

Midocean University
Administrative College
Business Administration



**The Impact of Job Satisfaction on Employee Performance:
Study on Fischer FZE Company in the United Arab Emirates**

Prepared by: Ba's Al-Zuraiqi

Academic Number: 243000994

Supervised by: Dr. Al-Faisal Abdelhameed Supervised by: Dr. Fayez Jrad

Academic Year:

2025

Introduction:

In today's dynamic and rapidly evolving business environment, organizations increasingly recognize that their most valuable asset is their people. Employee performance directly influences company growth, innovation, customer satisfaction, and overall competitiveness. As such, understanding the factors that shape and improve employee performance has become a major focus in management and organizational research. One of the most significant of these factors is job satisfaction.

Job satisfaction refers to the level of contentment employees feel toward their jobs, which can include their feelings about job roles, leadership, organizational culture, compensation, growth opportunities, and work-life balance. It is both an emotional and psychological response to various dimensions of work. Satisfied employees are not only more productive, but they are also more loyal, committed, and willing to go above and beyond their basic responsibilities.

This research focuses on Fischer FZE, a leading company in the construction and fixing systems industry, operating in the United Arab Emirates. Fischer's diverse workforce operates across sales, technical support, retail, and administrative departments. In such a competitive and fast-paced industry, retaining skilled talent and ensuring high performance are essential for sustaining business success. This study will explore how job satisfaction affects employee performance within this specific organizational context.

The motivation for this research stems from the researcher's personal experience working in the company and closely observing the connection between motivation, morale, and productivity. Having interacted with employees from different departments and backgrounds, it became evident that satisfaction levels vary and are influenced by multiple internal and external factors.

This proposal also responds to broader challenges faced by many companies in the region, such as high employee turnover, burnout, and difficulty maintaining consistent performance. Understanding what drives satisfaction in Fischer's work environment will provide management with evidence-based insights to make more effective HR and leadership decisions.

The study will examine several sub-dimensions of job satisfaction—such as career growth, motivation, training, job tasks, working conditions, and salary structures—and assess how each influences individual and team performance. Additionally, the research seeks to understand how employee engagement, participation, and loyalty are shaped by these satisfaction factors.

The relevance of this research lies in its ability to contribute both academically and practically. From an academic perspective, it applies organizational behavior theories to a real-world case within the UAE. Practically, it aims to offer strategic recommendations for improving job satisfaction and performance at Fischer FZE, which can be useful for HR managers, department heads, and executive leadership.

2. Study Problem

In recent years, the concept of job satisfaction has moved from being a background HR metric to a core strategic concern for business leaders across industries. Organizations are increasingly aware that the performance of their workforce is not solely driven by skills, qualifications, or experience—but by how employees feel about their work, their value within the organization, and their prospects.

At Fischer FZE, a key player in the UAE construction and fixing systems sector, the business heavily depends on human capital to deliver value in a highly competitive market. The company operates through technical field engineers, sales staff, administrative teams, and retail representatives—each playing a distinct yet interconnected role. What the company has achieved so far in terms of regional presence and client relationships is commendable, but sustaining and accelerating this growth relies on maximizing employee potential. And this, in turn, hinges on job satisfaction.

Despite strong leadership, a solid reputation, and technical expertise, performance inconsistencies are often noticed between teams or even individuals within the same team. Some employees exhibit strong ownership, motivation, and initiative, while others seem disengaged, reactive, or burnt out. This inconsistency raises a fundamental question: Is there a deeper issue behind these variations—possibly related to how employees perceive their jobs and workplace conditions?

The research problem addressed in this study centers around the possible link between job satisfaction—represented by six main variables (career growth, motivation, work environment, job tasks, training, and salary increments)—and employee performance at Fischer FZE. The goal is not only to confirm if such a relationship exists but to understand the nature and strength of this relationship.

