



**THE IMPACT OF JOB SATISFACTION
DIMENSIONS ON JOB PERFORMANCE: A
CASE STUDY OF WAHA OIL COMPANY FIELD
IN LIBYA**

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Abdulhamid Abdulla M. IBRAHIM titled “THE IMPACT OF JOB SATISFACTION DIMENSIONS ON JOB PERFORMANCE: A CASE STUDY OF WAHA OIL COMPANY FIELD IN LIBYA” is fully adequate in scope and in quality as a thesis for the degree of Master of Science.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master of Science thesis. June 6, 2024

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The degree of Choose Degree by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Assoc. Prof. Dr. Zeynep ÖZCAN
Director of the Institute of Graduate Programs

DECLARATION

I, at this moment, confirm that this thesis is the product of my effort and that all information has been gathered and presented in compliance with the academic guidelines and ethical standards established by Karabuk University's Institute of Advanced Programmers. Furthermore, I certify that every assertion, finding, and non-original content included in this thesis has been appropriately referenced and cited.

I agree to bear the moral and legal consequences of any discovery that goes against the declaration above without regard to when it will happen.

Name Surname : Abdulhamid Abdulla M. IBRAHİM

Signature :

FOREWORD

I greatly thank God for his compromise and for helping me complete my master's scholarship. Then, to my beloved Father, may God rest and preserve his soul, and my dear mother, also, to my wife, who has endured all my schooling and anxiety and has helped me in my studies.

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ABSTRACT

The study explores the impact of job satisfaction dimensions on Libyan oil companies, a topic that has been under-researched. It focuses on the company's Waha Oil Field of Employees, examining how job satisfaction and its six components affect its performance. The research, conducted by an employee of the company, targeted employees in the most extensive field within the company's field departments, including managers and administrative staff. The study involved 314 employees who responded to a questionnaire, highlighting the need to understand further job satisfaction dimensions' impact on job performance in the region. The questionnaire from earlier research was distributed in this quantitative investigation to collect data. Directors, department heads, and field personnel present on the days the questionnaire was distributed make up the search sample. Four hundred and fifty questionnaires were sent out as part of the study, and they employed suitable statistical approaches for research. Three parts of questions comprised the study: questions regarding work performance, questions about job satisfaction and its components, and questions about demographics. These are legitimate survey questions to determine whether the data is valid and validated in the required statistical analysis and statistical analysis utilising Smart-PLS structural equation modelling. Multiple findings emerged from the research, indicating that job performance was positively correlated with work environment and nature, work pressure, and career progression. Conversely, the research hypotheses were not supported by the work environment, nature, direct supervisor, or working hours. The findings of a study conducted at the Waha oil field by the Waha Oil Company in Libya indicate that job satisfaction is positively correlated with and influences job performance. The researcher suggested conducting a great deal of research, covering all domains and the port, to understand the relationship between job satisfaction and performance, the interest of higher departments in the components of job satisfaction overall, and the creation of remedies for any issue that undermines employee job satisfaction.

Keywords: Job Satisfaction; Nature of Work; Work Stress; Direct Supervisor; Working Hours; Safety at the Workplace; Career Growth; Job Performance



ÖZ

Çalışma, iş tatmini boyutlarının, araştırılmamış bir konu olan Libya petrol şirketleri üzerindeki etkisini araştırıyor. Şirketteki Waha Petrol Sahası'na odaklanarak, iş memnuniyetinin ve altı bileşeninin şirketin performansını nasıl etkilediğini inceliyor. Şirketin bir çalışanı tarafından yürütülen araştırma, yöneticiler ve idari personel de dahil olmak üzere şirketin saha departmanları içindeki en büyük alandaki çalışanları hedef aldı. Çalışmada, bir ankete cevap veren 314 çalışan yer aldı ve iş tatmini boyutlarının bölgedeki iş performansı üzerindeki etkisinin daha fazla anlaşılması gerektiğini vurguladı. Daha önceki araştırmalardan elde edilen anket, veri toplamak amacıyla bu nicel araştırmada dağıtılmıştır. Tüm anketin dağıtıldığı günlerde mevcut olan müdürler, bölüm başkanları ve saha personeli arama örneğini oluşturur. Araştırmanın bir parçası olarak, araştırma için uygun istatistiksel yaklaşımlar kullanan dört yüz elli anket gönderildi. Üç sorudan oluşan çalışma: iş performansı ile ilgili sorular, iş memnuniyeti ve bileşenleri ile ilgili sorular ve demografik bilgilerle ilgili sorular. Bunlar, verilerin gerekli istatistiksel analizde ve Smart-PLS yapısal denklem modellemesini kullanan istatistiksel analizde geçerli olup olmadığını ve doğrulanıp doğrulanmadığını bulmak için meşru anket sorularıdır. Araştırmadan, iş performansının iş ortamı ve doğası, iş baskısı ve kariyer ilerlemesi ile olumlu bir şekilde ilişkili olduğunu gösteren çok sayıda bulgu ortaya çıktı. Tersine, araştırma hipotezleri çalışma ortamı ve doğa, doğrudan denetçi veya çalışma saatleri tarafından desteklenmemiştir. Libya'daki Waha Petrol Şirketi tarafından Waha petrol sahasında yapılan bir araştırmanın bulguları, iş memnuniyetinin iş performansı ile olumlu bir şekilde ilişkili olduğunu ve iş performansını etkilediğini göstermektedir. Araştırmacı, iş tatmini ve performans arasındaki ilişkiyi anlamak için tüm alanları ve limanı kapsayan çok sayıda araştırma yapmayı önerdi, yüksek departmanların genel olarak iş tatmini bileşenlerine olan ilgisi ve çalışan iş memnuniyetini baltalayan herhangi bir konu için çareler oluşturulması.

Anahtar Kelimeler: İş Tatmini; İşin Doğası; İş Stresi; Doğrudan Denetçi; Çalışma Saatleri; İşyerinde Güvenlik; Kariyer Büyümesi; İş Performansı



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ARŞIV KAYIT BİLGİLERİ

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ABBREVIATIONS

JS	: Job Satisfaction
NW	: Nature of Work
WS	: Work Stress
DS	: Direct Supervisor
WH	: Working Hours
SW	: Safety at the Workplace
CG	: Career Growth
JP	: Job Performance
WOC	: Waha Oil Company
HRM	: Human Resources Management
CIID	: The National Centre for Intermodal Documentation and Industrial Information
OPEC	: Organization of the Petroleum Exporting Countries
NOC	: National Oil Corporation
CGS	: Career Growth Scale

SUBJECT OF THE RESEARCH

The Impact of Job Satisfaction Dimensions on Job Performance: A Case Study of Waha Oil Company Field in Libya

THE GOAL AND SIGNIFICANCE OF THE STUDY

Finding out how job satisfaction, in all six of its components, affects Waha field performance at Waha Oil Company in Libya is the primary goal of this study. This study's significance arises from the topic's importance, its goals of establishing connections between factors that have grown to be crucial in the Libyan oil industry, particularly job satisfaction, and its role in attaining high-level job performance since the oil industry in Libya is recognised as the primary, if not the primary, source of funding and budget for the state, low job satisfaction leads to several issues across the board for the Libyan economy. Through the extraction of conclusions, scientific remedies and recommendations based on prior research and experience are created and applied to advance the goals these organizations seek, particularly to reach the Libyan State and the oil industry employees in particular.

METHOD OF RESEARCH

This study's research was quantitative, where the statistical method of gathering and analysing information was employed. After being authorised, the questionnaire was given to the managers and employees of the Waha Oil Field divisions to gather the information required for statistical analysis. The data was also analysed using a program called Smart-PLS. After that, the outcomes are determined.

RESEARCH ISSUE: HYPOTHESIS/PROBLEM

This study's central hypothesis shows that job satisfaction positively impacts employee performance. Assumptions that consider how positively the aspect (Nature of work, work Stress, and career growth) affects job performance. In general, there is still some lack of capabilities in some fields, which means that companies and the Libyan Oil Corporation's World Rankings aim to improve their performance in

obtaining advanced rankings at the OPEC level as well as at the local level and to upgrade to advanced rankings as well. They are hindered by the research's fragility and dread, and the absence of a solid foundation on elements of job satisfaction and their impact on job performance in Libya's oil fields. To make better use of investments in and utilisation of human resources, it is essential to pay attention to and monitor the components of job satisfaction.

SAMPLE AND POPULATION

With 450 employees and supervisors overall, department managers and workers in the Waha Oil field served as a sample of the study group in this research. Given that Waha Oil Company is the study's application, Waha Field—which has a sample size of 314 respondents—has been chosen as the largest Waha Company field, making it a good fit for this field. Moreover, it is in line with the sample selection schedules provided by (Sekaran & Bougie, 2016).

THE SCOPE, DIFFICULTIES/LIMITATIONS

Because Waha is a subsidiary of Libyan Oil, the research's purview was restricted to that company. The Waha Oil Company Libya's department leaders and field employees were the focus of this study. The topic of job satisfaction and its constituent parts has been studied as a dependent variable, and the effect of these elements on the field staff's performance has been studied as an independent variable. The outcomes of the discussion on this subject were retrieved. This is because the person conducting the study, a professional in the field, believes the issue to be critical.

1. INTRODUCTION

1.1. Background of the Study

One of the things that has to be regularly looked at and assessed is job satisfaction. This can be achieved by having a structure around the employees, being flexible enough to adapt to changing conditions, and maintaining a large presence in the field. A common belief is that services play a major role in adding value and influencing job satisfaction. Thus, to keep employees happy, Libya's oil and gas sector has to be strategically positioned to offer high-quality services. In the domains of organisational psychology and organisational behaviour, the attitude towards one's job that is most frequently researched is job satisfaction (Dardar et al., 2012). Also, increasing employee autonomy and taking on new duties are two of the finest methods to boost organisational performance and job satisfaction (Aloysius, 2013). In this sense, managing employees at work is a crucial component of management. Recognising the inherent link between the human element and the organization is essential to appreciate the vital role that people play in it. A well-managed company typically views the ordinary employee as the primary source of improvements in productivity and quality. These companies view their workforce as the primary source of progress rather than capital investments. An organization's effectiveness is determined by how well it accomplishes its objectives. Within its area of influence, an efficient organization will ensure that there is a spirit of cooperation as well as a sense of dedication and fulfilment. Strong and efficient motivation is required at all levels, across departments and library sections, in order to keep staff members happy and dedicated to their work in academic and research libraries (Tella et al., 2007). Businesses that seek to maintain their competitive advantage typically make extensive use of technology to raise job satisfaction levels and gather information on worker contentment. One of the things that has to be regularly looked at and assessed is job satisfaction. This can be achieved by having a structure around the employees, being flexible enough to adapt to changing conditions, and maintaining a large presence in the field. Modern technological advancements have reduced the importance of oil and posed a major threat to the economies of nations that export it. Particularly important to Libya's economy is the oil and gas sector, which is also one of the things that might

influence and facilitate the nation's future growth. The concept of corporate quality of service has grown in prominence, especially because of its effect on employee conduct (internal customers) and consumer behaviour (Bebas, 2022). Companies need to challenge themselves to think beyond the box in order to find new ways to operate. Conversely, a hostile work atmosphere can lead to poor self-esteem, which can further exacerbate negative behavioral tendencies in employees. The disregard Libyan government officials have for laws and regulations in favour of using their own procedures best illustrates this. The National Centre for Intermodal Documentation and Industrial Information (CIID) in Libya reports that absenteeism, negligence, and corruption are just a few of the difficulties that Libyan enterprises encounter in the industrial sector (Elayeb & Tarofder, 2022). Because of the intense competition in the global economy, the workplace is a complicated and cultural setting that calls for a distinct kind of management style and intellectual leadership. Due to the global economic competition, today's organisations are complicated and multi-cultural, demanding erudite leadership as leaders must handle a variety of difficulties that call for varying degrees of leadership management. It may be believed that leadership styles that increase workplace satisfaction and productivity can contribute to effective workforce management. The idea of leadership is connected to the sense of cooperation as well as authority and control. This includes getting along with others and working together to create an identifiable vision (Olonade et al., 2021). This study sought to examine the relationship between HRM practices and employee performance in Libya's oil and gas sector. The results of the study also showed a significant relationship between HRM practices and worker performance. In summary, job satisfaction is a critical mediating factor in the link between HRM methods and employee performance. Additionally, these actions have an impact on job satisfaction, which in turn has an impact on worker productivity. The results of this evaluation of the literature indicate that companies should concentrate on enhancing HRM procedures in order to improve employee performance and, eventually, job satisfaction. More study is required to fully comprehend the processes by which HRM practices affect employee performance and job satisfaction (Marhil et al., 2023).

1.2. Research Problem

In 2004, a descriptive and cross-sectional study was conducted at Isfahan University Hospitals in Isfahan, Iran, to investigate the correlations between employees' job satisfaction and the managers' leadership styles. Moreover, future research conducted in many nations may build on the findings of this study. Therefore, it is advised that this study be conducted again in many nations and settings. This work might provide a basis for larger-scale research projects conducted at many universities in the future. These research findings may be highly beneficial in creating a new leadership model with fresh implementation strategies that work well in cross-cultural settings (Rad & Yarmohammadian, 2006).

Apart from that, Anitha, Kumar & Raj (2018) carried out research on the subject of job satisfaction among workers in paper mills. According to this study, job satisfaction is defined as an individual's attitude towards their work and the discrepancy between their compensation and what they feel should be paid. Also, he said every organisation's foundation is its workforce; without them, no work could be done. Consequently, job satisfaction is crucial. If workers receive what they expect, they will be happier; job satisfaction reflects employees' internal emotions. She concludes that organisations need to change the way they reward their workers. Promotions should be granted based on experience, education, and merit. If these criteria are given more consideration, the business will be able to retain good employees with high levels of involvement, commitment, and satisfaction from the organisation. Their jobs will become more effective and efficient, increasing production (Vrinda & Jacob, 2015). Employee performance is essential for businesses to thrive in today's fierce competition. As developed and advanced businesses rely heavily on dependable human resources, high employee performance will ultimately impact the business's success. However, maintaining and raising employee performance is not simple. A wide range of circumstances may impact performance. A common reason for employee turnover is dissatisfaction with one's job. The importance of employee contentment at work has a significant impact on employee performance. The fulfilment of employee rights significantly impacts the organisation's performance (Buntaran et al., 2019). Job satisfaction will be high if an organisation's working environment is appropriate and reasonable. With a defined goal, job

satisfaction enables the company to foster a healthy, holistic work environment where workers may discover the true purpose of their work. They have peace of mind and can increase their production inside the company. Consequently, it makes workers happy, forming the workplace into a complete setting (Mukherjee & Singha, 2019). Also, As stated by Eagly and Wood (1994), "We believe the time has come for researchers to reconsider the job satisfaction-performance relationship given the scope of the current review and the consistency of results across studies" (Judge et al., 2001).

