

JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN SMALL-SCALE BUSINESSES IN LAGOS STATE, NIGERIA

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ABSTRACT

This study examined job satisfaction and employee performance in small-scale businesses in Lagos State, Nigeria. It investigated the dimensions of job satisfaction, including time management, absenteeism, and feedback mechanisms, and their impact on employee performance. A quantitative approach was adopted. The study population comprises fifty (50) respondents drawn from employees of small-scale businesses in Ago Palace Way, Lagos State. A survey design question was administered to employees working in small-scale businesses in Ago Palace Way, Lagos State. The regression analysis indicated that effective time management and regular feedback mechanisms had a positive, statistically significant impact on job satisfaction and employee performance; absenteeism did not significantly influence job satisfaction. The findings suggest that job satisfaction is closely linked to performance levels, with improved time management and feedback processes enhancing both. It highlighted that business owners should invest in employee development, effective communication strategies, regular feedback mechanisms, a positive work environment, productivity, and employee well-being. It also revealed that small-scale businesses could benefit from focusing on job satisfaction through strategic time management and feedback channels. It recommends adopting effective time management strategies, investing in employee development, and establishing regular feedback mechanisms to foster a positive work environment and improve performance.

Keywords: Absenteeism, employee performance, feedback mechanisms, job satisfaction, time management

INTRODUCTION

Small-scale business (SSBs) plays a crucial role in the Nigerian economy, contributing significantly to employment, income generation, and economic growth. However, these businesses often face challenges in attracting and retaining talent, which can hinder their performance, sustainability, and employee satisfaction, which are key factors influencing employee retention and ultimately, organisational success (Burke, 2022). Other Researchers indicate that Nigerian SMEs face considerable difficulties related to employee retention and performance (Onyema & Ogbonna, 2018). These challenges can be attributed to various factors, including inadequate resources, limited access to financing, and a lack of effective management practices (Akinyemi et al., 2021). Additionally, the dynamic business environment and competitive market landscape further exacerbate these challenges for SMEs. One significant factor identified as potentially influencing employee turnover and productivity in SMEs is job satisfaction (Ajaero & Nwadike, 2022; Wright & Cropanzano, 2000). Job satisfaction refers to an individual's overall happiness and contentment with their job and work environment. Judge et al. (2017) suggest that satisfied employees are more likely to be motivated, engaged, and committed to their work, leading to higher levels of productivity and performance. Despite the importance of understanding the relationship between job satisfaction and employee's performance, there is a gap in the literature regarding this study, particular within the context of small-scale business (SSB) in Nigeria (Singh & Singh, 2023) The SSB constitute a significant portion of the Nigerian business landscape and face unique challenges that may impact employee job satisfaction and performance (Adeghite & Daramola, 2022). Therefore, this study addresses the gap by exploring the link between job satisfaction and employee performance in small-scale businesses at Ago Palace Way, Lagos State, Nigeria. By investigating this relationship, the study aims to provide valuable insights into the factors that influence employees' satisfaction and performance within SSBs and to identify strategies to improve organisational effectiveness and sustainability.

Absenteeism not only affects individual employees but also has implications for team dynamics and organisational performance. High absenteeism can disrupt teamwork, leading to an increase in workload for the team members and overall productivity (Adewumi & Adegbesan, 2021). Studies conducted by Yusuf et al. (2022) have shown that absenteeism often results in decreased team cohesion and collaboration, affecting the overall effectiveness of teams in achieving organisational goals. Addressing absenteeism through the lens of job satisfaction requires a multifaceted approach that considers both individual and organisational factors. For instance, organisations can implement flexible work arrangements, such as telecommuting or flexible scheduling, to accommodate employees' needs and improve job satisfaction (Oyedole & Olukunle, 2023). Providing adequate support and resources, such as training programs and career development opportunities, can also enhance job satisfaction and reduce absenteeism rates (Nwankwo & Onyema, 2020). Moreover, fostering a positive work environment characterized by open communication, fair treatment, and recognition of employees' contributions can contribute significantly to reducing absenteeism and improving overall job satisfaction (Oloyede & Akanbi, 2022). Employee engagement initiatives, such as regular feedback sessions, team-building activities, and wellness programs, can also play a vital role in enhancing job satisfaction and reducing absenteeism (Onyishi et al., 2021).

In small-scale businesses (SSBs) in Ago Palace Way, Lagos State, Nigeria, several issues related to job satisfaction and employee performance have been identified. One significant problem is absenteeism,

which refers to the frequent absence of employees from work without valid reasons. Absenteeism can negatively impact productivity and disrupt workflow, affecting the overall performance of the business (Muthuveloo & Rose, 2021). Additionally, poor time management among employees is another pressing concern. Inefficiency of time can lead to missed deadlines, low productivity, and increased stress among workers (Dissanayake & Isuru, 2020). This issue may be particularly prevalent in SSB, where resources and manpower are limited. Conducting surveys to gather feedback from employees is essential for understanding their job satisfaction levels and identifying areas for improvement within the organisation. However, SSBs in Ago Palace Way may face challenges in conducting surveys due to resource constraints and a lack of expertise in research methods. Without regular feedback, management may struggle to address issues related to job satisfaction and performance (Larsson & Kleppang, 2020).

Furthermore, the quality of work of employees can significantly impact overall business performance. Quality work may lead to dissatisfied customers, increased costs, and damage to the business's reputation (Lau, Wong, & Leung, 2020). SSBs in Ago Palace Way must ensure that employees are adequately trained and equipped to perform their tasks to a high standard. Employee experience, encompassing factors such as job design, work environment, and opportunities for growth and development, also plays a crucial role in job satisfaction and performance. Dissatisfied employees may seek employment elsewhere, leading to high turnover rates and increased recruitment and training costs for SSB (Imam, 2021). Additionally, a lack of opportunities for career advancement and professional growth can demotivate employees and hinder their performance (Neng & Loo, 2021).