The idea for this research did not arise from abstract theory, but from real-world observations. The researcher, being embedded in the organization, has seen firsthand that employees who feel appreciated, heard, supported, and challenged in their roles are more likely to perform beyond expectations. Conversely, when employees lack feedback, growth opportunities, or fair recognition, their performance often plateaus—or declines.

This research aims to fill a practical and academic gap. On the practical level, no recent internal study has been conducted to assess the factors driving or hindering performance across Fischer FZE. On the academic level, the topic has been studied globally, but there is a lack of applied research in the UAE construction support industry, especially one that links satisfaction variables to measurable performance indicators within a specialized firm like Fischer.

The problem is also relevant beyond Fischer: many companies in the region are facing high turnover, limited employee engagement, and productivity stagnation. By understanding the exact satisfaction factors that matter most to Fischer employees, the company can refine its HR strategies, retain talent, and enhance its competitive edge.

Ultimately, this research is driven by the need to answer the following: What truly motivates Fischer's employees? What gaps exist between what the organization offers and what employees expect? How can the company create a more aligned and engaging environment that not only satisfies employees but also drives them to perform at their highest level?

3. Study Objectives

The overarching aim of this research is to investigate the impact of job satisfaction on employee performance within Fischer FZE, a leading company operating in the UAE. The study seeks to identify whether, and to what extent, job satisfaction contributes to improved employee performance, engagement, and organizational commitment.

This aim is further supported by a series of detailed objectives that guide the direction of the study and ensure that the findings can be used both practically and academically.

1. To assess the current level of job satisfaction among employees at Fischer FZE.

This involves measuring how employees perceive their work environment, career development opportunities, management style, compensation, and other key aspects of their experience within the organization.

2. To evaluate the direct and indirect relationship between job satisfaction and employee performance.

This includes determining if satisfied employees consistently demonstrate higher productivity, creativity, quality of work, and commitment compared to less satisfied peers.

3. To examine how specific components of job satisfaction—such as motivation, work environment, job tasks, training, career growth, and salary increments—affect employee performance individually.

Rather than treating satisfaction as a single factor, the study aims to break it down to understand which dimensions are most influential.

4. To identify the internal gaps between employee expectations and organizational offerings.

This involves exploring whether employees feel their needs and contributions are recognized, and whether company policies truly support their growth and well-being.

5. To investigate the role of job satisfaction in employee retention, engagement, and loyalty.

Satisfied employees are more likely to stay with the organization and actively contribute to its mission. The study will look at the link between satisfaction and turnover intentions.

6. To explore whether employee satisfaction varies across departments, job roles, or experience levels within Fischer FZE.

The research will assess whether certain teams or roles report higher or lower satisfaction and how that correlates with their performance levels.

7. To provide data-driven insights and strategic recommendations to Fischer's management.

The study is not just academic, it aims to serve as a practical tool for improving HR practices, employee engagement programs, leadership styles, and overall workplace culture.

8. To contribute to the academic field of organizational behavior by adding a case-based, UAE-specific perspective to the body of literature on job satisfaction and performance.

While many studies exist globally, this research fills a gap by focusing on a local company in a specific industrial context, offering insights that are both timely and regionally relevant.

4. Importance of the Study

The significance of this research lies in its ability to bridge academic theory with practical application in a real organizational setting. In a world where market competition is intensifying and operational demands are rising; companies can no longer rely solely on technical skills or systems to achieve sustainable success. Employee performance—driven by how satisfied individuals feel in their roles—has become a central pillar in determining an organization's ability to grow, innovate, and remain competitive.

Within Fischer FZE, a company operating in the competitive construction and industrial solutions sector in the UAE, employee satisfaction plays a critical role in delivering quality service and driving field performance. The company's reliance on multidisciplinary sales teams, technical support, retail, and administration—makes it essential to understand what drives or hinders the performance of its workforce. By studying how job satisfaction contributes to employee engagement, productivity, and loyalty, the research aims to provide actionable insights that go beyond surface-level assumptions.