1.3. Research Questions

This research presents one central question and five sub-questions by reviewing the research's background and the research topic mentioned in the section above.

How do elements of job satisfaction affect job performance?

- How does the nature of work affect job performance?
- What is the effect of Work stress on the job performance?
- What is the effect of a direct Supervisor on job performance?
- What is the effect of working hours on the job performance?
- How does safety at the workplace affect job performance?
- What is the effect of career growth on the job performance?

1.4. Research Objectives

Precisely defining the objectives of any scientific study saves the researcher a lot of effort and time. This study seeks to explain the relationship between the job satisfaction of Waha Oil Company's Waha Oil Field employees and job performance. Moreover, the researcher hopes that the study's results will help identify the variables affecting the performance of the field's staff and help company officials develop the effectiveness of employees' performance.

Waha Oil Company and upgrading their level. The objectives can be summarized at the following points:

- To investigate the impact of the Nature of work on Job performance at the Waha field in Libya.

- To investigate the impact of Work Stress on Job performance in the Waha field in Libya.
- To investigate the impact of a Direct Supervisor on Job performance at the Waha field in Libya.
- To investigate the impact of Working hours on Job performance at the Waha field in Libya.
- To investigate the impact of Safety at the workplace on Job performance at the Waha field in Libya.
- To investigate the impact of career Growth on Job performance at the Waha field in Libya.

1.5. Significance of the Study

1.5.1. Theoretical Contribution

The importance of the study comes as it examines the extent to which job performance is affected by the job satisfaction of the Waha Field employees of Waha Oil Company in the State of Libya oil exporters in North Africa. Libya is a member state of the World Oil Organization (OPEC), and the Libyan state also relies a substantial proportion of its annual balance sheet on general income from the sale of oil, which in turn is the main source of income for the Libyan people. The interest in and solutions to oil production problems contribute to the state's advancement and people's income. This study is by a worker in the oil sector at one of the major production companies in Libya, a Waha oil company. This study is critical because it combines job satisfaction with its relationship to job performance in the Waha field.

1.5.2. Practical Contribution

The study aims to add new information to the libraries of Karabuk University and the universities of Libya. It also opens the way for any researcher seeking to find more solutions to the problem of job satisfaction in the oil sector and in a study environment like the Waha field. Like that, the study contributes to developing some solutions for decision-makers in the company and to knowing the leading causes of the problem if the results prove their existence or lack thereof.

1.6. Scope of the Study

The study area looks at the impact of some of the components of measuring job satisfaction, represented by the nature of the job, work stress, direct supervisor, working hours, safety in the workplace, and career growth, on job performance in the Libyan Waha Oil field. It is the largest field of the Waha oil company in Libya. In this research, quantitative research was relied upon, and as a search tool, the questionnaire was distributed to obtain data. The heads of departments and field staff were used as a research sample.

1.7. Definition of Variables and Elements

This section provides a brief explanation of a few of the terms that were utilised in the context of the study. All of these terms have detailed definitions in the second chapter.

1.7.1. Job Satisfaction

According to Hulin and Judge (2003), job satisfaction is a complex system of interconnected psychological reactions to the work that is done, and these reactions are influenced by behavioural, emotional, and cognitive factors. According to Clark and Oswald (1996), job satisfaction is an internal, subjective emotion an employee experiences. It is associated with a good outlook on the company, other employees, and the work itself. It has also been suggested that job pleasure approximates usefulness (Joanna & Jerzy, 2020).

1.7.2. The Job Performance

Every party needs to perform. Employee well-being and self-preservation are safeguarded via performance. In terms of the business, performance is a measure of objective attainment. As a result, the organisation has always placed a high priority on performance. Performance significantly influences the company's survival ability as it is a standardized work procedure that demands high-quality work (Deden, 2022). According to Hasibuan (2003), a person's performance results from their ability to

carry out their obligations promptly, with skill, effort, and sincerity while adhering to norms and criteria. According to S. Snell and G. W. Bohlander (2010), performance is the outcome or degree of accomplishment of an individual or group over a given duration in completing tasks in comparison to multiple options, such as predetermined and mutually agreed-upon work standards, targets, goals, or criteria (Sutrisno et al., 2020).

1.7.3. Nature of Work

" According to Sedarmayantira (2001), the work environment is "all that exists in the physical and psychological environment of workers, in which a person works either as an individual or as a group. The work environment is everything that exists around workers and can influence them in carrying out work that has been entrusted (Agensi et al., 2021).

1.7.4. Work Stress

Maslach (1996) and Zastrow (1984) state that stress is the emotional and physiological response to stimuli. Caughey (1996), Taylor brown et al. (1982), and Zastrow (1984) said a stressor is a demand, condition, or scenario that upsets a person's homeostasis and causes the stress reaction of heightened autonomic arousal to occur (Lloyd et al., 2002).

1.7.5. Direct Supervisor

It is believed that the perfect supervisor is trained, knowledgeable, cooperative, just, fair, ethical, poised (as opposed to anxious), and calm. (Yusupov, 2017). The supervisor has expertise, research experience, and other abilities who help with thesis writing. Direction for his team. the pupil (Bayona-Oré, 2021).

1.7.6. Working Hours

Work activities have always been strongly correlated with the hours of light and darkness. Studies have revealed that the circadian rhythms of humans, like those of animals and plants, are tied to light and darkness. To effectively use costly equipment, the duration of workdays increased significantly due to the Industrial Revolution. In the nineteenth century, long industrial workdays were frequent in both the United States and Europe. The Fair Labor Standards Act of 1938 created the current legal requirement of a 40-hour work week due to the trend towards shorter workweeks, influenced by legislation and organized labour. The typical 40-hour work week comprises five eight-hour shifts and two days off (Nanda & Browne, 1977).

1.7.7. Safety in the Workplace

According to Greenhalgh and Rosenblatt (2010) and Wilson and Zhang et al. (2020), the prospective worry that someone may lose their employment is called job insecurity. It is a situation that causes worry, anxiety, dread, and other unfavorable feelings. Debus et al. (2019) and Yeves et al. (2020) said that due to the threat of losing one's work, job uncertainty is viewed as a stressor and a source of worry (Nemteanu et al., 2021).

1.7.8. Career Growth

Internal goal setting for the organization is just one aspect of an employee's intra-organizational career advancement. Self-behaviour and organizational development are also eventually bundled together. Freud (1965): Career scholars have focused on four areas of development—concern, control, conceptualization, and confidence—in practice because of their curiosity about continuity and change (Brown, 2002). Career development is moving from passive dependency to active independence, from being unrestrained to self-restrained, according to Argyris (1957). In his concept of career growth, Graen (1997) focused on the advantages of professional mobility across organizations to individuals' values. He defined career growth as the rate at which people pursue job series for value enhancement (Bai & Liu, 2018).

1.8. Organization of Thesis

The Five chapters were shown in this search. In addition to providing research history and concerns pertaining to the study's topic, Chapter 1 discusses the research introduction. The issue of job satisfaction research and performance is then made clear. The following are the stated questions, aims, and significance: theoretical significance, scientific significance, study scope and constraints. At the end of this chapter, definitions of important terminology are then permitted.

The first section of Chapter 2 reviews earlier research on job satisfaction, a dependent variable, as well as its foundation and origin. It also addresses academic definitions of the term as well as its features, elements, theories, and classifications. The research examined six elements related to job satisfaction. The chapter also addressed and assessed work performance and discussed how academics have seen a link between job performance and job satisfaction. This helped to construct the primary hypothesis and several supporting sub-hypotheses based on earlier research. A few studies demonstrating no positive correlation between the variables closed the chapter. And lastly, the chapter synopsis.

A thorough introduction to the research process is given in Chapter 3. The participant population, sample size, sampling elements, sampling strategy, data collecting techniques, measurement instruments, study design, the introduction of Smart-PLS data analysis technology into research, data analysis, and a chapter summary are covered in order from beginning to end.

The research's conclusions from the data analysis technique are presented in Chapter 4. The chapter is divided into the following sections, which include an overview, the methodology for gathering data, the degree of reaction, demographic profiles, descriptive statistics, discriminant validity, R square, testing of hypotheses, and the conclusion of the chapter.

The conclusions are discussed in Chapter 5. In this research, the outcomes are contrasted with those of earlier investigations. It highlights the study's limits, offers possible administrative and theoretical contributions, and addresses findings and suggestions for the foreseeable future.

2. LITERATURE REVIEW

2.1. Introduction

It is critical to begin this research by exhibiting several definitions of job satisfaction, which may aid in understanding what makes people feel content in their careers. Rayton (2006) said that Job satisfaction is one of the most commonly studied employee behaviours. "Satisfaction" is commonly used to describe a person's state after their requirements have been met. Thus, Job satisfaction is defined in various ways based on various points of view, and no one can claim that there is a universal definition that all researchers may adopt. Loi and Yang (2009) also said that Job satisfaction is one of the most commonly discussed topics in management literature since it is regarded as one of the drivers of quality in any organisation's working environment (Elomami, 2015). This chapter discusses the theoretical components of job satisfaction and performance in oil government entities and corporations and related literature. The first portion examines a theoretical element of job satisfaction by reviewing the theory of job satisfaction, which relates the notion of job satisfaction in many sectors in terms of job satisfaction definitions - as well as evaluating some prior job satisfaction research. Section II addressed a theoretical element of job performance by examining earlier ideas, definitions, and performance studies.

2.2. Waha Oil Company in Libya

With a land size of 1,774,440 square kilometres, Libya is the fourth-biggest nation in the African Union. It is surrounded to the north by the Mediterranean Sea, to the east by Egypt and Sudan, to the south by Niger, Chad, and Sudan, and the west by Algeria and Tunisia. Ninety per cent of Libya's terrain is semi-arid or desert. Libya's temperature is temperate near the Mediterranean Sea coast, and scorching is present in the south, where the Sahara Desert predominates (Akeel, 2013). The Libyan General Petroleum Corporation was founded in 1968 and replaced by the National Petroleum Corporation in 1970. Its goal is to maximize profits on oil reserves through development, optimization, management, and investment to sustain the country's economy. The company may conduct business with organizations like this.

Exploration, production, and marketing of oil and gas are carried out both domestically in Libya and abroad by the National Petroleum Corporation (NOC). It contracts with foreign businesses that are experts in the sector and owns businesses in the industry. The global growth of the oil and gas sector is reflected in these contracts as they progress to exploration and production agreements. It is the second largest oil and gas exploration and Production Company in Libya, and its establishment dates back to 1955, under the name of Waha Oil Inc. Libya, as an operating company for three American companies (Conocophilia, Marathon, and Amerada) to carry out oil and gas exploration, production, and export in Libya. Director of Waha Oil Company 5 Main Fields. A further number of oil and gas-producing sub-fields and all of these fields spread over a vast swath of desert land are connected to the network of pipes of its chief oil tanker to the company's Sidra oil port and gas transportation as well as a network of power transmission lines for production operations and other facilities and Waha Oil has strong surface facilities and facilities that, when designed and implemented, take into account the anticipated increase in production. Official Waha Company Page (<https://www.wahaoil.ly/>).

2.3. The Definition of Job Satisfaction

In recent years, job satisfaction has sparked widespread interest in the realms of management, social psychology, and sociology. In reality, studies on this subject have a lengthy history in the diverse academic sector. This term is defined differently in numerous academic domains that are colourful and competitive. The formal concept of job satisfaction may be traced back to. Based on a large number of case studies, they defined job satisfaction as a result of a non-regulatory mood tendency. They characterised job satisfaction as a result of non-regulatory mood tendencies based on a large number of case studies (Zhu, 2013). Job satisfaction is defined by "a mix of psychological, physical, and environmental conditions that causes a person to say, "I am content with my job" (Khosrowshahi & Nejad, 2014).

According to Locke (1969), the most generally stated definition of job satisfaction is "job satisfaction is a positive emotional feeling that results from one's evaluation of his job or experience by comparing what he expects from his job and what he actually gets from it." Smith et al. (1969) define job satisfaction as emotions

or affective reactions to aspects of the workplace. This definition of job satisfaction is an emotional reaction of employees to parts of their employment and the response(s) they get at work. It reflects how satisfied employees are with various aspects of their jobs. To some extent, this implies that a pleased worker is one who is content with the aspects of his or her employment. According to Locke (1969, 1976), job satisfaction is a happy or good emotional state that results from an evaluation of one's job or employment experience. According to Mankoe (2002), job satisfaction is a collection of sentiments that employees experience about their employment (Owusu, 2014). published an essay on measuring job satisfaction, stating that it encompasses both job aspects and the job-related environment. They defined job satisfaction as a positive affective state resulting from an individual's work experience, and it is now considered an emotive reflection of work. In 1985, it was discovered that job satisfaction can be defined in terms of affection or cognition. Job satisfaction is often seen as an academic term with emotional aspects, but its measurement primarily focuses on cognition. Moorman's (1991), study, *The Influence of Cognitive and Affective-Based Job Satisfaction Measures on the Relationship Between Satisfaction and Organizational Citizenship*, emphasized that job satisfaction is defined in terms of behaviour, with emotional appraisals being positive and cognitive judgments being logical and reasonable. Affection-based job satisfaction refers to an employee's positive perception of their job based on whether it elicits pleasant emotions and positive sensations. Borman & Motowidlo defined self-reporting-style job satisfaction (1997), as a judgement of the friendliness of the working environment. The affection-oriented job satisfaction scale evaluates employees' emotions and sentiments at work, with positive feelings indicating high job satisfaction. Job satisfaction based on cognition is a more logical assessment of working conditions, involving a comparison process (Zhu, 2013). Job satisfaction is defined by Spector (1997) as the degree to which people like or loathe their occupations. "Job satisfaction simply refers to how individuals feel about their work and the many facets of their jobs. It is the degree to which people like (satisfy) or detest (dissatisfy) their employment. "Job satisfaction simply refers to how individuals feel about their work and the many facets of their jobs. It is the degree to which people like (satisfy) or detest (dissatisfy) their employment (Younes, 2012). Brief defined job satisfaction (1998), on the basis of paradox theory, as "the statement of internal state, reflected by affection or cognition, about liking or disliking the job

and the degree." Coming into the twenty-first century, Weiss proposed a concept of job satisfaction, comparable to Motowidlo's. Weiss' definition of job satisfaction was clearer: it is an individual's positive, measured judgement of his or her working conditions. Weiss et al. defined job satisfaction as an internal state characterised by an affective appraisal of the job through likes, dislikes, and degrees. Thus, job satisfaction is determined by one's mindset (Zhu, 2013).