Absenteeism, time management issues, conducting surveys and feedback, quality of work, and employee experience are key areas that require attention to enhance job satisfaction and improve employee performance in small-scale businesses in Ago-Palace Way, Lagos State, Nigeria. This study examined the job satisfaction and employee performance in small-scale businesses in Ago-Palace Way, Lagos State, Nigeria. Specific, it studied five shopping malls, which are Supersaver Mall, Market Square Metro, Market Square Express, Globus Supermarket, and Western Style Mega Mall.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

This section reviews the conceptual, theoretical, and empirical work that is relevant to this research. To aid proper research, there will be an insight into concepts and literature that will provide a general understanding of job satisfaction and employee performance within small-scale businesses.

Conceptual Review

Job Satisfaction

Employee job satisfaction is a crucial aspect of organisational behaviour and human resource management, reflecting an employee's overall contentment with their job role, working conditions, and the organisation as a whole. Various definitions and perspectives have been proposed by researchers to capture the essence of job satisfaction. According to Locke (1976), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." This definition emphasizes the emotional. And the cognitive evaluation that employees make regarding their work environment.

Job satisfaction refers to an individual's attitudinal stance towards their employment, as articulated by Robbins (1997). When confronted with low job satisfaction, employee often seek to address this dissatisfaction by attempting to modify the circumstances from which it stems, leading to changes in their behaviour within the organisation. Research within the realms of human resource management and organisational behaviour underscores the close connection between employee job satisfaction and the operational functionality of the company, emphasizing its pivotal role in organisational sustainability and talent management. The scholarly and corporate communities have long been deeply interested in employees' job satisfaction, resulting in varying definitions of this concept shaped by researchers' perspectives.

In recent studies, like. Olajide, Ogunleye, and Yusuff (2020) define job satisfaction as "the extent to which employees are content with their job roles, tasks, and the overall work environment provided by the organisation." This definition emphasizes the holistic nature of job satisfaction, encompassing various factors such as job roles, tasks, and the organisational climate. Furthermore, job satisfaction can be viewed from different dimensions. According to Olowookere and Fatoki (2021) identifies three dimensions of job satisfaction are identified in the Nigerian banking sector: intrinsic satisfaction (related to the nature of the job itself), extrinsic satisfaction (related to external factors such as pay and benefits), and relational satisfaction (related to relationships with supervisors and colleagues). This multidimensional perspective highlights that job satisfaction is influenced by diverse factors within and outside the work environment.

Additionally, job satisfaction can be seen as a dynamic construct that evolves, as noted by Ogbebor and Ekhosuchi (2022). Job satisfaction is not static but rather subject to fluctuations based on changing job conditions, experiences, and personal expectations. This dynamic aspect underscores the need for continuous assessment and management of job satisfaction within organisations. Whereas Wang et al. (2017) provided a definition of job satisfaction as an optimistic attitude towards work and the employment environment. This perspective aligns with O'Connor et al. (2018), who emphasized that job satisfaction originates from an employee's commitment, performance, and turnover intention. Sharma (2017) further elucidated job satisfaction as a multidimensional construct with diverse definitions due to its significant impact on employee commitment and job performance. Guoping et al. (2017) noted the scarcity of similar definitions of job satisfaction in the literature, described it as an abstract concept. Kashmoola et al (2017) argued that while there is no universally agreed-upon definition for job satisfaction, researchers unanimously acknowledge it as one of the most intricate areas for managerial supervision. Obeid et al. (2017) asserted a correlation between job dissatisfaction and employees' sudden inclination to leave the company. Deri et al. (2021) identified motivation as one of the many contributors to job satisfaction.

Moreover, the impact of job satisfaction extends beyond individual well-being to organisational outcomes. According to Akinwande and Adeosun (2023) emphasizes that satisfied employees are more likely to demonstrate higher levels of job performance. Engagement and commitment to the organisation. This positive relationship between job satisfaction and organisational outcomes underscores the strategic importance of fostering a satisfying work environment. Cao, Zhang, and Huang (2022) present a definition of job satisfaction as the extent to which employees harbor positive sentiments regarding their job roles. Notably, Chinese scholars have conducted investigations into the factors influencing the level of empathy between leaders and their subordinates. The study findings suggest a positive correlation between the degree of empathy between leaders and subordinates' job satisfaction.

Furthermore, they have corroborated that the structural factors influencing leaders' and subordinates' job satisfaction exhibit a "U"-shaped relationship. The critiques of these perspectives highlight potential limitations and areas for further exploration. For instance, while the definition provided by Cao, Zhang, and Huang (2022) captures the emotional aspect of job satisfaction, it may overlook other dimensions such as intrinsic motivation and organisational culture, which are also significant determinants of job satisfaction (Locke, 1976).

The influence of individual and organisational stress on how employees respond to the organisation is another significant area explored in recent studies. Personal stressors such as demographic characteristics (e.g., gender, education, and tenure) and job stress, along with organisational factors like role conflict and ambiguity, affect job satisfaction (Kashmoola et al., 2017). According to Giles et al. (2017) identified key job satisfaction characteristics such as job variety, identity, significance, autonomy, and feedback. However, Yang et al. (2023) found that factors like supervision, pay, benefits, and relationships primarily impact levels of employee job dissatisfaction rather than satisfaction.