The research is also important for internal strategic decision-making. If clear links are found between certain satisfaction variables—such as career development, motivation, training, or compensation—and high performance, Fischer's leadership can allocate resources more effectively and design targeted interventions that maximize return on investment in human capital.

From an academic perspective, this study addresses a gap in region-specific research. While the relationship between job satisfaction and performance has been widely studied in Western and Asian contexts, fewer empirical studies have explored this connection within the UAE, especially in technical or construction-related industries. This research contributes new knowledge that is both relevant to the Gulf region and reflective of the unique workplace dynamics in companies like Fischer.

Moreover, the research has broader implications beyond the company. It offers a model for other organizations in the region facing similar challenges—such as employee turnover, disengagement, or inconsistent performance. It highlights how job satisfaction is not just an HR concern, but a strategic driver of overall organizational health and success.

Finally, this study also has a human dimension. By highlighting the specific factors that make employees feel fulfilled and motivated, the research indirectly contributes to improving workplace culture, employee well-being, and the long-term sustainability of employer-employee relationships. In doing so, it aligns organizational performance goals with individual needs—creating a win-win environment for both sides.

5. Research Questions

This study is guided by a central question and a set of focused sub-questions that address different dimensions of the problem. These questions aim not only to explore the general link between job satisfaction and performance but also to uncover specific insights that can support practical improvements at Fischer FZE.

Main Research Question:

– To what extent does job satisfaction influence employee performance at Fischer FZE in the United Arab Emirates?

Sub-questions – Organized by Themes:

A. Job Satisfaction Dimensions and Their Impact on Performance

How does career growth affect employee motivation and productivity?

What is the relationship between employee motivation and quality of work?

In what ways does the work environment (physical and psychological) influence employee commitment and performance?

How do clear and meaningful job tasks affect employee engagement and initiative?

What role does professional training play in improving employees' skill levels and output?

To what extent do salary increments and fair compensation affect employees' effort and loyalty?

B. Organizational Engagement and Loyalty

7. How does job satisfaction influence employee loyalty and their intention to stay within the organization?

8. Do satisfied employees demonstrate higher involvement in organizational activities and team collaboration?

9. Is there a connection between job satisfaction and reduced absenteeism or turnover at Fischer?

C. Perception Differences and Internal Gaps

10. Do perceptions of job satisfaction and performance differ between departments, job levels, or experience groups?

11. Are there gaps between what employees expect and what they receive in terms of job satisfaction factors?

12. How do employees prioritize different satisfaction elements (e.g., salary vs. recognition vs. growth)?

D. Organizational Context and Strategic Alignment

13. How well do current company policies align with employees' satisfaction needs?

14. What role does leadership style at Fischer FZE play in shaping employee satisfaction and performance?

15. How do external factors—like market competition or workload—affect the satisfaction-performance relationship?

E. Practical Implications

16. What changes do employees suggest that would improve their satisfaction and performance?

17. Which satisfaction factors, if improved, would likely have the greatest positive impact on performance across the organization?

18. Can a clear model be developed for Fischer to monitor and manage job satisfaction and performance over time?

6. Study Hypotheses

This study is based on the assumption that job satisfaction is a significant predictor of employee performance. It draws upon established motivational and behavioral theories, as well as observations within the organization, to propose a set of hypotheses that test the strength and direction of this relationship.

The hypotheses are divided into a main hypothesis and a series of detailed sub-hypotheses that explore individual satisfaction components. These will be tested using statistical analysis based on employee responses at Fischer FZE.

Main Hypothesis (H1):

There is a statistically significant relationship between job satisfaction and employee performance at Fischer FZE in the United Arab Emirates.

Sub-Hypotheses – By Satisfaction Variables:

H1.1: Career growth opportunities positively influence employee performance.

This hypothesis tests whether employees who have clear paths for advancement and skill development are more likely to perform well, take initiative, and contribute creatively.

H1.2: Employee motivation has a positive effect on performance outcomes.

Motivated employees are expected to be more engaged, goal-driven, and consistent in their job performance.