Schermerhorn (2002) said that job fulfilment is "a manifestation of sensational feeling following actions and thoughts related to work, and motivation can be seen as a stimulator that moves behaviour related to job satisfaction (Khosrowshahi & Nejad, 2014). Harrison and his colleagues published the essay *How Essential Are Job Attitudes?* in 2006. Job satisfaction is a type of job attitude, according to meta-analytic evaluations of integrative behavioural outcomes and temporal sequences (Zhu, 2013). George & Jones (2008) say that job satisfaction is the totality of people's sentiments and attitudes about their jobs, which can range from extreme satisfaction to severe discontent (Pantha, 2020). Cook, 2008 Job satisfaction simply describes employees' attitudes towards their jobs. In other words, it describes employees' level of enjoyment of meeting their desires and needs at work. As a consequence, it is the happy sentiments that follow from an employee's impression of fulfilling the desired level of demands that are important. Job satisfaction may be represented or observed as an intangible characteristic through emotional feelings. In other words, it is dependent on an individual employee's inner expression and attitude towards a certain profession. job satisfaction is high, for example, if the employment meets predicted psychological or physiological demands. However, job satisfaction is stated to be low if the job does not meet the employee's psychological or physiological demands (Owusu, 2014). According to Mudor and Tooksoon (2011), Job Satisfaction is a state of mind or individuals' sentiments about the nature of their professions. Individuals' views towards distinct organization's contexts are often referred to as job satisfaction in terms of organisational context. JS is a pleasant feeling about one's employment that results from assessing its qualities Robbins and Judge (2013) According to Luz, De Paula, and De Oliveira (2018), job satisfaction refers to how much individuals enjoy joy in the workplace (Ensour et al., 2018). job satisfaction is defined as the difference between what an employee anticipates from his or her employment and what he or she actually receives from the job (Saeed, 2016).

In summation, job satisfaction is defined as the degree to which people like or detest their employment, implying if employees are happy and comfortable in meeting their desires and needs at work.

At the Waha Oil Field level, job satisfaction is activated to include functional factors that influence whether an employee is pleased. These elements are organized as follows:

2.3.1. Nature of the Work

The work environment is a crucial factor influencing performance, encompassing both physical and psychological aspects of employees' work. defines it as everything around workers that influences their ability to perform entrusted tasks. Sedarmayantira (2001) identifies it as the physical and psychological environment of workers, whether working individually or as a group. Anggi, L. (2023). further emphasize the importance of a pleasant work environment in enhancing employee performance. A pleasant working atmosphere provides a sense of security and helps employees perform at their best. Employees' emotions can be influenced by their work environment, and a positive work environment leads to increased efficiency, productivity, and automated employee performance. Overall, the work environment plays a crucial role in determining an employee's overall performance (Agensi et al., 2021).

Spector (2007) describes it as "the related job tasks and the degree of enthusiasm with which the employee enjoys performing these tasks." It is also described as the extent to which the job provides the individual with stimulating tasks, the opportunity for learning and personal growth, and the chance to be responsible and accountable for results (Younes, 2012). The interactions that take place inside, among, and outside of the workforce, as well as the physical space where those interactions take place, make up the work environment (Hamad, 2018).

2.3.2. Work Stress

Maslach et al. (1996) and Zastrow (1984), say that stress is the emotional and physiological response to stimuli. Caughey (1996), Taylorbrown et al. (1982), and

Zastrow (1984) said a stressor is a demand, condition, or scenario that upsets a person's homeostasis and causes the stress reaction of heightened autonomic arousal to occur. Prolonged stress is linked to chronic anxiety, psychosomatic sickness, and a wide range of other mental issues. According to Collings and Murray (1996), burnout is a particularly dangerous symptom of persistent stress, and it can impede the efficacy of human care workers. According to Maslach et al. (1996), stress is a particularly dangerous symptom of persistent stress, and it can impede the efficacy of human care workers. Increased emotional weariness is a crucial component of burnout syndrome when workers believe they are no longer able to give themselves psychologically. A second feature is depersonalization, which occurs when employees respond to chronic stress by acquiring negative, cynical attitudes and sentiments towards their clients. The third dimension is low personal accomplishment, which means the worker has a negative attitude towards their work and is unsatisfied with their achievements (Lloyd et al., 2002).

2.3.3. Direct Supervisor

Broadly speaking, information on the perfect supervisor may be intuitively grouped into three broad categories:

Who is the ideal supervisor? The ideal supervisor shares many personality traits with the perfect psychotherapist, as suggested by Pierce, Carkhuff, and Berenson (1967). Rogers (1957) argued that supervision should be a model of the therapeutic process, requiring high empathy, understanding, unconditional positive regard, individual congruence, and authenticity. Coche (1977) suggested supervisors should demonstrate empathy, authenticity, warmth, and self-disclosure in their relationships with supervisees. Lambert (1980) agreed that sufficient degrees of empathy, respect, authenticity, and concreteness are essential in supervisee-supervisor interactions, with managers modifying these qualities in different settings (Carifio & Hess, 1987).

Fenlason and Beehr (1994) and Swanson and Power (2001) said both task and personal support have been referred to as part of the supervisor's support. Task support is concerned with task-related advice, guidance, and problem-solving related to the work at hand. Personal support is the supervisor expressing care for and listening to the employee. Wicks (2005) said Personal support can take the form of actions like

showing empathy, providing praise and rewards, and engaging in active listening so that the manager can assist the employee in managing stress (Nespoli, 2017).

2.3.4. Working Hours

The weekly hours worked throughout their most recent payment period were included in this definition, together with any paid overtime, but not unpaid meal breaks or overtime (White et al., 2003). During World War I, when the UK government tried to maximise armament production without overworking people, the problem of how much time should be spent working became critical. research on the industrial process and its connection to working hours resulted from this. The first to advocate for a 10.5-hour workday was Robert Owen, a progressive manufacturing owner. He had used it effectively in his New Lanark Mills in Scotland earlier in the 19th century and claimed that because employees were less exhausted, it was feasible to produce output as cheaply with a reduced work schedule. There were several requests for an eight-hour workday around the turn of the century. Taylorism and the novel trials carried out at the Hawthorne plant between 1924 and 1932 grasped the ramifications of this study. Even though much of it now focuses on ergonomics rather than economics, this groundbreaking research into what motivates productivity and the connection between working hours and circumstances is still ongoing. Additionally, there aren't many economists who have looked at how these findings can affect theories of labour supply or what drives productive output. The European Working Time Directive (EWTD), which limited workweeks in the EU to a maximum of 48 hours, is responsible for the most recent significant decreases in working hours. There hasn't been a lot of analysis done on how these improvements have affected things. According to conventional microeconomic theory, employees want to maximise their utility, which depends on both their labour—including the products that may be purchased with the generated wage—and their leisure. According to basic theory, an employee may decide how many hours of labour (and leisure) they will provide within the limits of their budget (i.e., based on their prospective salary and their feasible consumption of products); nonetheless, this viewpoint naively presupposes that all possible hours are available to employees. In practice, most employees are only able to work the full-time schedules that their employers have set forth, while more and more employers are allowing part-

time or flexible scheduling. The duration of the working day and various theories of employer demand for labour are also not frequently examined empirically. This indicates that there is a major peak at approximately 35–40 hours and a smaller peak for part-time employees at around 15–20 hours a week when looking at the distribution of hours worked in several nations. This viewpoint is naive in a number of other significant ways, including the assumption that a worker's output is constant throughout the course of the day, the absence of worker fatigue or unionization, scheduling conflicts, endogenous technological advancement, imperfect competition, monopsony problems, and the effects of working fewer hours or higher overtime rates. It is well known that there is little to no worker autonomy in terms of choosing their own hours of work in many nations. According to Euro fund data, more than 80% of individuals in Latvia, Hungary, Slovakia, Greece, Bulgaria, Romania, Portugal, and Crete believe that their employer determines the working hours they must put in and that there is little to no room for modification (Dolton, 2017).

2.3.5. Safety at the Workplace

Reisel et al. (2010) say the feeling of job insecurity among employees is caused by objective factors that diminish employment or the prospect of job loss in the future. Erlinghagen 2007, Pickard 2019, Shkoler, Tziner and Salas-Nicás et al. 2020, Job insecurity is more common among young people just starting their careers, older people who are getting ready to retire, as well as those who do not have as many prospects for promotion and are less competitive. Employee vulnerability in the event of failure may also result from strategic choices that greatly influence organisational performance. The productivity and competitiveness of the organisation are immediately impacted the minute an organisational environment of uncertainty or instability emerges. Job security is a critical component in determining job satisfaction, not just for workers with more education who, in theory, might find another job quickly in the event of a job loss, but also for those who do not fall into this group (Nemteanu et al., 2021). Abolade 2018, According to one definition, job security is the belief among employees that they can keep their positions for as long as they wish and that neither subjective nor objective causes can put them at risk of losing them. Salas Vallina and Alegre Vidal, 2017 Contrarily, work instability is a prospective loss of

employment without notice. According to De Witte et al. (2010) and Sender et al. (2017), there is a difference between the perceived dread of losing one's job (quantitative job insecurity) and the perceived worry of losing significant employment perks (qualitative job insecurity). Piccoli et al. 2019, Job security is a subjective experience that depends on a person's viewpoint of working conditions. Employees experience different levels of insecurity under the same working conditions (Falatah et al., 2021). Job security is the assurance of continuing with the same company and employment, but it is now being introduced as a novel concept that requires further development. It is argued that employees' financial security should not depend on their current jobs but on their ability to obtain new employment in the labour market, as lifetime employment is expected to decrease. The degree of dismissal protection and the nature of the employment contract both affect job security. In a rapidly changing economic climate, work security is defined as "the ability to find a job at every stage of active life easily" and "having a good prospect for career development." However, this definition lacks a connection to labour and employment law legal standards and does not mention the employer-employee relationship (Zekic, 2016). Job security is the perception of safety that each individual has at work. For employees, job security provides a comfortable environment in which they decide to devote their whole working lives to the company (Pantha, 2020).

2.3.6. Career Growth

Career development is the process of moving from passive dependency to active independence, from being unrestrained to self-restrained, according to Argyris (1957). He defined career growth as the rate at which people pursue a job series for value enhancement. Career goal progress, professional ability development, and organisational pay growth were the main categories used to categorise career advancement. In his concept of career growth, Graen (1997) focused on the advantages of professional mobility across organisations and their value to individuals (Bai & Liu, 2018). Milliman (1992) and Brutus et al. (2000) state that career advancement in an organisation involves moving up the hierarchy through promotions. This growth involves gaining career development knowledge through increased responsibilities and competitive assignments. Allen and Meyer (1990) characterise organisational

commitment as employees with effective solid, continuance, and normative commitments. These employees remain in the organisation because they want to, need to, or feel they should. Tsui, Pearce, Porter, and Tripoli (1997) suggest that organisations should encourage staff advancement to foster positive working relationships. found that such an environment increases employee engagement and agreement. Weng & Hu (2009) assert that professional career advancement involves achieving goals, developing skills, and receiving appropriate promotions and pay. The literature review suggests that organisations that provide a satisfying career growth environment assist employees in achieving their goals, improving their skills, rewarding them with promotions and pay, increasing their willingness to give back, strengthening their moral obligation to their organisations, and avoiding quitting. The social exchange hypothesis suggests that positive career growth prospects from such policies increase the need for employees to repay the company by keeping their current jobs (Karavardar, 2014).

2.4. The Definition of job Performance

Employee performance is determined by a person's ability to complete their assigned responsibilities while meeting the organization's expectations. It is defined as an individual's contribution towards achieving organizational goals and objectives. defines employee performance as the contribution of an individual towards achieving organizational goals. uses various metrics to measure employee performance, including profit margins, productivity, return on investment, finished work quality, and market share. From a subjective perspective, changes in an employee's demeanor, learning capacity, and dedication can also be used to gauge their effectiveness (Amussah, 2020). The number and quality of results from individual or collective effort are factors in job success. said that an individual's level of effort determines how well they will accomplish their jobs. Additionally, "the demands of the job, the goals and missions of the organization, and beliefs in the organization about which behaviours are most valued" are what determine how well a job is done (Thangiyah, 2012).

Performance refers to an individual's overall success in completing tasks compared to predetermined work standards, objectives, or criteria. It is the outcome of

an employee's job in terms of quality or quantity when fulfilling their responsibilities according to their assigned obligations. Employee performance theory clarifies that performance, also known as work performance, is the outcome or success rate of an individual over a given period in completing a task compared to various possibilities, such as the standard of work, target, or predetermined criteria (Arijanto, 2017).

Abbas and Yaqoob (2009) say Employee performance is a significant, multifaceted construct that has a strong relationship to an organization's planned objectives. It is intended to produce outcomes. Sabir et al (2012) know Performance is the primary multi-character component meant to achieve outcomes, which has a significant relationship with the organization's planned objectives (Bushiri, 2014). Herbert, John and Lee (2000) display a definition of performance the outcome or contribution of employees to help them achieve goals is known as employee performance. According to Afshan et al. (2012), performance refers to the accomplishment of certain tasks as compared to established or predefined standards for correctness, completeness, cost, and speed. Employee performance may be shown in increased output, ease of use of new technologies, and highly engaged employees. An increase in output, ease of using new technologies, and highly engaged employees are all examples of how an employee's success may be seen (Nassazi, 2013).

Task-related and contextual performance are two categories that need to be applied to the multifaceted idea of job performance (Younes, 2012). A set of actions and activities that a person engages in to help the organization achieve its goals are described as part of job performance, which takes into account both knowledge and proficiency that are necessary in the workplace (Suggs, 2020). Jex (2002) defines employee performance as all behaviours and tasks performed successfully at work. Work performance, as defined by is the documentation of outcomes after a specific period of work. it as the quality and quantity achieved by an individual or group of employees after performing a specific task. job performance as the financial or non-financial added value that workers contribute to an organisation's objectives, both directly and indirectly (Fonkeng, 2018). Mangkunegara (2009) measures it as the quality and quantity of outcomes achieved by an employee's work. it was genuine behaviour and work products created by employees in line with their organizational responsibilities (Fonkeng, 2018). Employee performance, in the words of Donohoe (2019), relates to how workers behave at work and how well they carry out the

obligations placed upon them (Nyunza, 2020). Armstrong (2006) defines employee productivity in any organization as the capacity of an employee to carry out tasks that contribute to output (Koske, 2018).