Despite diverse demographics and characteristics influencing job satisfaction, employees experiencing a positive workplace outlook, opportunities for advancement, and a sense of community tend to have high job satisfaction levels (Guoping et al., 2017). Job Satisfaction's extensive research interest is due to its significant implications for both organisations and employees (Agarwal & Sajid, 2017), yet it remains challenging to manage effectively (Frampton, 2014). Labor costs are among the most substantial expenditures for organisations (Agarwal & Sajid, 2017), emphasizing the strategic importance of understanding and addressing job satisfaction. Undesirable outcomes of decreased job satisfaction include reduced commitment, inefficiency, absenteeism, and turnover (Akeke et al., 2015). Schaumberg and Flynn (2017) highlighted guilt-proneness as a barrier to meeting normative expectations, while Obeid et al. (2017) suggested genetic predispositions influence employees' positive or negative outlooks on job satisfaction.

Job satisfaction's influence on individual performance is acknowledged across various studies (Davis, 2022), with Schwendimann et al. (2016) examining its association with the work environment and organisations incurring high costs due to low job satisfaction (Diestel et al., 2014). According to Kal et al. (2016) explored the link between self-control and job satisfaction was explored, positing that employees with high self-control bit higher job satisfaction levels, as they can effectively navigate challenging workplace scenarios. Roberts-Tumer et al. (2014) categorized employee satisfaction into three factors: personal organisational, and interpersonal, while Schwendiman et al. (2016) Identified organisational and personal characteristics as job satisfaction antecedents Locke (1969) outlined a three-step process for developing emotions leading to job satisfaction, involving experiencing elements of the work environment, using value standards for judgment, and evaluating perceived work element facilitation of hindrance in achieving preferred values. Babalola et al. (2016) observed that employees may struggle to adapt to frequent workplace changes, increasing uncertainty around job satisfaction, and Gertsson et al. (2017) identified job satisfaction determinants in work conditions, work environment, and perceptions of the profession.

Absenteeism

Absenteeism, a critical dimension of job satisfaction, refers to the habitual absence of employees from work without valid reasons. High levels of absenteeism can indicate dissatisfaction among employees, leading to productivity losses and organisational challenges (Adamu et al., 2020). According to Oladele

and Olowookere (2021), in Nigeria's banking sector, highlighted a significant correlation between job satisfaction levels and absenteeism rates, emphasizing the impact of job satisfaction on attendance and engagement. Effective management strategies focusing on enhancing job satisfaction can contribute to reducing absenteeism and promoting a positive work culture (Fayose et al., 2023). Furthermore, absenteeism is not only a symptom but also a consequence of low job satisfaction. Employees who are dissatisfied with their job roles, working conditions, or organisational culture are more likely to exhibit higher rates of absenteeism as a coping mechanism or protest against unfavorable conditions (Abiodun & Babalola, 2022). However, Akinwande and Adeosun (2023) found that absenteeism rates were significantly lower among employees reporting high levels of job satisfaction, highlighting the importance of addressing job satisfaction to mitigate absenteeism related issues.

In addition, absenteeism can lead to increased operational costs and disruptions in workflow, impacting overall organisational performance. Organisations in Nigeria and beyond recognize the detrimental effects of absenteeism on productivity and have implemented strategies to improve job satisfaction and attendance (Abdullahi et al., 2021). These strategies include enhancing workplace conditions, providing meaningful recognition and rewards, and fostering a positive organisational culture that values employee well-being and engagement (Igbokwe et al., 2022). Moreover, research in the Nigerian context has identified specific factors contributing to absenteeism, such as job stress, job insecurity, lack of motivation, and poor work-life balance (Ogunsakin et al., 2020). Addressing these underlying factors through targeted interventions aimed at improving job satisfaction can lead to reduced absenteeism rates and increased employee commitment and productivity (Adeniyi & Adekoya, 2023). Therefore, understanding the relationship between job satisfaction and absenteeism is crucial for developing effective organisational strategies that promote employees' well-being and success in Nigeria's dynamic business environment.

Time Management

Time management is a critical dimension of job satisfaction that plays a pivotal role in employees' overall performance, well-being, and organisational success. Effective time management involves the ability to prioritise tasks, set realistic deadlines, allocate resources efficiently, and maintain a healthy work-life balance. According to Adeyemi and Adeniji (2021) emphasizes that employees who feel in control of their time and workload are more likely to experience higher levels of job satisfaction. This correlation is further supported by the findings of Adewale et al. (2002), which highlight the positive impact of time management skills on job satisfaction among Nigerian professionals. One of the key benefits of effective time management is stress levels among employees. According to Ajiboye and Adebayo (2023), employees who are adept at managing their time experience lower levels of stress related to work deadlines. Conflicting priorities and overwhelming workloads. This stress reduction contributes significantly to higher job satisfaction levels, as employees feel more confident and in control of their responsibilities.

Furthermore, time management skills are closely linked to productivity and performance. A study by Akinlade and Babatunde (2020) found that employees who exhibit strong time management abilities tend to be more productive, efficient, and achieve better outcomes in their work tasks. This increased productivity not only enhances job satisfaction but also contributes to organisational success and competitiveness in the market. Organisational support is crucial in fostering effective time management practices among employees. Adequate training, access to tools and technologies, and clear expectations

from supervisors are essential components of creating a time-friendly work environment (Abimbola & Adeleke, 2021). According to Adebayo et al. (2023) highlights that organisations that prioritize time management as part of their culture tend to have higher levels of employee satisfaction, as employees feel supported and empowered to manage their time effectively. However, time management skills are instrumental in maintaining a healthy work-life balance, another critical aspect of job satisfaction. Employees who can effectively manage their time are better equipped to juggle work responsibilities with personal commitments, leading to greater overall satisfaction and well-being (Adeyinka & Adegoke, 2022). This balance is particularly important in Nigeria's dynamic environment.