H1.3: A supportive and safe work environment enhances employee performance.

This includes both the physical work setting and the psychological climate—such as feeling respected, secure, and part of a team.

H1.4: Clearly defined and meaningful job tasks contribute positively to performance.

When employees understand their roles and find purpose in their work, they are more likely to be productive and efficient.

H1.5: Access to regular training and development opportunities improves employee performance.

This hypothesis looks at whether skill-building programs, mentorship, and workshops lead to measurable improvements in task execution and confidence.

H1.6: Fair and timely salary increments significantly influence employee performance.

Compensation is one of the most tangible forms of recognition, and this hypothesis tests whether it plays a motivating role in output and job quality.

H1.7: High levels of job satisfaction are associated with increased employee loyalty and lower turnover intentions.

Employees who are satisfied are more likely to stay, reducing recruitment and training costs for the company.

H1.8: Satisfied employees show higher levels of participation in decision-making and collaborative work.

Engagement is not only about doing assigned tasks—it also includes contributing ideas and supporting team efforts.

H1.9: There is a measurable difference in performance levels between employees who report high satisfaction and those who report low satisfaction.

This hypothesis tests whether the perceived satisfaction actually translates into different performance outcomes across employee groups.

H1.10: Leadership style mediates the relationship between job satisfaction and employee performance.

Supportive, communicative, and empowering leadership is likely to strengthen the effect of satisfaction on performance.

Together, these hypotheses form the analytical framework of the study and will be evaluated using survey data and statistical tools such as correlation and regression analysis. The goal is to understand not just if satisfaction matters, but how and where it matters most within Fischer's organizational context.

7. Previous Studies

The relationship between job satisfaction and employee performance has been widely examined across disciplines such as organizational behavior, human resource management, psychology, and management science. While the consensus across many studies is that satisfied employees tend to perform better, the strength, direction, and influencing factors of that relationship vary depending on the organizational context, industry, and culture.

Globally Recognized Studies:

One of the earliest and most influential works in this area was conducted by Edwin Locke (1976), who defined job satisfaction as a pleasurable or positive emotional state resulting from one's job experience. Locke's research laid the foundation for many models that link attitudes to workplace behavior. Around the same time, Herzberg's Two-Factor Theory (1959)

highlighted that motivators (like achievement and recognition) create satisfaction, while hygiene factors (like salary and working conditions) prevent dissatisfaction.

Judge, Thoresen, Bono, and Patton (2001) conducted a comprehensive meta-analysis that combined the results of over 300 studies and concluded that there is a moderate but consistent relationship between job satisfaction and job performance. They emphasized that while satisfaction alone doesn't guarantee high performance, it contributes significantly when combined with other factors like ability and organizational support.

Studies in the Middle East and UAE Context:

Alshurideh et al. (2021) examined employee satisfaction across several UAE-based organizations, particularly in construction and retail sectors. They found that fair reward systems, training, and a sense of empowerment were strongly associated with employee loyalty and high productivity. Their research also suggested that cultural dynamics in the UAE workplace—such as diversity and hierarchical structures—play a role in how satisfaction is formed and expressed.

Another relevant study by Khalid and Sulaiman (2022) in the Middle East manufacturing sector showed that leadership style, team dynamics, and recognition practices were among the top drivers of employee satisfaction. Their findings supported the idea that organizational climate and leadership behavior can either reinforce or weaken the satisfaction-performance link.

Sector-Specific Research:

While much of the existing literature focuses on general corporate or office-based environments, fewer studies have looked specifically at technical or field-based roles—like those at Fischer FZE. This is a key gap, especially in construction-related industries where the pace, risk, and nature of work are different. Studies like those by Hackman and Oldham (1976), who developed the Job Characteristics Model, emphasize that for satisfaction to lead to performance, the job itself must be designed with meaning, autonomy, and feedback built in.