Emphasize the importance of understanding performance as a multidimensional concept. Researchers are interested in individual performance, which is a multidimensional concept divided into two categories: process (behavioural) and outcome (technical). The behavioral component pertains to people's actions at work, while the technical component encompasses various behaviors like interacting with consumers, teaching statistics, writing computer programs, or assembling product components. (Sonnentag et al., 2008).

2.5. Performance Evaluation

Given the importance of work performance in organizations, it is obvious that the assessment of individual performance should accurately reflect job performance. Campbell et al. (1990) and Viswesvaran et al. (1996) have explored various methods of measuring work performance over the years. The most popular method is through performance ratings, such as peer and supervisor ratings. Objective requirements like sales data and manufacturing records are often met, but these criteria entail subjective judgments and are not flawless. Overall, various methods have been developed to evaluate employee performance. And the degree of job performance varies widely among people. In low-difficulty occupations, the highest performer's performance is often two to four times better than that of the lowest performer, but in high-difficulty positions, the highest performers may outperform the lowest performers by an even higher ratio (Sonnentag et al., 2008).

The quality and quantity of work an employee achieves in carrying out his duties by the responsibilities given to him is the definition of performance. The definition of performance as a term has a global meaning, i.e., the operational effectiveness of an organisation's personnel in light of standards and criteria. Supardi defines performance as an action taken to accomplish duties and obligations in line with the objectives and standards that have been established. Performance refers to how the prepared strategy is carried out—human resources with the necessary skills, knowledge, drive, and commitment to implement performance. The attitude and

behaviour of the organisation in carrying out performance will be influenced by how it values and handles its people resources (Gina, 2023). Performance, as defined is an accomplishment, goal attainment, or behavioural consequence, while argue it is both behaviour- and goal-oriented. argue that performance is typically a result of consistent behaviour and a productive process, which can be measured to determine achievement. The recipient of the results ultimately determines performance in a company setting, as it involves the input and output of resources. Sihag and Rijdsdijk (2019) see that Due to this, several theories connect performance to the goals that the company has reached. In its most basic form, performance robotics refers to a good endeavour or action that is beneficial or valuable. Oecd (2015) and Nenadal (2016) saw Performance is a universal concept, encompassing success, efficacy, quality, or diversity. Organizations use various methods to measure performance, such as workflow-based surveillance, statistical management, and performance assessment systems. Kaplan's balanced scorecard, Keegan's performance matrix, and Fitzgerald's framework are examples of performance measurement frameworks. Keegan's performance matrix includes both internal and external dimensions of corporate performance. Kaplan (2009) suggests that a good assessment should include financial and non-financial information (Kori et al., 2020).

2.6. Some studies on the causes of the relationship between job satisfaction and job performance (Govender, 2017)

- Studies on the Causes of Job Performance Job Satisfaction

According to research from years ago, job performance influences job satisfaction. studied a number of social psychologist's ideas that claim attitudes influence conduct. The scheduled behaviour paradigms that predominate attitude behaviour studies seem to have no bearing on these notions. The theoretical justification for the performance satisfaction connection is therefore very distinct from the explanation for the reverse correlation, which is maybe not a surprise. While there are distinctions between these theories, the performance gratification approach, when loosely understood, is based on the supposition that performance results in anticipated results that are fulfilling to people. expectation-based conceptions of inspiration, incentives for good behaviour lead to satisfaction. According to expectations-based

theories of motivation, incentives for good behaviour lead to satisfaction, With the availability of rewards that are both intrinsic and extrinsic. expectancy theorists of their own health, claimed that performance would result in job satisfaction. According to these writers, in a nutshell, strong performance may result in rewards, which might result in satisfaction. Unlike how Locke (1969) saw it, contentment in this situation was seen as a product of conduct that was goal-directed and focused on values. Govender, (2017).

- Job Satisfaction and Job Performance Are Reciprocally Related

Performance and job satisfaction are inversely correlated, and this hybrid connection lacks a clear theoretical underpinning. Each piece of literature may provide a different rationale for these ideas, but further theoretical support is required. This technique needs a dynamic model to be well-grounded, yet none exists in the literature. The technique taken by to modify model to account for the satisfaction-performance link has not yet been completely explained. Five studies used either a cross-sectional, non-recursive causal model or a cross-lagged correlational model to examine the association between job satisfaction and job performance. Four of the five studies imply a causal influence of job performance on job satisfaction, and two of the five studies indicate an independent impact of job satisfaction on job performance, despite the findings from each of these investigations being a bit contradictory (Govender, 2017).

- The Relationship Between Job Satisfaction and Job Performance Is Spurious

argue that an unreliable correlation between job satisfaction and performance is a result of their relationship to an unmeasured variable. Research supports this idea, with studies showing that ambiguity regarding roles can affect both job satisfaction and performance. Self-esteem has been hypothesized to be a factor in the link between job satisfaction and productivity. found a significant relationship between job satisfaction and performance, but this relationship disappeared if organization-based self-esteem affected both. found that a strong satisfaction-performance association remained insufficiently significant after controlling job participation and organizational commitment. also found that when management confidence and involvement in decisions are considered, a substantial association between achievement and fulfillment is eliminated. The study by highlights several limitations when evaluating

data. The research did not investigate the validity of the association between job satisfaction and performance, suggesting that additional theoretically significant variables may be overlooked. The alleged causal relationships may not be true due to the lack of requirements for drawing a causal inference. Additionally, a lack of a significant direct connection between job satisfaction and performance may indicate that the relationship is moderated by other variables.

- The Relationship Between Job Satisfaction and Performance Is Moderated by Other Variables (Govender, 2017).

The use of moderator variables has been the most popular method of examining the connection between work performance and job satisfaction. Many studies have assumed that work performance ought only to have an impact on job satisfaction to the degree that people are rewarded depending on their performance. According to Locke's (1969) theory, achieving values will limit the performance-satisfaction connection, making performance only fulfilling to the extent that it results in significant work values. Another flaw in the pay-for-performance contingencies assumption is revealed by Locke's (1969) theory. The concept that performance itself can be inherently pleasant to people has not been considered in testing the incentive contingencies hypothesis. Despite this, complicated jobs or intrinsic job qualities are another possible mediator of the link between job satisfaction and performance.

- There is no Connection Between Job Performance and Job Satisfaction

Few studies show a connection between job satisfaction and job performance, leading to most studies incorporating job satisfaction and job performance as independent variables with no causal connection. Greenberger, Strasser, Cummings, and Dunham (1989) explored the causes of relationships between personal control and job performance and job satisfaction but did not examine the connections between job satisfaction and performance. This suggests that authors may include both dimensions in their studies without considering the link between satisfaction and performance.

Investigations and the human relations movement led to a significant investigation into the relationship between employee attitudes and performance. Despite the widespread recognition of the connection, researchers were cautious in drawing their results. The human relations movement piqued interest in relationships,

with publishing the most significant narrative review of the link between job satisfaction and performance in 1955.

As stated by "We believe the time has come for researchers to reconsider the satisfaction-performance relationship given the scope of the current review and the consistency of results across studies". The study reveals that job satisfaction directly impacts the performance of employees at TTN Group Company Limited. The respondents expressed high job satisfaction, particularly at TTN Group Company Limited, and reported good relationships with their coworkers. This indicates that job satisfaction directly impacts the overall performance of employees, indicating a positive work environment (Aung, 2019). Both the literature study and the field research show that workers prefer to be employed by companies that provide flexible work schedules. Employee performance and job satisfaction both increase with flexible work arrangements. Work-life balance is made possible via flexibility. Employees of all ages find that flexible work arrangements are necessary because they provide a work-life balance that is important to everyone. the findings of this research's empirical investigation. Flexible work arrangements are preferred by employees in their workplace. This was mentioned in the literature review as well as the study's findings. While some workers are able to take advantage of flexible work schedules, others would like to be able to. Time constraints at work reduce stress, improve work-life balance, and boost employee morale, all of which contribute to improved performance, enhanced production, and job satisfaction. Workers of all ages agree that a flexible work environment is essential. Flexible work arrangements can be successfully introduced and sustained in the workplace with the right implementation and oversight (Govender, 2017).

- Studies Causes of Job Satisfaction is Job Performance

According to this concept, job satisfaction has a causal impact on performance at work. This connection definition is likely the first, and it is frequently credited to the human relations movement. According to early individual relationists understood the enthusiasm-productivity connection simply: better morale would lead to higher performance. These studies explore the more general idea that attitudes influence conduct, a common theme in the literature and a presumption shared by most attitude researchers. study suggests that individuals who positively perceive a viewpoint tend

to engage in actions that promote it, while those who negatively perceive it tend to engage in actions that hinder or oppose it, thus suggesting that attitudes towards the workplace should be linked to workplace behaviours (Govender, 2017).

2.7. Hypotheses of the Research

Highlights the link between job satisfaction and performance in industrial-organizational psychology. Previous studies have explored the relationship between job performance and job satisfaction. The 1930s saw a significant investigation into worker mindsets and performance, coinciding with the investigations and the interpersonal relationships movement. Despite the Hawthorne experiments highlighting the connection between employee attitudes and performance, researchers were less sure of their findings than most believed. The relationship-building movements nevertheless sparked partnership interest. After the human relations movement, produced the most significant narrative assessment of the connection between job satisfaction and performance. concluded that there had been "minimal or no association" between job satisfaction and performance (Judge et al., 2001).

Based on this, the main hypothesis can be a positive relationship between job satisfaction and overall job performance, which branches out the other sub-hypotheses.

2.7.1. Nature of Work

The objective of the study was to identify the factors that influence employee performance in Pakistan's autonomous medical institutions and to determine the factors that determine job satisfaction. The study's findings suggest that factors related to job satisfaction, including pay, advancement opportunities, job safety and security, working conditions, job autonomy, relationships with coworkers and supervisors, and the nature of the work, have a significant impact on the degree of job satisfaction among Pakistan's autonomous medical institutions (Khan et al., 2012). The workplace has a major impact on how motivated individuals are to carry out their given tasks. Promoting workplace performance necessary in today's cutthroat corporate climate cannot just be done with the money. In today's competitive organisational contexts, the capacity to recruit, retain, and encourage high-performance employees is becoming

increasingly crucial. The study also showed that employee performance will increase if management addresses the issues found during the research. At the conclusion of the study, it was determined that a worker's working environment has a significant impact on their productivity. Therefore, it is the responsibility of the organisation to provide a welcoming work atmosphere that will encourage people to feel at ease while working and doing their jobs (Bushiri, 2014). The main goal of the thesis was to determine how satisfied employees were with their jobs in Nepal's banking industry. Customers who use banking services can protect their assets and money. One of the industries with the highest trust is banking. As a result, it's critical to ensure that banks retain and train their staff to the highest standards. The job satisfaction with their working environment and the amenities offered to them is equally important. This process enables the staff to work intently and provide consumers with superior services. According to the responder ratios, banking professionals appear to be generally content with their work, yet some aspects of their professions may leave them unsatisfied. Therefore, it is strongly advised to regularly assess the level of job satisfaction among employees by looking at the work environment, compensation and benefits, rewards and recognition, training and development, and job security, and to accurately monitor and implement the results. Therefore, it is important to maintain a nice work atmosphere that inspires employees to provide their best efforts and eventually aids in the success of the company (Pantha, 2020). This study characterises deficient components of IEQ as environmental stressors in a long-term cohort of office workers in a genuine office setting. It also demonstrates that these stressor variables, when they fall outside of the range deemed "comfortable," can severely lower job performance by as much as 14.8%. Environmental stressors have an indirect effect on job performance by lowering the state variables that are necessary for high-functioning task performance, such as motivation, attentiveness, and attention. People's capacity to adjust to environmental stress seems to be compromised by exposure to it, which lowers motivation and concentration. These findings suggest that environmental stresses lower work rates (i.e., motivation) as well as cognitive ability for work. There is no multiplication impact of environmental stress factors, as seen by the near-linear decline in task performance that occurs when the amount of individual stress variables is increased. Stressors in the environment lower employee well-being (mood, headaches, and feeling "off"), indirectly lowering work performance. Enhancing IEQ will result in

modest but noteworthy increases in productivity at work, which might translate into substantial profit increases. The potential to enhance significantly building occupants' quality of life by reducing recognised environmental stresses in actual workplaces may be more pertinent (Lamb & Kwok, 2016).

This study has shed light on how their workplace impacts employees' productivity. According to the results, 42.63% of the participants said their work environment was not conducive enough to increase their productivity. A better work environment, higher salary, and favourable working conditions were cited by 70.49% of respondents as the variables that can increase employees' productivity, whereas 3.28% of respondents were unsure of how to increase productivity. Sixty-three per cent of the respondents reported feeling demotivated, stressed, exhausted, in pain, and unhappy. Given the high proportion, it is advised that the workplace be improved in order to increase employee productivity. The T-test analysis's outcome showed that issues with employee productivity are environmental. All efforts to resolve employee productivity issues must be focused on the workplace. A workplace conducive to creativity encourages employees to develop better ideas that might increase productivity. Based on the T-test results, it is also established that while unfavourable working circumstances contribute to poor employee productivity, improvements to the work environment can raise staff productivity (Taiwo, 2010). Workers, their families, and the national economy all suffer significant losses due to unfavourable and dangerous work conditions. Productivity is immediately boosted in a work environment that facilitates performance; similarly, good lighting increases productivity, reduces rejections, improves safety, lowers insurance costs, boosts morale, and increases job satisfaction (Ajala, 2012).

An essential component of organisational studies is the workplace. This study looks into Pakistan's workplace culture and worker productivity. The purpose of the study is to evaluate a model that considers five aspects of the workplace and how they affect workers' performance. On the other hand, multiple regression analysis results show that communication techniques, training and development, and physical working circumstances all have a major impact on employee performance (Malik et al., 2011). The results of the study of the factors influencing employee performance show that work environment elements have a positive association with employee performance, which is supported by the findings of the hypothesis testing that was conducted. This

demonstrates that elements of the work environment have a major impact on employee performance, which means that, in this instance, improving the work environment is necessary to increase employee performance. It seems that job satisfaction elements have a favourable link with employee performance based on examining the factors influencing it. This demonstrates how aspects of job satisfaction have a substantial impact on employee performance, indicating that, in this instance, job contentment is crucial for raising employee performance. Examining the variables influencing employee performance shows that the work environment and job satisfaction impact employee performance when taken as a whole or concurrently. This demonstrates how job satisfaction and the work environment both have a big impact on employee performance (Agensi et al., 2021).

Hypothesis (H1): There is a positive impact on job performance due to the nature of work in the field.

