6, CP items 7 to 9, and CB items 10 to 14. The chosen measurement questionnaires were of the Likert scale type (1 to 5).

For the validity of the instrument for the variable SL, a pilot test was conducted, using the expert judgment of five specialists (V of Aiken), resulting in a value of .97, demonstrating that the questionnaire is valid for application. The reliability of the instrument was determined using Cronbach's Alpha with a value of .921 for the 15 items in the item-test coefficient, indicating a high level of reliability.

For the instrument applied to the variable DL, it was verified by five experts using the Aiken validation coefficient with a value of .96. It is specified that the variables under study are governed by their reliability; therefore, to achieve a reasonable level, Cronbach's alpha was used with a value of .911 for the 14 items in the item-test coefficient. Thus, the validity and reliability values demonstrated that the questionnaire is reliable for application.

To analyze the data, information was collected through the application of questionnaires, and then the information was transferred to Microsoft Excel. Subsequently, to evaluate the data, SPSS 26 was used to perform descriptive and inferential statistical analysis of each variable. To corroborate the hypotheses, descriptive analysis was conducted using the normality test of the variables, which was verified with the Kolmogorov-Smirnov test to determine whether the distribution is parametric or non-parametric. Additionally, for inferential analysis, the Spearman correlation coefficient was applied.

According to ethical aspects in this report, the Research Ethics Code of UCV was considered, focusing on three principles and a norm that guide the ethical conduct of researchers: ethical principles: autonomy, respecting participants' decisions regarding their participation; beneficence, ensuring the safety and anonymity of participants; and justice, respecting the socio-cultural dimension and the intellectual property of the cited authors; ethical norms: informed consent, which is mandatory to obtain permission from all participants in the research, explaining the objectives, risks, and benefits of the study.

### 3. Results

#### 3.1. Descriptive Analysis

In this chapter, the findings obtained from the analysis of the data collected in the framework of the study are presented, which aimed to determine the relationship between employee satisfaction and their performance among officials of a public entity in the Province of Ferreñafe. The results presented have been organized systematically and clearly, allowing for answers to the research questions and testing the proposed hypotheses. Through tables and analytical descriptions, an accurate interpretation of the data was sought, facilitating a comprehensive understanding of the dynamics between the studied variables.

**Table 1.**  
Distribution of the level of the dimensions of the variable 1 JS.

Dimensions											
		Relationship with authority		Job recognition		Labor relationship		Task performance		Administrative policies	
		f	%	f	%	f	%	f	%	f	%
Job Satisfaction	Low	31	29.0	21	19.6	29	27.1	31	29.0	31	29.0
	Average	43	40.2	42	39.3	30	28.0	33	30.8	36	33.6
	High	33	30.8	44	41.1	48	44.9	43	40.2	40	37.4

In Table 1, it is observed that in dimension 1 (RA), 40.2% of the respondents had a Regular level. Additionally, in dimension 2 (LR), 41.1% had a High level. Furthermore, regarding the RL, 44.9% of the participants had a High level. Likewise, in dimension 4 (TP), 40.2% had a High level; finally, in dimension 5 (AP), 37.4% of the respondents had a High level.

**Table 2.**

Distribution of the level of the dimensions of the variable 2 JP.

		Performance on tasks		Contextual performance		Counterproductive behaviors	
		f	%	f	%	f	%
Job Performance	Low	25	23.4	31	29.0	30	28.0
	Average	46	43.0	37	34.6	38	35.5
	High	36	33.6	39	36.4	39	36.4

In Table 2, it is observed that in dimension 1 (TP), 43.0% of the respondents had a Regular level. Additionally, in dimension 2 (CP), 36.4% had a High level. Finally, in dimension 3 (CB), 36.4% of the respondents had a Highlevel.

### 3.2. Inferential Analysis

In this section, the results achieved in accordance with the objectives proposed in the study are presented.

**Table 3.**

K-S test of the variable JS.

Kolmogorov-Smirnov			
	Estadístic	gl	Sig.
Job Satisfaction	0.13	107	0.00

In Table 3, it is evident that the data do not follow a normal distribution ( $p \leq 0.05$ ) for the variable JS, which is why Spearman's Rho was used to establish the correlation.

**Table 4.**

K-S test of the variable JP.

Kolmogorov-Smirnov			
	Estadístic	gl	Sig.
Job Performance	0.09	107	0.05

In Table 4, it is evident that the data do not follow a normal distribution ( $p = 0.05$ ) for the variable, which is why Spearman's Rho was used to establish the correlation.

Specific Objective 1: To determine the relationship between job satisfaction and task performance of officials in a public entity in the Province of Ferreñafe.

**Table 5.**

Correlation between JS and TP.

		Performance on tasks
		Coef. Rho-Spearman
		0.825**
Job Satisfaction	Sig. (bilateral)	0.000
	N	107

In Table 5, the variable JS is positively related to dimension 1 TP. Furthermore, the level of significance is  $p < .05$ , which allowed for testing the research hypothesis, evidencing that  $H_0$  is rejected, indicating that there is a significant relationship.

Specific Objective 2: To determine the relationship between job satisfaction and contextual performance of officials in a public entity in the Province of Ferreñafe.

**Table 6.**

Correlation between JS and CP.

		<b>Contextual performance</b>
	Coef. Rho-Spearman	0.700**
Job Satisfaction	Sig. (bilateral)	0.000
	N	107

In Table 6, the variable JS is positively related to dimension 2 CP. Furthermore, the level of significance is  $p \leq .05$ , which allowed for testing the research hypothesis, evidencing that  $H_0$  is rejected, indicating that there is a significant relationship.