Need for the Current Study:

Despite this body of research, there remains a lack of localized, industry-specific studies focused on the UAE's technical and engineering sectors. Fischer FZE presents a unique case with its multi-role structure, diverse workforce, and performance-oriented culture. This study builds on existing theory but adds new empirical data from a real-world environment, helping to validate or challenge global findings in a UAE-specific, sector-relevant setting.

8. Theoretical Bases for the Study

This research draws on several well-established theories from organizational behavior and motivational psychology to guide the analysis and interpretation of the relationship between job satisfaction and employee performance. These theories provide a structured lens through which employee behavior can be understood, and they form the foundation for the research model, hypotheses, and data analysis.

1. Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

Herzberg's theory suggests that job satisfaction and dissatisfaction are driven by two distinct categories of factors. Motivators—such as achievement, recognition, responsibility, and personal growth—create satisfaction and encourage performance. Hygiene factors—such as

salary, company policies, supervision, and work conditions—do not lead to satisfaction on their own, but their absence causes dissatisfaction. This theory helps distinguish between what prevents dissatisfaction and what actively drives performance and motivation.

2. Maslow's Hierarchy of Needs

Maslow proposed that human motivation follows a five-level hierarchy: physiological needs, safety needs, social belonging, esteem, and self-actualization. In a workplace context, employees are more likely to be satisfied and perform well when their needs at each level are met—starting from job security and fair pay, up to opportunities for achievement, recognition, and personal development. This model provides a broad framework to understand how workplace conditions can fulfill—or frustrate—employee needs.

3. Equity Theory (Adams, 1965)

Equity theory focuses on fairness. Employees compare their inputs (effort, skills, time) and outcomes (pay, recognition) to others in similar roles. If they perceive an imbalance, feelings of unfairness can reduce motivation and satisfaction. This theory is especially relevant in environments where employees work in teams or compare their performance and rewards across departments or roles, as is the case at Fischer FZE.

4. Vroom's Expectancy Theory

Expectancy theory posits that employees are motivated when they believe that their effort will lead to good performance, and that good performance will lead to desirable rewards. It emphasizes three elements: expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to rewards), and valence (value of the reward). This theory highlights the importance of clarity in expectations and reward systems.

5. Job Characteristics Model (Hackman and Oldham, 1976)

This model identifies five core dimensions that shape how employees experience their work: skill variety, task identity, task significance, autonomy, and feedback. When jobs are designed with these dimensions in mind, employees are more likely to find their work meaningful, feel responsible for outcomes, and gain insight into their performance—leading to higher satisfaction and performance.

6. Social Exchange Theory

This theory is based on the idea that relationships—whether between individuals or between employees and employers—are built on reciprocal exchanges. When employees feel supported, valued, and fairly treated by the organization, they tend to respond with loyalty, effort, and positive behavior. If the exchange is perceived as unbalanced or exploitative, dissatisfaction and disengagement can occur.

Together, these theories create a comprehensive framework that explains why and how satisfaction influences performance, and why this relationship may vary based on internal and external factors. They will be used to interpret the data collected from Fischer FZE employees and guide the recommendations proposed at the end of the research.

9. Methodology and Research Methods

This study adopts a quantitative research approach supported by descriptive and analytical methods. The aim is to systematically collect and analyze data from Fischer FZE employees to understand the effect of job satisfaction on their performance. The methodology is designed to ensure objectivity, clarity, and statistical reliability.

1. Research Design

The research follows a cross-sectional survey design. Data will be collected at a single point in time from a representative sample of employees. This design allows for an efficient snapshot of current perceptions, behaviors, and relationships between variables like satisfaction and performance, without requiring long-term tracking.

2. Research Approach

A deductive approach will be used—starting with theoretical frameworks and hypotheses and then testing them using empirical data. This structured method aligns with the study's goal of validating established theories in the local context of Fischer FZE.

3. Population and Sampling

The target population consists of Fischer FZE's full-time employees, estimated at ninety-two individuals across departments including sales, technical field engineering, retail, and support services. A stratified random sampling technique will be used to ensure fair representation from all major teams and job levels.