2.7.2. Work Stress

This research indicates that high employee incentives to eat can enhance employee performance at PT. Honourable Colliman International, job stress can negatively impact employee performance, with a decline observed as job stress increases (Arijanto, 2017). This thesis examined how employees performed at a Cameroonian microfinance company and how job stress affected their performance. The extensive array of variables found, reported, and examined in the literature review makes it evident that the study's objective was met. The study's findings demonstrate that employees' performance suffered due to their stressful situations. As a result, for a microfinance institution to succeed, its staff must be at a low-stress level to work well (Fonkeng, 2018). The study's primary goal was to use a sample size of 60 people to analyse the impact of workplace stress on workers' performance. The study concludes that workplace stress brought on by long hours and family issues has a major impact on employees' work performance and that stress experienced by employees while at work will have an impact on that performance. The study's findings indicate that both male and female employees were under stress at work. The majority of workers, regardless of age, concur that workplace stress impacts their ability to perform (Nyunza, 2020). According to research that looked at the causes of workplace stress

among software professionals in Kerala, role ambiguity, pay and benefits, the fear of being obsolete, and workload all affect how well these experts perform at their jobs. In recent study reports, the worsening issue of work stress among professionals has been highlighted. In this context, IT organizations cannot afford to undervalue the significance of monitoring various aspects of workplace stress to improve both individual and organisational performance. If this occurs, it would be a terrible plague for the Indian economy in terms of overall investment and return from the "IT sector," a blue-chip industry (Murali et al., 2017). This study examines the relationship between the mediating variable—the psychological factor—and the effects of occupational stress, motivation, and performance. Consistent with previous research, our results indicate that job stress negatively affects job motivation. We investigated the effect of work-related stress on job performance and found a negative correlation between these factors. Furthermore, the study's findings demonstrated that stress at work hurts motivation, whereas motivation has a beneficial effect on job performance (Sardouk & Ali, 2022). An external environment that affects work performance if it is not managed properly is the root of occupational stress. All of the research's questions and goals have been conclusively answered. Overall, it can be said that decreased job performance is a result of increased occupational stress (Thangiyah, 2012). According to the study's results for Hypothesis 1, flexible work schedules significantly improved employees' job performance. By ensuring that workers have adequate time for both work and home responsibilities, flexible work arrangements enable workers to enhance their output (Idowu, 2020).

Hypothesis (H2): There is a positive impact between the work stress in the field on Job performance.

2.7.3. Direct Supervision

This study also demonstrates that when one unit of the laissez-faire leadership standard deviation is added, the beneficial effect of laissez-faire leadership on employee performance increases by 24%. According to the study's findings, managers who want to get the most out of their staff should try to demonstrate traits associated with the transactional style of leadership, then the transformational style, and finally the laissez-faire style, while avoiding traits associated with authoritative styles of

leadership (Amussah, 2020). The goal of the study was to demonstrate how crucial supervision is to staff performance. It said that focus must be devoted to developing supervision and its impact on staff performance at KETEPa in Kenya. It may be deduced from the data that this is how respondents generally feel. The majority of respondents believed that delegation of responsibility stimulates employees, among other things, which, over time, has an impact on employees' performance in the workplace. The study confirmed that the performance of the personnel that are being supervised is influenced by the supervisor's conduct. beneficial conduct will have a beneficial impact on the performance of the workers, but poor behaviour will have the opposite effect (Koske, 2018). This study's main objective was to determine how the direct supervision of school heads affected teachers' performance in their chosen public senior high schools in Ghana. The study found that school administrators ensured that students' continuous evaluation records were frequently updated and that departmental and staff meetings were used to review student academic achievement with instructors regularly. The study draws the following conclusion: In Ghanaian senior high schools, direct supervision of competent school heads would improve teachers' role performance. The heads must have access to all required resources to effectively carry out this crucial administrative duty (Ampofo et al., 2019). According to the research's findings, the leadership of the Department of Manpower personnel in the City of Palopo is evaluated for the amount of supervision provided to staff. As a consequence, staff members were given a good rating in this study. In Palopo City's Department of Labour, the level of supervision has a 98 per cent effect on employee performance, with the remaining 2 per cent influenced by factors that were not looked at, such as work discipline, organisational, interpersonal environment, competence of staff members, and so on (Hannang & Qamaruddin, 2020). The study concluded that flexible work schedules, lower workloads, a collaborative mentality, and encouraging senior management all improve employee performance in workplaces where workers participate in decision-making processes. This results in high job satisfaction among the workforce, which in turn increases employee commitment to their companies, motivation to work hard, and propensity to achieve high productivity for their organisations—all of which have a positive long-term impact on the businesses in question (Raziq & Maulabakhsh, 2015). The results of this subjective multiple-case research showed that entrepreneurs may boost employee job satisfaction and

performance using a variety of tactics, including incentives, salary raises, compliments, tailored feedback, employment variety, flexibility in the workplace, and leadership abilities. Based on information gathered from semi-structured interviews, leaders used comparable strategies to boost job satisfaction. Small company owners must realise how critical it is to have strong leadership qualities to maintain and grow their workforce. Employers and workers had a mutually beneficial connection in which employees performed better and gave back to the company more when their needs were met. Empirical studies have demonstrated a positive correlation between job satisfaction and improved performance. Accordingly, leaders who take the time to listen to their staff members' unique needs, provide both monetary and non-monetary rewards, and show them support will probably see an increase in job satisfaction and performance (Abubaha, 2019).

The following conclusions were drawn in light of the earlier research and debate about staff performance and supervision at IHOPE Uganda: Supervisors and other staff members agree that it's a valuable procedure. enhancing performance when carried out consistently and successfully. In order for managers to be perceived as partners in performance development rather than as superiors with the ability to compel compliance, employees need a style of supervision where they may freely express and share thoughts, ideas, and viewpoints with them. The kind of monitoring practices used in businesses have a big influence on employee motivation, which boosts output. Employees may get demotivated if they are not supported and assisted in developing their unique skills through efficient supervision. Some workers underperform because their bosses don't provide them with consistent or efficient supervision (Mubunga, 2015).

In this study was displayed the influence of supervisors on contentment at work. The results of the survey showed that participants were content with their careers. Participants stated that they only wanted to leave their choices open, despite the fact that their answers varied over whether or not they would consider choosing a different job. According to the participants, achieving professional advancement and accomplishment as well as engaging in meaningful work are the two key variables that increase their satisfaction. Their level of job satisfaction is lowered by things like incompetent management, having their professional accomplishments questioned, and intra-office politics. When asked to name the attributes supervisors exhibited that most

enhanced their satisfaction, participants identified behaviours of forming strong, positive relationships with employees, providing practical task-related support, and empowering employees. The study's conclusions also underlined how crucial successful leadership is to raising job satisfaction (Nespoli, 2017).. This research aims to delineate the significance of supervisory assistance and the principal concerns associated with this element in relation to employee job satisfaction. The research has made a noteworthy effort to delineate the significance of supervisory assistance with respect to job satisfaction. The study suggests that job satisfaction might be successfully increased by offering supervisors who are receptive to their needs. Furthermore, with supervisory assistance, workers' conceptions of just and fair labour may further energise their job satisfaction. In summary, the work has provided a noteworthy framework that describes the possible contribution of supervisory assistance to job satisfaction and then the moderating potential to strengthen the link (Qureshi et al., 2019).

Hypothesis (H3): There is a positive impact between the direct supervisor in the field and Job performance.

2.7.4. Working Hours

Benefiting both companies and workers, flexible work schedules increase output and boost corporate profitability. In order to preserve a healthy family life and work-life balance, these hours are appropriate for both male and female employees. These hours can lower stress and increase worker wellbeing if they are introduced with careful planning. Flexibility enables workers to adapt to changing conditions, promoting a positive work-life balance for both sexes. The desire for flexible working hours is growing in Pakistan, but management levels must become more cognizant of this. Flexibility in work schedules improves employees' quality of life and job satisfaction. Flexible work schedules are supported by organisations since they are advantageous to both workers and the company (Schein et al., 1977). The effects of sleep deprivation on house officer training programs, clinical duty scheduling, risk management, and clinical performance are all examined in this paper. It demonstrates how inadequate sleep and sleep deprivation harm healthcare practice function, patient safety, and work performance. The research concludes that for better working hours,

clinician well-being, productivity, and patient safety, a methodical re-examination of cultural expectations and practice logistics is required (Steffey et al., 2023). According to academic research a negative correlation exists between job satisfaction and hours worked (Valcour, 2007).

Hypothesis (H4): There is a positive impact of working hours in the field on job performance.

2.7.5. Safety at the Workplace

According to the current study, following safety-related regulations was linked to perceptions of management involvement in safety procedures, the significance of safety training programs within the company, the perception of the impact of safe behaviour on employee advancement, the perception of the standing of safety officers and the committee, and the perception of the impact of safe behaviour on an employee's social standing. Training curricula can be modified to accommodate staff members' demands in the safety domain. Management may highlight the value of these training initiatives to improve workers' perceptions of favorability. These results belong to the first to indicate that people who feel safe at work are probably better workers. In effect, the long-held notion that workers who follow safe work procedures do so at the price of productivity on the job was squarely refuted. This encourages businesses in high-risk sectors who want to use selective recruitment as a safety control tactic. Hiring safer employees generally has the potential to reduce the need for corrective actions down the road and provide safer work conditions, freeing up more time for satisfying job needs. In addition to conveying the importance of safety as a top organisational priority and fostering more favourable organisational safety climates, hiring for safety also conveys to candidates and incumbents that safety is vital (Drew, 2014). The research findings indicate that workers' perceptions, such as job insecurity and psychological safety, and attitudes, such as job satisfaction, play a crucial role as mediators and moderators in characterising the relationship. Beyond the conventional externally focused approach, the current study demonstrated the critical significance that internal processes play amongst variables at the macro level. Also, by highlighting the significance of "authenticity," reflected in the level of work insecurity, this study

incorporates research on job insecurity into the literature on corporate social responsibility (M. et al., 2020).

Hypothesis (H5): There is a positive impact between the safety at the workplace in the field on Job performance.

2.7.6. Career Growth

This study examined how career advancement affected workers' performance, specifically at non-academic personnel at the Michael Okpara University of Agriculture Umudike in Abia State, Nigeria. Beyond its general goal, the study explicitly aimed to assess the impact of career advancement on non-academic staff members' motivation at Michael Okpara University of Agriculture Umudike and the influence of career growth on employees' performance. The study employed a survey research approach and included data from primary and secondary sources. The main conclusions showed that career progression and the drive to succeed of the university's non-academic personnel are favourably associated and that there is a favourable and substantial association between career growth and performance (Dialoke & Nkechi, 2017). The study investigates the relationship between Chinese employees' loyalty to their organisations and career advancement. Four criteria are identified for career progression: advancement of career goals, improvement of professional abilities, pace of promotion, and increase in compensation. According to the study, three factors favourably influence normative and continuous commitment, whereas professional advancement favourably effects affective commitment. Only three of the eighteen two-way interactions between these development drivers and organisational commitment, however, had an impact. According to the research, managing organisational commitment may be accomplished through job advancement (Weng et al., 2010).

Results show that workers with high general competency levels have been shown to provide higher employment levels, including job performance., "inappropriately trained or unskilled personnel, tedious tasks like documentation, repetitive tasks, conflicts inside expectations of roles, confusion about the role, conflicts between roles, and feeling overburdened" have all been linked to low job satisfaction and performance". Following this line of reasoning, several academics state that job satisfaction and, in turn, individual performance are reinforced by

training that directs the development of broad competencies like interpersonal interactions and communication ability (Trivellas et al., 2015). Research indicates that a contented worker aspires to dedicate their entire working day to the job, avoid tardiness, and exert greater precision, concentration, and effort towards producing higher-quality work. Using path analysis and found that job satisfaction directly impacts job satisfaction in research using a statistical population of workers in customer service jobs across ten fast food restaurants. claimed in their qualitative research that, according to existing research in the human resource management field, there is a direct relationship between employee job satisfaction and the organisation's performance. Satisfied employees have a large impact on organizational performance (Katebi et al., 2021).

Hypothesis (H6): There is a positive impact between the career growth in the field on Job performance.

2.8. Conceptual Structure

A model has been developed to examine the relationship between the research variables job satisfaction with its six components (work environment, work stress, direct supervisor, working hours, safety in the workplace, and career growth) and job performance at the Waha Oil company in Libya, using the theoretical underpinnings that have been examined in earlier studies. The suggested model for these interactions is depicted in Figure 1.

The Framework of the impact of job satisfaction on the performance of work in Waha field at Waha Oil Company in Libya

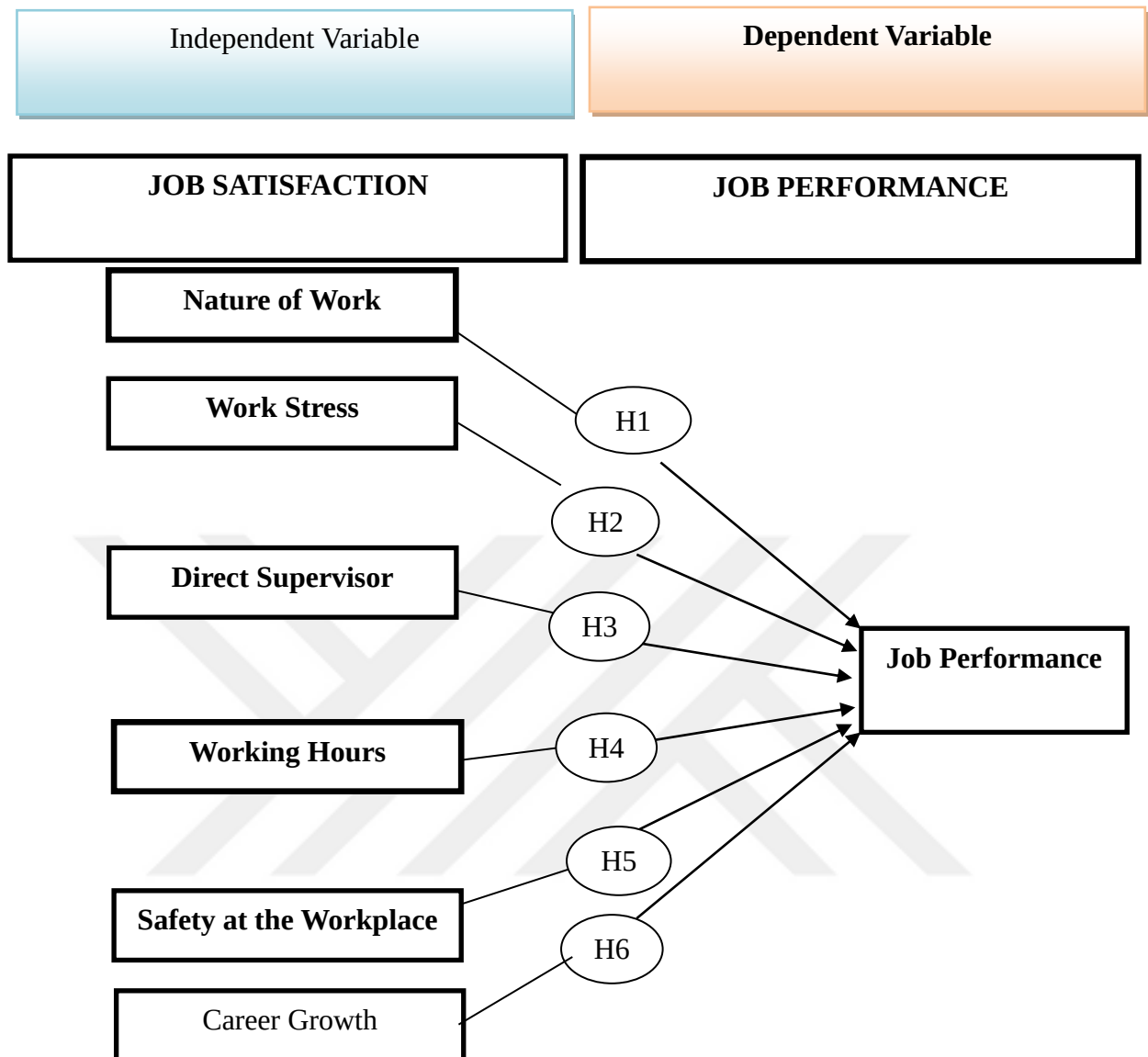


Figure 1: Schematic Diagram of Research Framework

2.9. Summary for this Chapter

Via the empirical realisation of several viewpoints, this study contributes to our understanding of job satisfaction and its six components: the nature and atmosphere of work, work pressure, direct supervisor, working hours, workplace safety, and career progression. The chapter also covered Job performance and the influence of job satisfaction components on Job performance, providing a detailed analysis of prior research that was pertinent to the subject of the study. Consequently, each theory has its foundation in theories formed based on earlier research.