Quality of Work

Quality of work is a fundamental dimension of job satisfaction that significantly impacts employees' overall well-being, organisational performance, and customer satisfaction. It refers to the level of excellence, accuracy, and effectiveness in tasks and deliverables completed by employees. According to Adeniyi and Adekoya (2021) highlight that employees who consistently produce high-quality work are more likely to experience greater job satisfaction due to feelings of accomplishment and recognition for their contributions. This is further supported by the findings of Adebayo et al. (2022), who emphasise the positive impact of quality work outcomes on job satisfaction among Nigerian professionals. One of the key benefits of maintaining high-quality work standards is increased job satisfaction and engagement among employees. Employees who take pride in their work and deliver exceptional results tend to experience higher levels of job satisfaction, as they feel valued, motivated, and fulfilled in their roles (Adeyemi et al., 2023). This sense of accomplishment and recognition contributes significantly to overall job satisfaction levels within organisations.

Therefore, the quality of work has a direct impact on organisational performance and reputation. High-quality work output led to enhanced customer satisfaction, increased productivity, and improved business outcomes (Akinwande & Babalola, 2021). Customers are more likely to trust and engage with organisations that consistently deliver quality products or services, leading to positive feedback, referrals, and business growth. Organisational support and resources play a crucial role in facilitating quality work outcomes and job satisfaction among employees. Adequate training, access to tools and technologies, clear expectations, and feedback are essential components of creating a conducive work environment that promotes high-quality work standards (Adewale & Adeyemi, 2022). Adegbesan et al. (2023) highlight that organisations that prioritize work-life balance and provide necessary support tend to have higher levels of employee satisfaction and retention. Challenge related to maintaining quality work, standards can arise, impacting job satisfaction and organisational performance negatively. Employees may face obstacles such as limited resources, unrealistic deadlines, unclear expectations, or a lack of training, which can lead to stress, dissatisfaction, and reduced productivity (Ajiboye & Adebayo, 2020). These challenges underscore the importance of continuous improvement efforts in organisations in helping employees overcome barriers and achieve quality work outcomes.

To address quality of work issues and enhance job satisfaction, organisations can implement several strategies. Providing ongoing training and development opportunities can help employees enhance their skills, knowledge, and capabilities to deliver high-quality work consistently (Abimbola & Adeleke, 2021). Establishing clear performance expectations, objectives, and feedback mechanisms can also ensure alignment with quality standards and promote continuous improvement (Olayinka & Ogunjuyigbe, 2022). Whereas fostering a culture of recognition and appreciation for quality work

contributions can motivate employees and reinforce positive behaviors (Olaniran et al., 2021). Recognising employees' efforts through rewards, incentives, and public acknowledgment can boost morale, job satisfaction, and commitment to achieving excellence (Olayemi & Akanbi, 2022). Additionally, promoting teamwork, collaboration, and knowledge sharing can facilitate the exchange of ideas and best practices, leading to improved quality work outcomes and job satisfaction (Adewumi & Adegbesan, 2021). Therefore, the quality of work serves as a pivotal element in shaping job satisfaction by impacting employees' feelings of achievement, level of engagement, and overall well-being. Organisations can bolster job satisfaction by placing a premium on adherence to high-quality work standards, furnishing essential assistance and resources, tackling impediments, and cultivating an environment that fosters ongoing enhancement and acknowledgment. Through prioritizing superior work outcomes, organisations stand to elevate not only employee satisfaction but also organisational efficacy and competitive positioning within Nigeria's ever-evolving business milieu.

Employee Experience

Employee experience is a multifaceted dimension of job satisfaction that encompasses employees' interactions, perceptions, and overall journey within the organisation, including various aspects such as work environment, organisational culture, leadership style, opportunities for growth, and recognition. According to Gao et al. (2021) emphasizes that a positive employee experience significantly contributes to higher levels of job satisfaction and organisational commitment among employees. This is supported by Olufemi et al. (2022), who highlight the importance of enhancing employee experience to improve job satisfaction and retention rates in Nigerian organisations.

One of the key components of a positive employee experience is a conducive work environment that promotes well-being, collaboration, and productivity. Adequate physical workspace, comfortable facilities, and safety measures contribute to employees' overall satisfaction and engagement (Adeniyi & Adekoya, 2021). Adebayo et al. (2023) suggest that organisations that prioritize creating a positive work environment tend to have higher levels of employee satisfaction and lower turnover rates. Therefore, organisational culture plays a crucial role in shaping employee experience and job satisfaction. A culture that values transparency, open communication, diversity, inclusion, and employee empowerment fosters a positive employee experience (Ajiboye & Adebayo, 2020). A study by Akinwande and Babalola (2021) in Nigerian companies has shown that employees who feel valued and respected within the organisational culture are more likely to experience higher job satisfaction and commitment. Whereas leadership style also significantly impacts employee experience and job satisfaction. Supportive, transformational leaders who provide guidance, recognition, and opportunities for development contribute positively to employees' experience and satisfaction (Abimbola & Adeleke, 2021). Conversely, autocratic or micromanaging leadership styles can lead to dissatisfaction, reduced morale, and disengagement among employees (Adewale & Adeyemi, 2022).

However, opportunities for growth and development are essential components of a positive employee experience. Adequate training, career advancement opportunities. Mentorship programs, and feedback mechanisms contribute to employees' sense of progress, competence, and job satisfaction (Adegbesan et al., 2023). Organisations that invest in employee development and growth tend to have higher levels of engagement and retention. Recognition and rewards also play a crucial role in shaping employee experience and job satisfaction. Acknowledging employees' contributions, achievements, and efforts through formal or informal recognition programs fosters a culture of appreciation and motivation

(Adewumi & Adegbesan, 2021). A study by Olaniran et al. (2021) highlights that recognition programs significantly impact employees' job satisfaction and organisational commitment. The challenges related to employee experience and job satisfaction can stem from various factors, including a lack of communication, limited growth opportunities, inadequate leadership support, and poor work-life balance (Olayinka & Ogunjuyigbe, 2022).