The ideal sample size is estimated to be between sixty-five and seventy respondents. This is based on statistical guidelines for small populations to achieve a confidence level of ninety-five percent with a five to ten percent margin of error.

4. Data Collection Tools

Data will be collected using a structured questionnaire designed specifically for this research. It will include three sections:

- Demographic data (e.g., age, gender, department, years of service)
- Job satisfaction factors (measured using Likert scale statements)
- Employee performance indicators (self-assessed based on task quality, punctuality, collaboration, and initiative)

The questionnaire will be administered either in print or digitally, depending on accessibility and employee preferences.

5. Pilot Study

Before launching the full survey, a pilot test will be conducted with five to ten employees to ensure clarity, relevance, and timing. Feedback from the pilot group will be used to refine the instrument and address any ambiguity or overlap in questions.

6. Data Analysis Techniques

Data will be analyzed using SPSS or a similar statistical software. Descriptive statistics (mean, standard deviation, frequency) will summarize general trends, while inferential tests will be used to explore relationships:

- Correlation analysis will examine how satisfaction variables relate to performance.
- Multiple regression will test which satisfaction variables are the strongest predictors.
- ANOVA may be used to compare satisfaction levels across departments or job categories.

7. Ethical Considerations

The study will maintain high ethical standards. Participation will be voluntary, and all responses will be anonymous and confidential. Respondents will be informed about the purpose of the study and their right to withdraw at any time without consequences.

8. Limitations of the Methodology

While the cross-sectional design allows for quick data collection, it cannot capture changes over time or establish causality. Also, since performance will be self-reported, there's a risk of bias or overestimation. These limitations will be acknowledged when interpreting the findings.

10. Study Tools

To effectively collect and analyze data in a structured and meaningful way, this study will rely primarily on a structured questionnaire as its main research tool. The questionnaire is chosen for its ability to gather large amounts of standardized data efficiently, which is essential for conducting reliable statistical analysis.

1. Purpose of the Tool

The questionnaire is designed to measure both job satisfaction and employee performance through quantifiable indicators. It allows the researcher to capture employee perceptions, opinions, and self-assessed behaviors in a consistent format, ensuring comparability across responses.

2. Structure of the Questionnaire

The tool will be divided into three main sections:

– **Section A: Demographic Information** This section collects basic information such as age, gender, job title, department, years of service, and educational background. This helps in analyzing patterns across employee groups and identifying trends by segment.

– **Section B: Job Satisfaction Factors**

This section will include statements related to different dimensions of job satisfaction, such as:

- Career advancement opportunities
- Motivation and recognition
- Working conditions and relationships
- Job design and task clarity
- Training and development
- Compensation and salary growth

Each statement will use a five-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.”

– **Section C: Employee Performance Indicators**

Here, employees will evaluate their own performance based on:

- Punctuality and attendance
- Work quality and consistency
- Teamwork and collaboration
- Initiative and responsibility
- Problem-solving and time management

This self-assessment approach, though subjective, gives insight into how employees perceive their contributions.

3. Language and Format

To ensure accessibility, the questionnaire will be made available in both English and Arabic. It will be offered in digital format (via Google Forms or Microsoft Forms), but paper-based versions will also be prepared in case certain employees prefer or require them.

4. Validation and Pilot Testing

The tool will undergo a pilot test with a small group of employees. Based on their feedback, questions may be refined for clarity and precision. This step ensures the instrument is reliable and suitable for the Fischer FZE context.

To assess the internal consistency of the questionnaire, Cronbach's Alpha will be calculated. A value of 0.70 or above will be considered acceptable for reliability.

5. Confidentiality and Neutrality

The tool will avoid any leading or biased language. Questions will be neutral and focused on facts, experiences, or perceptions. Responses will be anonymous to encourage honesty and reduce fear of repercussions.