3. METHODOLOGY RESEARCH

3.1. Introduction

Any researcher must have a firm understanding of research designs and methods as each one takes a different strategy to address the study process. This research reports on a case study conducted in the Waha Oil field, the largest field of the Waha Oil Company in Libya. Research designs in qualitative studies frequently use case studies, phenomenology, grounded theory, ethnography, and storytelling. A case study is an empirical investigation that closely examines a contemporary event in a real-world context, mainly when it is difficult to distinguish the phenomenon from its surroundings (Pathiranage et al., 2020). As a result, Waha Field is arguably the best location to investigate how job satisfaction and its constituent parts affect employees' performance because it employs the most significant number of people and provides the primary setting where all aspects of job satisfaction and their relationship to employee performance are accessible. In order to accomplish the research objectives in this chapter, the researcher talked about the methodologies employed in the study and the completion of a comprehensive case study. Next, talk about the demographic and study sample. You should also develop the research tool and its technique.

3.2. Research Design

The methods used in a study paradigm are the focus of research design. Research with credible findings can be believed to be credible as it presents accurate information and is well-founded. The whole research inquiry process, including the theories supporting the study, the research design, the methodological approach, the data collection tactics, the data analysis tools, the ethical approaches, and the study's conclusions, all contribute to the study's credibility. Some the Researchers said the ideal approach to conceptualising qualitative case study research design is a method of utilising a collection of techniques inside a research paradigm to reveal or create realities (Kekeya, 2021). A research strategy is a comprehensive process integrating various study elements, including data collection, measurement, and analysis. A flexible research design is ideal for clearly defined research goals. Researchers should

choose from various research designs, such as semi-experimental, experimental, descriptive, correlational, literature review, and meta-analytic. These designs allow for the exploration of various parts of a problem, ensuring a comprehensive understanding of the study's objectives (Downs, 1990).

3.3. Population and Sample Size

In order to offer a precise, comprehensive explanation that leads to a thorough comprehension of the research issue, this crucial section addresses the projected population size of the study with an emphasis on the sample frame.

3.3.1. Population Size

The complete collection of individuals, occasions, or interesting objects that the researcher wants to look into is called the population. The set of individuals, occasions, or subjects of interest for whom the researcher wishes to conclude (using sample statistics) (Sekaran & Bougie, 2016).

Waha Oil Company searched the field in Libya because it is one of the largest oil fields in Libya and the most significant oil production fields of Waha and the Libyan Oil Corporation. This field was selected because the researcher is one of its employees and is also considered to be the primary source of oil, the primary source of Libya's national income. The employees were targeted only within the departments of the field, namely department managers, departments and other employees in the field, where the total number (1306) was based on field workforce detection information and data and the Field Administrative Department. This is the total field staff. The total number of employees in each field and its operators must be within the field is 450 from 1306.

3.3.2. Sample Size

A random sample must be large enough for generalisation without bias or sampling mistakes. This is so because the crucial factor, in this case, is not the percentage of the population being studied that is sampled but rather the sample's

absolute size chosen about the population's level of complexity, the researcher's objectives, and the types of statistical manipulation that will be applied during the data analysis process. There are those who say that although the risk of biased conclusions decreases with sample size, diminishing returns can occur fast beyond a specific size. Therefore, this needs to be balanced against the resources available to the researcher. Simply put, a greater quantity of samples reduces sampling error, but at a diminishing rate (Taherdoost, 2016). The following Table (1) shows the number of staff inside the field who have been searched, namely the sample size which amounts to about (314).

Table 1: Sample Size of the Research

No	Sections of the Waha field	No. of employee
	operations management	
	Administrative Section	7
	Production Department	73
	Maintenance Section	85
	Oil Movement Section	15
	Engineering Management	41
	Department of Transport and Services	21
	Exploration Department	4
	health and safety management	20
	Information Technologies Department	7
	materials management	16
	Drilling and Well Maintenance Department	20
	Waha Field staff from Dahrah Field	5
	Total	314

3.4. Sampling Elements

The study's sample consists of 314 field employees, including supervisors, coordinators, heads of departments, and other staff members. Each user was chosen in order to present the findings about the overall job satisfaction of the field crew. Therefore, if employee job discontent has an impact on staff performance, remedies are established.

3.5. Sampling Technique

The creation, analysis, identification, and improvement of research processes, approaches, tools, and methods—all of which form the set of research methodology—are also aspects of pure research. Purely research examples include creating a process to assess the viability of the procedure, creating a sampling technique that can be used in a given environment, creating a measure-to-measure individual anxiety levels, and discovering the most effective way to measure individuals' mindsets. Using this sampling strategy. This sample selection technique is proper when researching the mass dissemination of knowledge, decision-making, and communication patterns(Yanti et al., 2024). Whether we can get a complete list of the population (sampling framework) or not, our research theme and objectives will determine our sampling strategy (Saunders & Lewis, 2017). Random samples were taken so that the questionnaire was distributed to all the employees in the field. The researcher then followed up the questionnaire, and the answers were obtained without prejudice or injustice. Thus, ensure that the correct answers are obtained.

3.6. Data Collecting Methodology

314 field employees, including coordinators, heads of departments, supervisors, and other workers, make up the sample study. To provide information about the field staff's overall career satisfaction, each user was chosen. Consequently, solutions are found if job satisfaction affects employee performance. The main responses were from the supervisors of departments and employees present through the questionnaire distribution time on the field. The questionnaire was given to the managers and employees of the Waha oil field in Libya. This results from the 14-day field shift system and the 14-day field rest period that accompanies it.

The selection of responders was based on their background and level of education, taking into account their evaluations of staff performance metrics. Furthermore, because of the efficiency and significance of the company's most significant oil production field, the survey questions also requested specific information on the degree to which the University Waha Oil Company Libya was interested in the job satisfaction of its employees. The investigator gathered

information by manually distributing surveys. The survey is divided into three sections: the first asks questions about demographics and includes six questions; the second asks research-related questions about job satisfaction and includes questions about six key factors that are used to measure the job satisfaction index: the nature of the work, stress at work, direct supervisor, working hours, workplace security, and the makeup and career growth.

3.7. Instrument Measurement

The definition of research is an organised, critical investigation. The goal of the inquiry is to comprehend an object or phenomena or find a solution to an issue. Understanding-focused research is known as basic or fundamental research because it seeks information and may or may not have applications in the real world or business. Research produces trustworthy data, transparent and trustworthy results, and conclusions that can be justified. It also includes well-defined aims and methodologies (Krishnaswamy et al., 2006). In this research, the research variable was the job satisfaction of staff in the field, which represents the independent variable, as this variable was measured by research into its six components: Nature of work, Job stress, and direct supervisor, working hours, Safety at the Workplace and career growth. The dependent variable was the staff's performance also within the field. In order to construct measure items, this study employed a transparent and trustworthy measure that was gathered from earlier investigations in the body of available literature. Additionally, a five-point Likert scale was used to examine each component; the measurements of the search variables are discussed in greater depth in the next section:

Table 2: (Likert Scale) Five -Point

strongly disagree	Disagree	Neutral	Agree	strongly Agree
1	2	3	4	5

(Hair Jr et al., 2019). Likert Scale

3.7.1. Nature of Work

The supportive social system, the workspace's appearance, the task's nature, opportunities for personal development and growth, and the channels for interpersonal interaction all contribute to the work environment (M. et al., 2011). The interaction between the environment in which workers work and themselves makes up their working environment (Bushiri, 2014). As stated above, those surveyed were asked to rate their opinions on five things using a Likert scale. Appendix A has information about the work environment.

3.7.2. Work Stress

Work stress is the detrimental psychological and physical responses that arise when job requirements do not align with an employee's talents, resources, and needs, according to the National Institute of Occupational Safety and Health (1999). The demand/control paradigm, Karasek (1979) states that psychological pressures and flexibility in decisions combine to cause occupational strain. The initial component, which is the psychological demands on the worker, is related to the intensity and pace of the task, the skills needed, and the worker's capacity to keep up with peers (Park, 2007). It is legally required in many countries to prevent excessive job stress. A study of data from studies conducted in Japan, the USA, and Europe indicates that work-related stresses, such as lengthy work hours and job pressure, are linked to a somewhat raised risk of incident heart attacks. These studies demonstrate that job pressure affects health, which may lead to absenteeism or deterioration in productivity (Kivimäki & Kawachi, 2015). Consequently, six things were found, and those who responded were asked to answer each on a Likert scale. Appendix A contains specifics on things that are connected to stress at work.

3.7.3. Direct Supervisor

According to the definition, a "supervisor" has the power to carry out any of the following 12 designated tasks, provided that doing so calls for the application of their own judgement and is not just routine or administrative. Instead, the word "supervisor" refers to any person who has the power to carry out any one of the twelve designated

tasks, provided that doing so calls for the application of independent judgment and is not purely routine or administrative (Mayer & Shimabukuro, 2012). The term “supervisor” means any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action, if, in connection with the preceding, the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment (Mayer & Shimabukuro, 2008). A direct supervisor's perceived assistance and encouragement is known as supervisor support. Supervisor support is defined by Bates et al. (2012) and Holton et al. (2000) as the degree to which a superior encourages and facilitates the application of learning in the workplace. In contrast to peer support, supervisor assistance is multifaceted (Yaghi & Bates, 2020). Additionally, five things were found, and those who responded were asked to answer each on a Likert scale. Appendix A contains specifics on things that are connected to the direct supervisor.

3.7.4. Working Hours

Work activities have always been strongly correlated with the hours of light and darkness. Studies have revealed that the circadian rhythms of humans are tied to light and darkness. To effectively use costly equipment, the duration of workdays increased significantly as a result of the Industrial Revolution. In the nineteenth century, long industrial workdays were a frequent occurrence in both the United States and Europe. The Fair Labor Standards Act of 1938 created the current legal requirement of a 40-hour work week due to the trend towards shorter workweeks, which was influenced by both legislation and organised labour. The typical 40-hour work week consists of five eight-hour shifts and two days off (Nanda & Browne, 1977). Through the above working hours, four questions were asked to respondents and assessed on a Likert scale. As shown in Appendix A.

3.7.5. Safety at the Workplace

Job insecurity is a fear of losing one's job, causing anxiety, dread, and other unfavourable feelings. It is a stressor and source of worry due to the threat of losing one's job. Argue that job uncertainty is caused by objective factors that diminish employment or the prospect of future job loss. as highlighted by Erlinghagen (2007), Pickard (2019), Shkoler, Tziner, and Salas-Nicás et al. (2020) Job insecurity is prevalent among young individuals, retirees, and those with limited promotion prospects. Employee vulnerability may also stem from strategic choices that significantly impact organisational performance. An organisation's productivity and competitiveness are significantly impacted by uncertainty or instability. Job security is crucial for determining job satisfaction, not only for those with higher education who may find another job quickly but also for those not in this group (Nemteanu et al., 2021). Also, through the above Safety at the Workplace, respondents were asked five questions and assessed on a Likert scale. As shown in Appendix A.

3.7.6. Career Growth

As a component of human resources management procedures, career development is the process by which managers inspire and encourage staff members to take responsibility for their careers and offer ongoing assistance for career growth. A company's culture must foster its employees' professional development to keep them engaged. Top executives must stress the importance of career growth. that career growth for managing work, life, and learning is a component of career development, which is a lifetime process of education. job satisfaction and productivity are thought to increase when skills, values, talents, personality, and interests match a professional choice, according to the Bull's head concept (Adeniji et al., 2019). In research examining Korean and Chinese workers on the Career Growth Scale (CGS), Korean employees performed comparatively better on the Career Goal Progress and Promotion Speed subscales. Findings suggested that the CGS could be used by any employee, independent of cultural background, since it was a reliable tool for assessing career advancement among Korean workers. Challenges and consequences for practice and future studies are highlighted. Similarly, several researchers claimed that one of the significant variables influencing an individual's job satisfaction levels is career

advancement (B. Kim et al., 2016). Additionally, respondents to the Safety at Work survey above were given four items to answer, each graded on a Likert scale. According to Appendix A.