Addressing these challenges requires a holistic approach that considers employees' needs, expectations, and aspirations within the organisation. To enhance employee experience and job satisfaction, organisations can implement several strategies. These include fostering a positive work environment, promoting a supportive organisational culture, providing opportunities for growth and development, offering recognition and rewards, and ensuring effective communication and feedback channels (Olayemi & Akanbi, 2022). By prioritising employee experience, organisations can improve job satisfaction, increase engagement, and retain top talent in Nigeria's competitive business landscape. In essence, employee experience plays a critical role in shaping job satisfaction, organisational commitment, and overall performance within organisations. By prioritizing a positive employee experience through conducive work environments, supportive leadership, growth opportunities, recognition, and communication, organisations can enhance job satisfaction and create a culture of engagement and success in Nigeria's dynamic business environment.

Employee Performance

Employee performance is the level of output, productivity, and effectiveness displayed by employees while carrying out their job tasks within an organisation. It includes a variety of factors like as task completion, work quality, efficiency, punctuality, and compliance with corporate norms and goals. Adeniyi et al. (2021) found that employee performance is an important measure of organisational success and competitiveness in today's dynamic business climate. Employee performance is defined as the extent to which employees achieve desired outcomes and meet the organisation's performance goals (Adeyemi & Adebayo, 2022). This concept emphasizes the need to connect employee actions and efforts with company goals and standards, as well as the function of performance management in fostering employee performance improvement. The difficulties in measuring and assessing employee performance objectively are frequently brought up in criticisms of this concept. The accuracy and fairness of performance evaluations can be impacted by variables such as subjective biases, uneven performance measurements, and outside influences (Olaniran & Adeleke, 2021). Furthermore, the emphasis on reaching targeted results could obscure other contributions made by employees, like cooperation, creativity, and adaptability-aspects that are just as vital to the success of the company.

According to Adebayo et al. (2023), opined that characterizes employee performance is characterized as the degree to which workers exhibit behaviors, abilities, and skills that support the objectives and efficacy of the business. This definition highlights the significance of evaluating not only the results but also the abilities and actions in the results. It aligns with competency-based performance management approaches that focus on developing and evaluating specific skills and behaviors relevant to job roles. A common criticism of this approach is that it is difficult to define and assess competencies in an objective manner. The subjectivity of competency assessments, the lack of consistency in evaluating skills across different job roles, and the dynamic nature of skills required in today's ever-changing work environments can all make it difficult to use competencies as the sole basis for evaluating employee performance. A larger definition of employee performance includes a holistic

assessment of employees' contributions, including task accomplishments, interpersonal skills, teamwork, innovation, problem-solving ability, and overall influence on organisational outcomes (Olayemi & Akanbi, 2021). This concept highlights the complex nature of employee contributions and underlines the need to analyze performance factors other than task fulfillment.

The intricacy and subjectivity involved in assessing several performance factors are frequently brought up in criticisms of this concept. Integrating several performance criteria, balancing qualitative and quantitative assessments, and maintaining fairness and consistency in evaluations across job positions and teams can be difficult (Ajiboye & Adebayo, 2020). Furthermore, the emphasis on holistic valuation may necessitate investments in strong performance management systems and manager training to conduct thorough and impartial assessments. Employee performance can also be evaluated from a results-oriented standpoint, with measurable outcomes, targets, and key performance indicators (KPIs) established by the firm (Akinwande & Babalola, 2021). This concept highlights the importance of quantifiable results in evaluating employee contributions and is consistent with performance-driven cultures that value goal achievement and accountability. The possible downsides of a tight focus on results are frequently brought up in criticisms of this concept. That emphasis on outcomes may result in a neglect of process improvements, teamwork, employee development, and long-term sustainability, all of which are critical for organisational growth and success (Adewumi & Adegbesan, 2021). Furthermore, external events outside the employee's control, such as market changes or technology interruptions, might have an impact on outcomes-based performance appraisals. There are many different aspects that make up an employee's performance, such as tasks completed, behaviours, competencies, holistic contribution, and quantifiable results.

Theoretical Framework

Frederick Herzberg's two-factor theory is adopted for the study. The Two-Factor Theory explains that job satisfaction and job dissatisfaction are influenced by two different sets of factors: motivational factors and hygiene factors. The Two-Factor Theory element contributing to job satisfaction in term of motivational factors are related to the content of the job itself such as achievement, recognition, responsibility, advancement, opportunities for personal growth, and challenging and interesting work. Conversely, factors leading to job dissatisfaction are referred to as hygiene factors, arising from aspect like the work environment or workplace. Herzberg posits that job satisfaction stems from employees' psychological experiences during work, primarily influenced by motivational factors such as achievement, recognition, responsibility, advancement. While the presence of hygiene factors does not necessarily lead to satisfaction. According to Herzberg, dissatisfaction occurs when hygiene factors are unmet, but even if these factors such as salary, working condition, company policies, and interpersonal relation are fulfilled, they do not contribute to satisfaction, but their absence can lead to job dissatisfaction. When these factors are adequate, they only prevent dissatisfaction, but do not motivate employees to perform at a higher level.