6. Supporting Materials

The researcher may include a brief introduction or cover letter with the questionnaire explaining the purpose of the study, estimated time to complete the form, and assuring participants of confidentiality and voluntary participation.

11. Study Limitations

Although this study is carefully designed and methodologically sound, it still has certain limitations that may affect how broadly its results can be interpreted or generalized. These limits are important to acknowledge for transparency and to provide context when evaluating the findings.

1. Geographic Limit

The research is limited to Fischer FZE's operations within the United Arab Emirates. While the findings will be highly relevant for the organization and possibly for similar companies in the region, they may not reflect employee experiences in Fischer's global operations or in very different cultural or economic environments.

2. Organizational Limit

This study focuses solely on one organization—Fischer FZE. Each company has its own management style, organizational culture, and employee dynamics. Therefore, findings may not be directly applicable to other companies, even within the same industry.

3. Sector-Specific Scope

The study is conducted within a construction and technical support setting. Job satisfaction factors and performance indicators in this field may differ from those in sectors like healthcare, education, or IT. Thus, the conclusions may be industry-specific.

4. Time Frame Limitation (Cross-sectional Design)

The research is cross-sectional, meaning data is collected at a single point in time (2024 -2025). This design does not allow for tracking changes over time or establishing long-term cause-and-effect relationships between satisfaction and performance.

5. Sample Size

While the sample is carefully chosen and statistically justified, the total number of full-time employees at Fischer is relatively small (around ninety-two). This limits the use of certain advanced statistical models and may reduce the generalizability of results to larger populations.

6. Self-Reported Data

Both job satisfaction and performance are measured through employee self-assessment. This may introduce bias, as participants might overstate positive behaviors or underreport negative experiences due to social desirability or fear of being identified—even with assurances of confidentiality.

7. External Factors Not Accounted For

The study focuses on internal factors such as motivation, training, and compensation. However, external influences like market pressures, economic fluctuations, or personal life stressors are not directly measured, although they could also impact performance.

8. Language and Interpretation

Although the questionnaire is offered in both Arabic and English, there may still be interpretation differences or misunderstandings depending on education level or cultural context. These can affect how employees understand and respond to the survey.

By recognizing these limitations, the research remains grounded and realistic in scope. They also open pathways for future studies, such as longitudinal research, multi-company comparisons, or incorporating external variables into the analysis.

12. References

- Alshurideh, M., et al. (2021). The impact of job satisfaction on performance in UAE-based organizations. Retrieved from: <https://doi.org/10.11648/j.jhrm.20210901.13>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Retrieved from: [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The Motivation to Work. Retrieved from: <https://archive.org/details/motivationtowork00herz>
- Judge, T. A., et al. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. Retrieved from: <https://doi.org/10.1037/0033-2909.127.3.376>
- Khalid, S., & Sulaiman, M. (2022). Job satisfaction and performance in Middle Eastern manufacturing. Retrieved from: <https://doi.org/10.1108/IJPPM-06-2020-0297>
- Locke, E. A. (1976). The nature and causes of job satisfaction. Retrieved from: <https://psycnet.apa.org/record/1977-20337-001>
- Maslow, A. H. (1943). A theory of human motivation. Retrieved from: <https://doi.org/10.1037/h0054346>
- Vroom, V. H. (1964). Work and Motivation. Retrieved from: <https://archive.org/details/workmotivation0000vroo>
- Adams, J. S. (1965). Inequity in social exchange. Retrieved from: [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Blau, P. M. (1964). Exchange and Power in Social Life. Retrieved from: <https://archive.org/details/exchangeandpowerins0000blau>

جامعة ميد أوشن

كلية الإدارة

إدارة الأعمال



أثر الرضا الوظيفي على أداء الموظفين:

دراسة على شركة فيشر م م ح في الإمارات العربية المتحدة

اسم الطالب: بأس الزريقي

الرقم الأكاديمي: 243000994

المشرف الرئيسي: د. الفیصل عبد الحمید المشرف الثاني: د. فايز جراد

العام الجامعي

2025