3.7.7. Job Performance

A manager's or supervisor's evaluation of an employee's work performance is a prevalent method of measuring job performance. Studies have indicated that supervisors include much information in their assessments. A boss or supervisor serves as the rater in most performance-measuring systems. One of the most significant dependent variables that businesses, governments, and society are interested in is job performance. Additionally, it has only recently that scholars and industry players have agreed on definitions and conceptualisations of individual-level job performance. A comprehensive overview and incorporation of scientific research on work performance. Below is a summary of the review's major themes and a consideration of more recent works. The final result is a definition of work performance that integrates the concepts from earlier studies (Rotundo & Rotman, 2002)—stating that the nature of work performance is multifaceted by nature. The absence of appropriate, experimentally created and tested taxonomies that clearly illustrate distinct aspects of work performance may contribute to the persistent inclination to perceive job performance as unidirectional, according to Hunt (1996). Work performance is critical to both individuals and organisations. Persona An employee's conduct on the job indicates that they have a favourable attitude towards their organization. This is known as job performance. distinct fields have distinct definitions and methods for measuring job performance (J. Ramawickrama. et al., 2017). Additionally, even items were chosen for job performance, and participants were asked to assess all questions on the scale of Likert. The details of the elements in Appendix A pertain to job performance.

3.8. Methods for Analyzing Data

Each division's department heads and staff members in the Waha Field of the Waha Oil Company Libya serve as the research's analytical unit. In 2024, a questionnaire was used to investigate how aspects of job satisfaction, an independent

variable, affected job performance, a dependent variable. The Smart-PLS program was used in data analysis to evaluate causal relationships and confirm research hypotheses.

3.9. Chapter's Summary

The population size and sampling strategy are described in depth in this chapter. In addition, a survey was given to each participant in the case studies. Following thorough assessments of the environment and working conditions, including job stress, direct supervisor, working hours, workplace safety, and career advancement, descriptive data analyses were carried out. Analyses such as frequency tables, descriptive analyses, validity tests, and reliability tests have all been carried out using Smart-PLS.

4. RESULTS AND FINDING

4.1. Introduction

This chapter examines the demographic profile of the respondents, examines the data and survey results gathered in the earlier research stages, and explores the findings of the study hypotheses using the analysis procedures outlined in the preceding chapter.

4.2. Probability of Responding

314 accurate responses were received in only one step of this study when all 450 questionnaires were delivered on 1 January 2024 as shown in Table 4. Owing to insufficient responses to seven of the questionnaires, they were excluded.

Table 3: Questionnaires Distributed

An explanation.	Number	Percentage (%)
Specific Sample.	450	(100)
On January 1, 2024, questionnaires were circulated.	450	(100)
Completed Surveys by January 28, 2024.	314	(69.7)
Not fit for use.	100	(30.3)
Practical answers.	314	(69.7)
Overall	314	(69.7)

4.3. Demographic Profile

As previously mentioned to the table (5) below, all the respondents were males. The results of the data analysis as indicated in Table (5) show that (15%) of the respondents' ages ranged between 18-25 years, whereas (34%) ranged between 26-35 years, (24.2%) ranged between 36-45 years, and (3.5%) of 50 and over of the respondents. According to Table (5) Years of experience from 1 to 5 years, (5.4%) and (33.1%) had Years of experience from 6 to 10 years, and (37.3%) from 11-15 and (12.1%) from 16 to 20 years and 30 and over, equally. Furthermore, (2.2 %) have no

education, (37.3%) have a high school (55,1%) and (5.4%) have a diploma, and (56.875%) have a bachelor's degree, respectively. The positions are (90.1%) Regular Staff, Supervisor Group (1.3%), Head of Section (4.5%), (2.2%) Field Coordinator, (1.6%) Field Controller and (0.3%) Director of Management. Regarding the working conditions, all respondents are working contracts.

Table 4: Demographic Profiles

Profiles Demographics	Frequency	Percent %
Gender		
Male	314	100.0
Total	314	100.0
Age		
	Frequency	Percent %
From 18 To 25 Years	47	15.0
From 26 To 35 Years	135	43.0
From 36 To 45 Years	76	24.2
From 46 To 55 Years	45	14.3
From 56 And above	11	3.5
Total	314	100
Experience Working		
	Frequency	Percent %
From 1 To 5 Years	17	5.4
From 6 To 10 Years	104	33.1
From 11 To 15 Years	117	37.3
From 16 To 20 Years	38	12.1
From 21 And above	38	12.1
Total	314	100
Education		
	Frequency	Percent %
No Education	7	2.2
High School	117	37.3
Diploma	173	55.1
Bachelor's Degree	17	5.4
Total	314	100
Section of Work		
	Frequency	Percent %
Regular Staff	283	90.1
Supervisor Group	4	1.3
Head of Section	14	4.5
Director of Management	1	0.3
Field Coordinator	7	2.2
Field Controller	5	1.6
Total	314	100
Working Conditions		
	Frequency	Percent %
Contract	314	100
Total	314	100

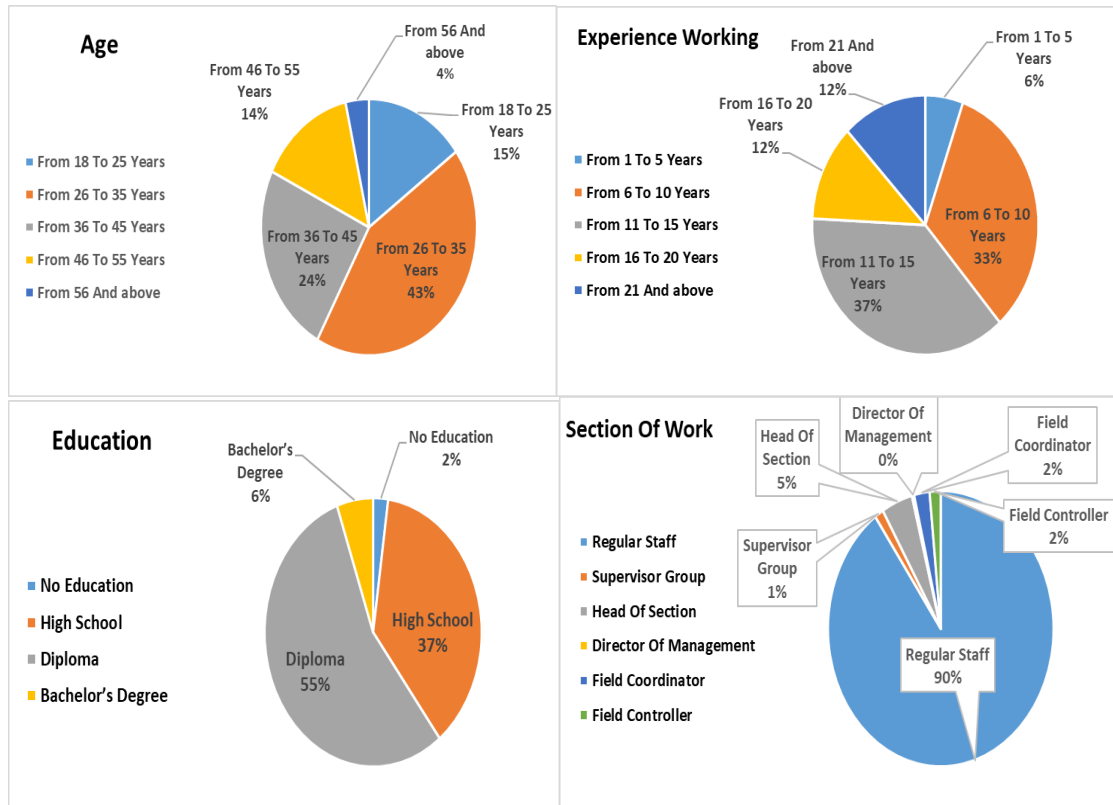


Figure 2: Showing the number and percentage of Demographic Profiles to the questionnaire

4.4. Descriptive Statistics

To verify the veracity and correctness of the respondents' truthfulness, Table (6) below presents the descriptive statistical data of the research variables and the variables' perceptions as reported by the respondents. Following thorough measures of the nature and atmosphere of work, including job stress, direct supervisor, working hours, workplace safety, and career progression, descriptive analyses were performed on the data.

There are seven things in the nature and environment of work; item (1) has the lowest value of (NW), and item (5) has the highest value. Regarding the independent variable (work environment and nature), the results show that the mean has the largest value of (4.589) and the minimum value of (2.637). The standard deviation (SD) ranges from (0.814) to (1.448), with (1.448) representing the largest figure. According to the findings, kurtosis has a maximum value of 4.366 and a minimum (-1.348) value. There are seven things in the work stress list; item (1) has the lowest value of work

stress (WS), and item (5) has the highest value. The results show that the mean's most significant value is (3.946) and its smallest value is (3.07). In terms of standard deviation (SD), the most significant value is (1.605), while the most minimal value is (0.718). According to the data, kurtosis has a maximum value of 9.878% and a minimum value of (-1.388).

The direct supervisor is made up of five components, with (1) being the lowest and (5) being the most significant value of (DS). The results show that the mean has a maximum value of (3.748) and a minimum value of (3.468). The standard deviation (SD) has two most significant values: (1.293) and (0.846), which are the smallest values. According to the findings, kurtosis has a maximum value of (3.981) and a minimum value of (-0.965).

Similarly, four components make up the working hours; item (1) has the lowest value of (WH), while item (5) has the highest value. The results show that the mean has a maximum value of 3.506 and a minimum value of 1.717. The standard deviation (SD) ranges from (0.195) to (0.904), with (0.904) representing the most significant number. According to the data, kurtosis has a maximum value of (12.57) and a minimum value of (-1.648).

Similarly, four components make workplace safety; item (1) has the lowest value of (SW), while item (5) has the highest value. The results show that the mean has a maximum value of (4.786) and a minimum value of (1.771). In terms of deviation from the mean (SD), the largest value is (0.832), while the smallest value is (0.584). The findings indicate that (-1.648) is the largest value for variance and (-1.648) is the value with the lowest magnitude.

Similarly, there are four things in the career growth category; item (1) has the lowest value of (CG), while item (5) has the highest value. The results show that the mean has a maximum value of (3.137) and a minimum value of (1.665). In terms of standard deviation (SD), the largest value is (1.545), while the lowest value is (0.722). The data shows curvature has a maximum value of (4.531) and a minimum value of (-1.642).

Since there are seven entries in the job performance (JP) list, (1) is the smallest value and (5) is the largest. The most significant value average deviation for the dependent variable, job performance, was (1.407), according to the descriptive

statistical analysis results. The standard deviation with the least value is (0.238). Additionally, the mean of the variable (JP) has the least value of (1.226) and the largest value of (4.439) for the mean of OP. According to the results, kurtosis has a maximum value of (-1.336) and a minimum value of (11.797).

Table 5: Descriptive Statistics of Variables

	(Mean)	(Observed) Min	(Observed) Max	(Standard Deviation)	(Excess Kurtosis)	(Skewness)
NE-1	3.296	1	5	1.37	-0.986	-0.643
NE-2	3.134	1	5	1.329	-1.348	-0.1
NE-3	2.637	1	5	1.448	-1.015	0.677
NE-4	4.589	2	5	0.814	4.366	-2.249
NE-5	2.831	1	5	1.162	-1.243	0.321
NE	3.297	1.6	4.6	0.596	-0.394	0.086
WS-1	3.401	1	5	1.495	-1.57	-0.208
WS-2	3.07	1	5	1.257	-1.388	-0.162
WS-3	3.204	1	5	1.063	-1.337	-0.526
WS-4	3.08	1	5	1.152	-1.5	-0.069
WS-5	3.946	1	5	0.718	9.878	-2.767
WS-6	3.102	1	5	1.605	-1.65	-0.116
WS	3.3	1.5	4.833	0.871	-1.466	-0.147
DS-1	3.71	2	5	0.908	-0.027	-0.987
DS-2	3.723	1	5	0.846	3.981	-2.193
DS-3	3.468	1	5	1.192	-0.217	-1.046
DS-4	3.748	1	5	1.293	0.624	-1.37
DS-5	3.704	2	5	1.088	-0.965	-0.614
DS	3.671	2.2	4.6	0.608	0.149	-1.055
WH-1	1.771	1	5	0.832	3.762	1.684
WH-2	3.833	2	5	0.678	3.359	-1.892
WH-3	4.786	2	5	0.584	12.571	-3.412
WH-4	2.057	1	4	0.729	2.654	1.446
WH	3.109	1.5	3.75	0.392	3.894	-1.726
SW-1	3.032	1	5	1.313	-1.4	-0.435
SW-2	3.303	1	5	1.312	-1.648	0.031
SW-3	3.506	1	4	0.904	0.195	-1.384
SW-4	2.243	1	5	1.06	-0.576	0.764
SW-5	1.717	1	5	1.309	-0.18	1.316
SW	2.76	1.8	3.8	0.42	-1.108	0.125
CG-1	2.394	1	5	0.955	1.563	1.669
CG-2	3.137	1	5	1.545	-1.642	-0.007
CG-3	1.665	1	5	1.22	0.452	1.481
CG-4	2.217	1	5	0.722	4.531	2.254
CG	2.352	1.25	4.25	0.643	0.861	1.025
ST	3.082	2.403	3.8	0.311	-0.32	0.347
JP-1	3.58	1	4	0.914	1.823	-1.857
JP-2	1.801	1	5	1.103	0.84	1.393
JP-3	2.911	1	5	1.407	-1.336	0.669
JP-4	1.226	1	5	0.707	11.213	3.449
JP-5	2.172	1	5	0.811	3.903	1.94
JP-6	4.439	2	5	0.805	2.879	-1.736
JP-7	4.061	4	5	0.238	11.797	3.704
JP	2.885	2.286	4.286	0.365	3.372	1.894

4.5. Analysis of Reliability

The reliability analysis result is displayed in Table 7 below. According to Sekaran (2013), the most crucial tool for reliability testing is Cronbach's alpha, which measures a variable's consistency and stability. An increase in Cronbach's alpha indicates that the data is very reliable. Accordingly, values below 0.70 indicate poor reliability, whereas values above 0.80 indicate exceptional reliability (Sekaran, 2013). The alpha-Cronbach coefficient result for job performance (the dependent variable) is 0.649, as shown in the table.

As for the elements of job satisfaction (independent variables), the obtained Cronbach's alpha coefficients are as follows; 0.771 for nature & environment of work, 0.761 for work stress, 0.77 for direct supervisor, 0.628 for working hours, 0.713 for safety at the workplace 0.712 for career growth. All measures had high Cronbach reliability, which ranged between (0.628 - 0.771) in the case of the Waha Oil Company in Libya, except for the work stress component, which showed reliability below the level of 0.70 recommended by previous studies. From the results shown above, all items were preserved, especially since the job performance values were 0.649 at the Waha Oil Company in Libya.