Empirical Review

Mainardes, Rodrigues, and Teixeira (2019) conducted a study to explore the influence of internal marketing on job satisfaction within the banking sector. Their research aimed to investigate how job satisfaction in this industry is linked to its precursor elements, namely financial rewards and psychological rewards, while also examining the mediating role of internal marketing in this

relationship. Additionally, they sought to understand the association between job satisfaction, subsequent constructs, work engagement, and intention to leave, as well as the potential moderating impact of internal marketing on these relationships. The study involved 355 bank employees who completed an online questionnaire. The researchers employed partial least squares-structural equation modeling to analyze the expected associations. Their findings indicated that internal marketing acted as a mediator between financial and psychological rewards and job satisfaction. Furthermore, internal marketing was found to moderate the relationship between job satisfaction and work engagement; it did not exhibit a moderating effect on the relationship between job satisfaction and intention to leave the bank.

Milojicic (2020) delves into the relationship between internal marketing and human resource management, on how internal marketing influences employee satisfaction in the Republic of Serbia. The researcher aimed to identify the key elements of internal marketing that contribute significantly to employee satisfaction. The study employed a focus group interview method, involving six participants from three banks in Serbia. The results highlighted the importance of internal marketing in enhancing the satisfaction levels of bank employees. Specifically, the analysis revealed that factors such as motivation, career development opportunities, training initiatives, and effective internal communication significantly impacted employees' satisfaction with their work content, earnings, and prospects for career advancement.

Nasrie, Binti, Tajuddin and Guliling (2021) conducted a study on the effects of internal marketing on job satisfaction among Islamic banks in Sabah. The aim is to establish a quantitative, descriptive, and correlational understanding of the relationship between internal marketing practices and job satisfaction within Islamic banks in Sabah. Using a cross-sectional survey design and an online questionnaire completed by 200 employees, the study used the Statistical Package for Social Sciences and structural equation modeling for data analysis. The study findings demonstrated a positive correlation between internal marketing efforts and job satisfaction among employees in Islamic banks. The study also emphasized the importance of employee engagement, suggesting that engaged employees tend to positively represent their organisation, leading to a conducive internal marketing environment. These findings have practical implications for bank leaders, as they can utilize them to enhance employee job satisfaction, improve organisational profitability, and foster employee well-being.

Mohammed and Adewale (2023) investigated the relationship between training and development programs and employee retention in Nigerian information technology (IT) companies. The aim was to assess how investing in employee training, skill development, and career advancement opportunities influences retention rates within IT firms. Surveys and interviews were conducted with employees and HR professionals from various IT organisations in Nigeria. The results indicated that companies with robust training and development initiatives experienced higher employee retention rates, increased job satisfaction, and improved performance. Moreover, employees perceived training programs as valuable assets that contributed to their career growth and job stability. The study is significant for continuous learning and development in retaining talent and fostering a positive work environment in Nigerian IT companies.

Adenuga and Okorie (2021) conducted a study examining the impact of organisational culture on employee engagement in Nigerian banking institutions. The research aims to understand how cultural values, norms, and practices influence employee attitudes, motivation, and commitment to their work. The surveys focus on group discussions conducted with employees at different levels and across

departments in various Nigerian banks. The findings revealed that a strong, positive organisational culture characterised by transparency, teamwork, recognition, and opportunities for growth significantly contributed to higher employee engagement. Conversely, organisations with negative or toxic cultures have lower employee engagement, higher turnover rates, and decreased productivity. The study emphasises the crucial role of organisational culture in shaping employee experiences and fostering a conducive work environment in Nigerian banks.

Hypotheses Development

H₁: There is a significant relationship between absenteeism and time management among employees in small-scale businesses in Ago Palace Way, Lagos State.

H₂: Employees' experience has a significant impact on the quality of work within small-scale businesses in Ago Palace Way, Lagos State.

H₃: Conducting surveys and providing feedback do not improve job satisfaction and enhance employee performance in small-scale businesses in Ago Palace Way, Lagos State.

Gap in Literature

The literature on exploring the link between job satisfaction and employee performance in small-scale businesses in Nigeria exhibits a notable gap concerning the specific mechanisms and factors that mediate or moderate this relationship. While existing studies have delved into the impact of job satisfaction on employee performance in various contexts (Mainardes, Rodrigues & Teixeira, 2019), such as the banking sector (Nasrie et al., 2021) and specific industries like manufacturing (Okeke & Nwosu, 2022), there is limited empirical research that specifically addresses this relationship within the context of small-scale business in Nigeria. Moreover, studies conducted by Milojevic (2020) and Adenuga & Okorie (2021) have highlighted the importance of internal factors, such as leadership styles and organisational culture, on employee engagement and satisfaction. There is a need to investigate the unique challenges and dynamics of small-scale enterprises in Nigeria. Therefore, there is an opportunity for future research to fill this gap by exploring how job satisfaction influences employee performance in small-scale businesses, considering factors such as leadership styles, organisational culture, and internal marketing practices, as demonstrated in the existing literature (Mohammed & Adewale, 2023; Ogundele & Akinwande, 2022; Olufemi et al., 2023; Akintola & Abubakar, 2022).

RESEARCH METHODOLOGY

This study investigates the relationship between job satisfaction and employee performance in small-scale businesses in Ago Palace Way, Lagos State, Nigeria. The study focuses on five specific shopping malls: supersaver mall, market square metro, market square express, globus supermarket, and western style mega mall. A research design serves as a comprehensive blueprint outlining the strategies and techniques for acquiring and evaluating essential data (Zikmund et al., 2019). The research design utilised in this study is explanatory, aiming to elucidate the influence of job satisfaction on employee performance within small-scale businesses in Nigeria. Specifically, this study will uncover the cause-and-effect relationship between job satisfaction and employee job performance. To achieve this

objective, a quantitative research design will be employed to gather and analyze data. The methodology will involve conducting a cross-sectional survey to collect information from employees in small-scale businesses located in Ago-Palace Way, Lagos State, Nigeria.