Specific Objective 3: To determine the relationship between job satisfaction and the dimension of counterproductive behaviors.

**Table 7.**

Correlation between JS and CB.

		<b>Counterproductive Behaviors</b>
	Coef. Rho-Spearman	-0.229*
Job Satisfaction	Sig. (bilateral)	0.017
	N	107

In Table 7, the variable JS is negatively related to dimension 3 CB. Furthermore, the significance level is  $p < .05$ , which allowed for rejecting the null hypothesis. However, the correlation is negative and significant; that is, the relationship between the variable and the dimension is inverse.

General Objective: To determine the relationship between job satisfaction and job performance.

**Table 8.**

Correlation between JS and JP.

		<b>Job Performance</b>
	Coef. Rho-Spearman	0.512**
Job Satisfaction	Sig. (bilateral)	0.000
	N	107

In Table 8, the variable JS is positively related to the variable JP ( $Rho = .512^{**}$ ). Furthermore, the significance level is  $< .0$ , which allows for testing the research hypothesis, leading to the rejection of the null hypothesis, demonstrating that there is a significant relationship between the variables.

#### 4. Discussion

The first objective is to determine the relationship between job satisfaction and task performance of officials in a public entity in the Province of Ferreñafe. Based on Herzberg's two-factor theory [14] it shows that when motivational factors (environmental and intellectual-emotional) are present, employees will be more satisfied, which could translate into better task performance. The results demonstrated a positive relationship between job satisfaction and task performance, allowing for the rejection of the null hypothesis, indicating a significant relationship. These results align with the study by Salazar-Altamirano, et al. [8] who found that adequately satisfied workers exhibit greater commitment, leading to favorable job performance. Similarly, Santiago [13] diagnosed a positive link between the study variables, suggesting that organizations can enhance employee performance by promoting better job satisfaction conditions, such as a motivating environment and optimal working conditions.

The second specific objective is to determine the relationship between job satisfaction and contextual performance. This is based on Adams' Equity Theory Espinosa, et al. [15] which proposes that employees compare their contributions (effort, time, skills) and outcomes (rewards, recognition)

with those of others. Perceptions of equity or inequity affect both satisfaction and performance. The results showed a positive relationship between job satisfaction and the contextual performance dimension of public officials, with a significant level of significance confirming this relationship. This finding is similar to the study by Tavárez de Henríquez and Domínguez Valerio [10] who concluded that satisfied workers, combined with a positive work environment, demonstrate high levels of dedication. Another similar study by Monroy, et al. [11] showed that job satisfaction and performance are complementary; higher job satisfaction leads to improved job performance. This indicates a significant link between job satisfaction and contextual performance, likely because the studied public entity focuses on how satisfaction can lead to higher performance.

The third specific objective is to determine the relationship between job satisfaction and counterproductive behaviors. Based on Vroom's Expectancy Theory Aguilera [16] which posits that performance is influenced by employee expectations, the perception of effort/reward, and the value placed on rewards, the study found that job satisfaction is negatively related to counterproductive behaviors, indicating a significant inverse correlation (as one increases, the other decreases). This result contrasts with Amasifuen, et al. [6] who noted a positive link between organizational environment and job satisfaction. Jaimes, et al. [7] also found that motivational factors significantly enhance job performance. This suggests that officials in the public entity do not exhibit negative behaviors that could affect the institution and individual performance unless circumstances influence their satisfaction.

The general objective is to determine the relationship between employee satisfaction and the performance of officials in a public entity in the Province of Ferreñafe in 2024. According to Herzberg [29] two-factor theory [14] employees will be more satisfied if motivational factors are present, potentially leading to better task performance. The research determined that job satisfaction is significantly related to job performance, with a direct relationship. These results are consistent with Tran, et al. [9] who found that the studied population exhibited adequate job satisfaction and performance. Similarly, the findings align with Ganoza [12] who stated that job satisfaction and performance have a significant link. This underscores that positive satisfaction conditions among workers affect their job performance in the public entity of the Province of Ferreñafe. These relationships have a solid theoretical foundation and are consistent with empirical findings, highlighting the importance of prioritizing satisfaction in organizations.

## 5. Conclusions

Regarding the general objective, it is concluded that greater job satisfaction significantly improves job performance. The implications highlight the relevance of fostering a work environment that promotes satisfaction as an essential strategy to optimize performance, benefiting both employees and organizations. For future research, it is recommended to incorporate qualitative approaches alongside quantitative ones to enrich the understanding of the results. Interviews or focus groups with employees could be conducted to gain deeper insights into how job satisfaction contributes to workers' performance.

For the first specific objective, it was determined that more satisfied employees perform better in their tasks. The implications emphasize the importance of promoting job satisfaction to enhance performance in specific tasks, which is fundamental for leaders and human talent management.

For the second specific objective, the analysis revealed that more satisfied employees exhibit proactive and collaborative behaviors that benefit the overall functioning of the organization. The implications highlight that job satisfaction not only improves performance in formal tasks but also fosters crucial behaviors for cohesion and organizational success, underscoring the importance of developing strategies focused on employee well-being and satisfaction.

Regarding the third specific objective, the analysis showed that, with greater job satisfaction, there is a lower frequency of counterproductive behaviors at work. The implications emphasize that job satisfaction is key to reducing these behaviors, highlighting the need for actions centered on employee well-being, which benefits both workers and organizational productivity.

## Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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