Sample Size and Sampling Technique

The sample size used is the stratified random sampling to represents departments within each shopping mall, encompassing diverse roles such as sales associates, managers, supervisors, and administrative staff, enhancing the reliability and validity of the findings. A total of 50 employees were surveyed, with approximately 10 respondents from each shopping mall. The stratification will involve dividing the population into strata, departments, or job roles, and then randomly selecting participants from each stratum for the sample. This sampling technique aims to capture a diverse range of perspectives and experiences on job satisfaction and employee performance within small-scale businesses in Ago-Palace Way, Lagos State, Nigeria.

Data Collection

The data collection procedures for this study involved administering a Likert-type questionnaire to employees in small-scale businesses in Ago-Palace Way, Lagos State, Nigeria. The questionnaire was structured to measure variables related to the research objectives, including absenteeism, time management, conducting surveys and feedback, and employees' experience of the quality of work. The participants rated their agreement or disagreement with statements related to these dimensions using a Likert scale. A Likert-type questionnaire was used to ensure standardized responses and facilitate quantitative analysis of the relationship between job satisfaction and employee performance across the specified variables in small-scale businesses in Ago-Palace Way, Lagos State, Nigeria.

Data Analysis and Discussions of Findings

The study used descriptive analysis to explored the relationship between job satisfaction and employee performance in small-scale businesses in Ago-Palace Way, Lagos State, Nigeria. Descriptive statistics, such as means, frequencies, and percentages, were used to summarize and describe the data collected from the Likert-type questionnaire. This analysis will provide insights into levels of job satisfaction and performance across dimensions, including absenteeism, time management, conducting surveys and feedback, and employees' experience of the quality of work. The descriptive analysis will help understand patterns and trends in the data, highlighting the strengths and areas for improvement in job satisfaction and employee performance in small-scale businesses in Ago-Palace Way, Lagos State, Nigeria.

TEST OF HYPOTHESIS

Test of Reliability

The research questionnaire was tested for internal consistency using Cronbach's alpha. An alpha coefficient of 0.842, suggesting a relatively strong internal consistency. A reliability coefficient of 0.70 or higher is considered acceptable in most social sciences research (Table 1).

Table 1: Cronbach’s Alpha Reliability Statistics

Reliability Statistics	
Cronbach’s Alpha	N of Items
.842	25

Source: Field Survey, 2025

Table 2: Employees’ Experience of the Quality of Work

QUESTIONS	SA	A	N	D	SD
1. I have a positive experience working in this company	88.89%	11.11%	0.00%	0.00%	0.00%
2. My work experience contributes to the quality of my work	62.22%	26.67%	4.44%	2.22%	4.44%
3. The company values employee input and feedback	55.56%	33.33%	2.22%	4.44%	4.44%
4. I feel valued and appreciated for my contributions	44.44%	44.44%	6.67%	2.22%	2.22%
5. Employee experience plays a significant role in job satisfaction	66.67%	28.89%	0.00%	0.00%	4.44%

Source: Field Survey, 2025

Table 2 indicates that the first question, "I have a positive experience working in this company," shows an overwhelmingly positive result, with 88.89% of the 40 respondents. This indicate that a high level of overall satisfaction and contentment among employees regarding their experience within the company. The second question ‘work experience contributes to the quality of my work’ with 62.22% of the 28 respondents. This suggests that a majority perceive a direct correlation between their experiences and the quality of work output. Then the third question “The company values employee input and feedback” which perceive positively, with 55.56% of the 25 respondents. While the fourth question “I feel valued and appreciated for my contributions” which suggest that the employee feel recognized and acknowledged for their efforts, which contribute significantly to job satisfaction and motivation, with 44.44% of the 20 respondents. Lastly, “the employee experience plays a significant role in job satisfaction” with 66.67% of the 30 respondents. Which suggest that employee positive experience in fostering job satisfaction and overall well-being of the workplace.

Table 3: Relationship between Job Satisfaction and Employee Performance

QUESTION	SA	A	N	D	SD
1. Job Satisfaction significantly impacts my job performance	55.56%	33.33%	2.22%	4.44%	4.44%
2. When I am satisfied with my job, I perform better	62.22%	26.67%	4.44%	2.22%	4.44%

3. Employee performance is closely linked to job satisfaction levels	71.11%	17.78%	6.67%	2.22%	2.22%
4. Improving job satisfaction leads to enhanced employee performance	64.44%	22.22%	6.67%	4.44%	2.22%
5. My job performance directly correlates with my level of job satisfaction	48.89%	44.44%	2.22%	2.22%	2.22%

Source: Field Survey, 2025

Table 3 shows that the first question, “Job Satisfaction significantly impacts my job performance” the result show that the job satisfaction has a moderate positive significantly impact their job performance with 55.56% of the 25 respondents. The second questions “When I am satisfied with my job, I perform better” which indicate that satisfaction with one’s job leads to better performance with 62.22% of the 28 respondents. Then the third question “Employee performance is closely linked to job satisfaction levels” with 71.11% of the 32 respondents. Which show that, the interconnected of these factors is driving overall productivity and success within the organisation. While the fourth question “Improving job satisfaction leads to enhanced employee performance” with 64.44% of the 29 respondents. The initiative of the job satisfaction boosting and drive positive outcome of the employee performance and productivity. Lastly, “job performance directly correlates with my level of job satisfaction” with 48.89% of the 22 respondents. The result shows an average positive correlation between the job performance and job satisfaction. Which emphasized the need for an organisation to priorities employee satisfaction as a means to achieved optimal performance levels.

Table 4: Regression Analysis Results

Variable	Coefficient	Standard Error	t-Statistic	p-Value
Intercept	0.75	0.30	2.50	0.013
Absenteeism Average	0.15	0.12	1.25	0.211
Time Management Average	0.45	0.14	3.21	0.002
Conducting Surveys & Feedback Average	0.35	0.10	3.50	0.001

Source: Field Survey, 2025

Table shows results on the relationship between job satisfaction and three independent variables: absenteeism, time management, and conducting surveys and feedback. The results indicate that both time management (coefficient 0.45, p 0.002) and conducting surveys & feedback (coefficient = 0.35, p=0.001) have a statistically significant positive impact on job satisfaction, with p-values less than 0.05. This suggests that better time management practices and effective use of employee feedback are associated with higher levels of job satisfaction. Conversely, absenteeism (coefficient = 0.15, p=0.211) is not a statistically significant predictor, implying that in this dataset, absenteeism does not have a meaningful effect on job satisfaction. The intercept value (coefficient 0.75, p=0.013) represents the job satisfaction on employee performance.

H₁: There is a significant relationship between absenteeism and time management among employees in small-scale businesses in Ago-Palace Way, Lagos State.

Based on the regression analysis results, H₁ posits a significant relationship between absenteeism and time management among employees in small-scale businesses in Ago-Palace Way, Lagos State. Although the analysis primarily examines job satisfaction, the significant positive coefficient of (0.45, p=0.002) for time management indicates that effective time management practices play a crucial role in influencing job-related outcomes. This implies that improving time management can potentially reduce absenteeism, thereby supporting H₁. Absenteeism is not a significant predictor of job satisfaction; the time management practices suggest an indirect relationship could mitigate absenteeism issues.

H₂: Employees' experience has a significant impact on the quality of work within small-scale businesses in Ago Palace Way, Lagos State.

From the H₂ result, which asserts that employees' experience significantly impacts the quality of work, we infer predictors related to time management and feedback mechanisms that experienced employees effectively. The direct measurement of employee experience was not included in the regression model; the significance of time management (0.45, p=0.002) and the use of feedback (0.35, p=0.001) on job satisfaction and performance suggests that more experienced employees are better equipped to manage their time and benefit from feedback processes. Thus, H₂ is accepted, assuming that employee experience enhances the ability to apply time management and feedback effectively.

H₃: Conducting surveys and providing feedback significantly improves job satisfaction and enhances employee performance in small-scale businesses in Ago Palace Way, Lagos State.

The regression results indicate that conducting a survey and providing feedback have a significant impact on improving job satisfaction and enhancing employee performance. The coefficient for conducting surveys and feedback (0.35, p=0.001) underscores the importance of these practices in promoting a positive work environment. This statistically significant relationship highlights how regular surveys and actionable feedback boost job satisfaction and performance. Thus, H₃ is strongly supported by the data, demonstrating that effective communication and feedback mechanisms are crucial for improving employee outcomes in small-scale businesses in Ago-Palace Way, Lagos State.

DISCUSSION OF FINDINGS

The findings from the regression analysis provide valuable insights into the factors influencing job satisfaction, performance, and overall work quality in small-scale businesses in Ago-Palace Way, Lagos State. The significant positive relationship between time management and job satisfaction aligns with existing research by Al-Ghazali et al. (2021), who found that effective time management practices positively impact job satisfaction among employees in the service industry, supporting our results (Al-Ghazali et al., 2021). However, the non-significant relationship between absenteeism and job satisfaction echoes findings by Smith and Johnson (2020), which suggests that absenteeism may not directly influence job satisfaction in certain contexts (Smith & Johnson, 2020).

Therefore, the impact of employee experience on time management and feedback mechanisms aligns with the research by Chen and Chang (2023). The study highlighted that experienced employees are more likely to effectively utilize organisational resources, such as time management tools and feedback systems, leading to improved work quality and performance (Chen & Chang, 2023). This correlation reinforces our findings and suggests that investing in employee development and experience can yield positive outcomes for small-scale businesses.

Finally, the significant positive impact of conducting surveys and providing feedback on job satisfaction and performance is supported by various studies. For instance, a recent meta-analysis by Wang et al. (2022) demonstrated that feedback interventions significantly enhance job satisfaction and performance across different industries, emphasizing the importance of feedback mechanisms in organisational settings (Wang et al., 2022). This corroborates our findings and underscores the importance of small-scale businesses implementing regular surveys and feedback channels to enhance employee satisfaction and performance.

CONCLUSION AND RECOMMENDATIONS

The study's findings highlight the critical roles of time management, employee experience, and feedback mechanisms in shaping job satisfaction, performance, and work quality in small-scale businesses in Ago-Palace Way, Lagos State. While absenteeism did not directly impact job satisfaction, its correlation with time management suggests avenues for intervention to improve overall employee satisfaction. Furthermore, the study underscores the need for business owners to invest in employee development, effective communication strategies, and regular feedback mechanisms to create a positive work environment, productivity, and employee well-being.

Based on the research findings, several recommendations are proposed for small-scale businesses in Ago Palace Way, Lagos State.

1. **Implement Effective Time Management Strategies:** Encourage employees to adopt and utilize effective time management practices through training programs and workshops.
2. **Enhance Employee Experience:** Provide opportunities for skill development, mentorship, and career advancement to enhance employee experience and utilization of organisational resources.
3. **Establish Regular Survey and Feedback Channels:** Implement regular employee surveys and feedback mechanisms to gather insights, address concerns, and improve overall job satisfaction and performance.

By implementing these recommendations, small-scale businesses can create a positive and supportive work environment that promotes employee satisfaction, performance, and overall organisational success.

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