Table 6: Reliability Analysis

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
NE	0.771	0.703	0.786	0.282
WS	0.761	0.566	0.658	0.25
DS	0.77	0.621	0.612	0.414
WH	0.628	0.576	0.699	0.283
SW	0.713	0.718	0.627	0.374
CG	0.712	0.593	0.677	0.402
JP	0.649	0.761	0.649	0.341

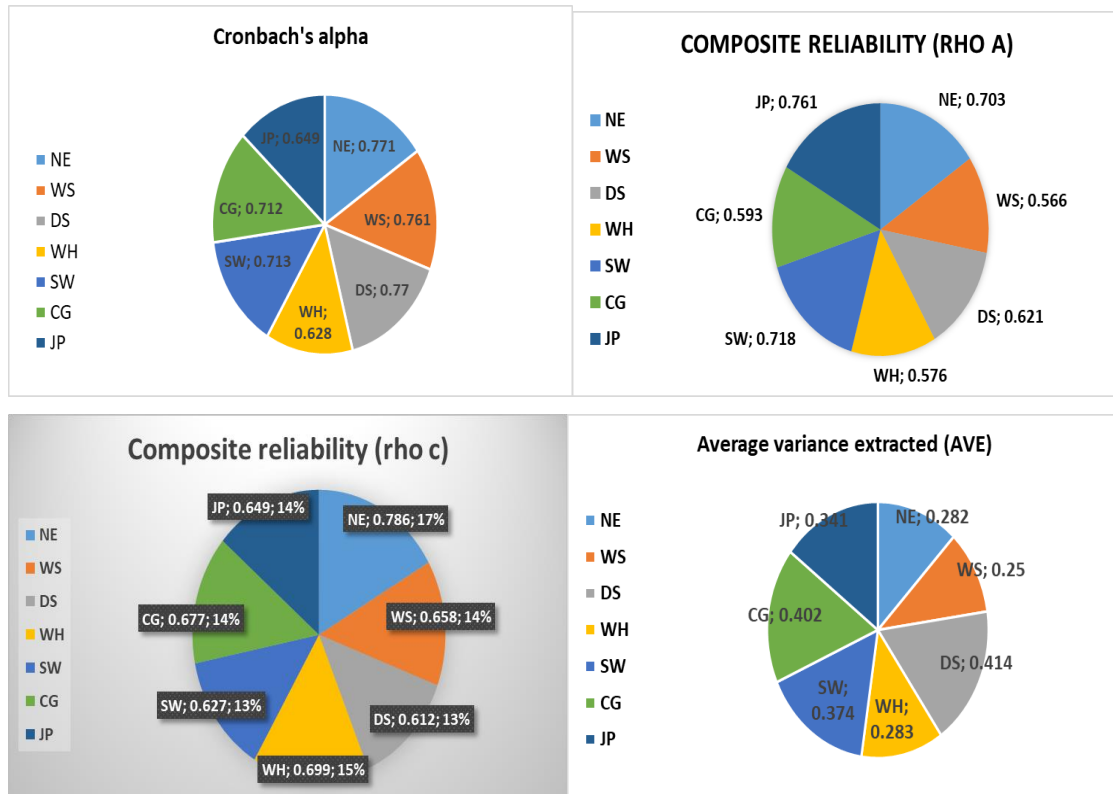


Figure 3: Showing the Reliability Analysis

4.6. Discriminant Validity

The current research looked at the relationship between work performance and job satisfaction in the Waha field at the Waha Oil Company in Libya. Six hypotheses were proposed to be examined. The research results suggest a favourable relationship between work performance and job satisfaction. The proportionality of the correlations between the variables was discovered. Table 8 shows a positive correlation between nature and work environment and work stress ($r = 0.57, p < .01$), a positive correlation between nature and work stress and work stress ($r = 0.355, p < .01$), a positive correlation between nature and work stress and direct supervisor ($r = 0.118, p < .01$), a positive correlation between nature and work environment and working hours ($r = 0.129, p < .01$), a positive correlation between nature and environment of work and workplace safety ($r = 0.239, p < .01$), and a positive correlation between nature and work and career growth ($r = 0.692, p < .01$).

Table 7: Discriminant Validity

	NE	WS	DS	WH	SW	CG	JP
NE	1						
WS	.176*	1					
DS	.163*	.355*	1				
WH	.358*	.140*	-0.057	1			
SW	-	-0.028	-.249**	-.216**	1		
CG	.218*	.386*	.143*	0.071	-0.017	1	
JP	.570*	.355*	.118*	.129*	-.239**	.692**	1

4.7. R Square

The assessment of the regression coefficient (R^2) measurements is displayed in Table (9) below. Evaluated was the assessment coefficient (R^2). The dependent variable in this study has an R^2 value of (0.752). Job performance shows that the predictors (Nature environment of work (NW), Work stress (WS), direct supervisor (DS), working hours (WH), workplace safety (SW), and career growth (CG)) accounted for (75) per cent of the variation in job performance effectiveness. As a result, (75.2) per cent of the dependent variable was explained by the independent factors. However, there are also additional factors that remain unexplained (24.8) per cent. One needs to focus on that variable to succeed at the highest level on the job.

Table 8: Variance Explanation

	R-square	R-square adjusted
JP	0.752	0.747

4.8. Hypotheses Testing

Three supported and three unsupported hypotheses are displayed in Table (10), along with the results. The results showed that career development (CG) and job performance (JP) had a positive relationship ($P < 0.000$, $t = 6.371$). The results showed that job performance (JP) and workplace safety had a positive relationship ($P < 0.000$, $t = 4.414$). The results showed that work stress (WS) and job performance (JP) had a positive relationship ($P < 0.000$, $t = 2.279$). Furthermore, it was shown that there was

no significant relationship ($P < 0.023$, $t = 0.242$) between the nature and environment of work (NW) and job performance (JP). Additionally, $P < 0.23$, $t = 1.203$, indicated that there was no significant relationship between the direct supervisor (DS) and job performance (JP). The nature and environment of work (NW) and job performance (JP) did not significantly affect each other, according to the results, which also indicated $p < 0.472$, $t = 0.0637$. Additionally, as indicated by $p < 0.542$ and $t = 0.588$, no significant relationship was found between working hours (WH) and job performance (JP).

Table 9: Hypotheses Testing

	Original sample (O)	Sample mean (M)	Standard deviation (S.D)	T statistics (O/STDEV)	P values	Results
NE -> JP	0.047	0.044	0.101	0.472	0.637	Not Support
WS -> JP	0.156	0.162	0.068	2.279	0.023	Support
DS -> JP	-0.086	-0.072	0.071	1.203	0.230	Not Support
WH -> JP	-0.05	-0.011	0.092	0.542	0.588	Not Support
SW -> JP	-0.342	-0.331	0.078	4.414	0.000	Support
CG -> JP	0.513	0.518	0.081	6.371	0.000	Support

*** $P < 0.001$ ** $p < 0.01$, * $p < 0.05$

The results are shown in Figure 2, which shows that 75% of job performance (JP) is determined by factors such as the type and atmosphere of work, work stress, direct supervisor, working hours, workplace safety, and career progression.

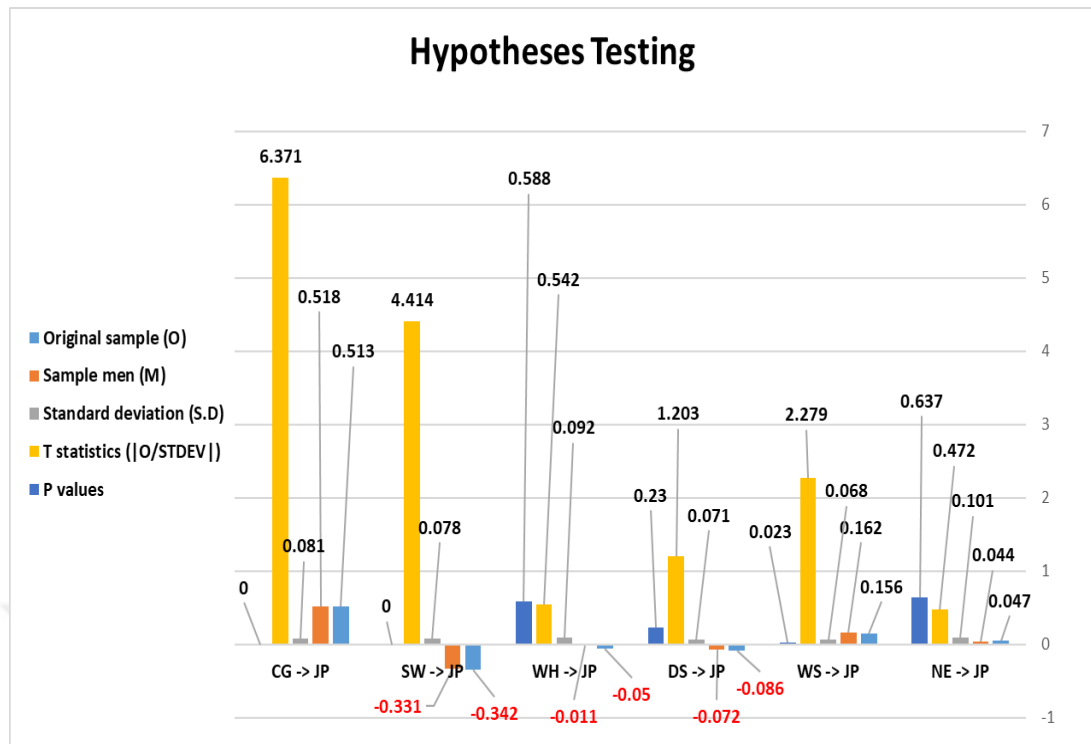


Figure 4: Showing the Hypotheses

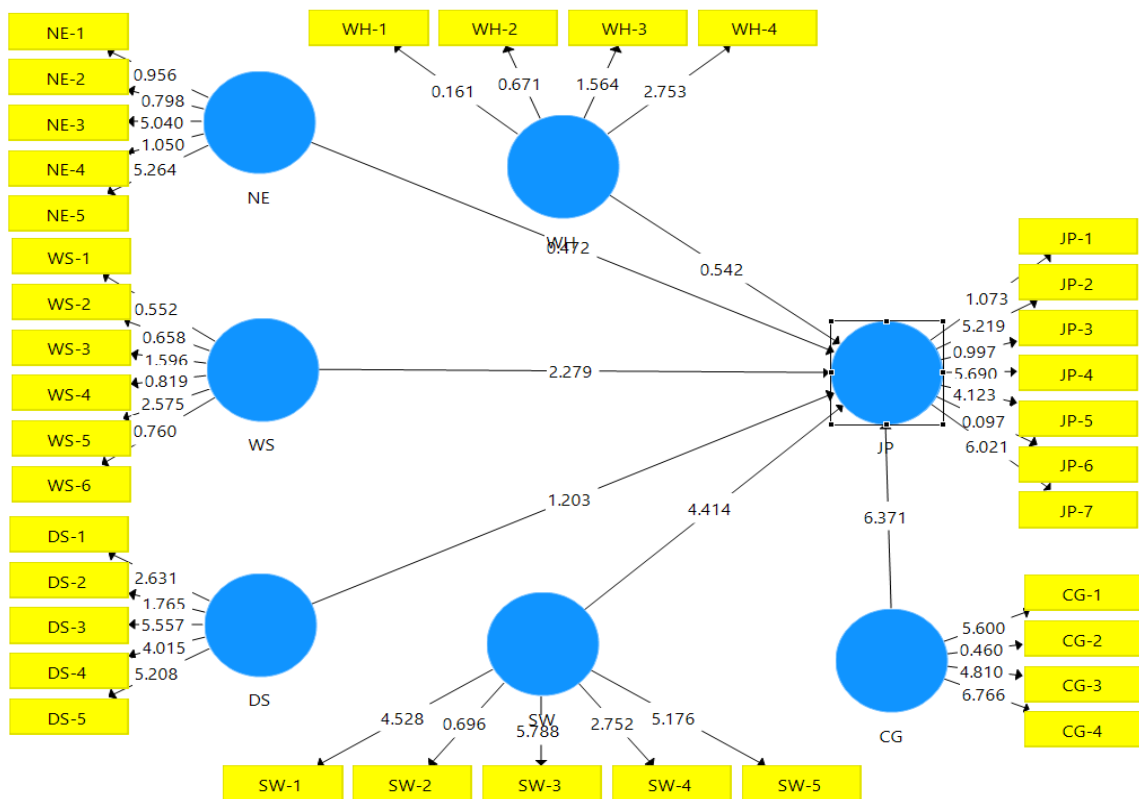


Figure 5: Measurement Models of Variables

4.9. Chapter Summary

This chapter examines the study's hypotheses. Frequency tables, descriptive analyses, validity and reliability tests, and other analyses were performed using Smart-PLS. The suggested methodology for evaluating the effectiveness of pertinent indicators is presented in this chapter, along with the impact of factors such as job type and environment, work stress, direct supervisor, working hours, workplace safety, and career advancement job performance. Three of the hypotheses were confirmed, and the results showed a three-positive relationship between job satisfaction and job performance. Three elements—the nature and environment of the workplace, the direct supervisor, and working hours—were found to be unsupportive, while three elements—work stress, workplace safety, and career growth—were found to be supportive.

5. DISCUSSION AND CONCLUSIONS

5.1. Introduction

This chapter discusses the results from chapter 4 of the Analysis chapter to determine and validate the study objectives. Solutions, advice, and recommendations are then developed for problems confirmed by research and verification of hypotheses and research questions. This is to make it easier for researchers to begin searches for these problems or recommendations. These findings are compared with pre-established research questions and whether or not the hypotheses formulated by the researcher at the beginning of his research have been confirmed. The degree to which these findings comply with previous literature relied upon by the hypothesis researcher.

5.2. Recapitulation Research

This study was broken up into five primary chapters. The study's background and goal—to ascertain how job satisfaction factors affect employees' performance in the Waha Oil Company field in Libya—were covered in detail in the first chapter, which also served as an introduction to the research. Among the six sub-elements of job satisfaction were: (1) the effect of the working environment and nature on job performance. (2) The impact of work stress on performance while on the job; and (3) The influence of a direct supervisor on performance. (4) The impact of working hours on job output. five) how workplace safety affects employee performance; and six) how professional development affects employee career performance. Thus, the significance of the research, its range, a few critical definitions that are not the most crucial terms, and ultimately, how the study is structured. The second chapter included past research on the autonomous variable and its components, the functional subordinate variable, and their connection through some prior research, generating hypotheses in the process. This chapter also featured the study's theoretical framework. The study methodology was covered in Chapter Three, which also covered the design of the research group, the amount of research, the research sample, the study instrument, and its development. Chapter IV followed, with the study's test of hypotheses and the

approach to wrapping up analysis and discussion serving as its primary themes. Chapter five and the study's suggestions, results, and ideas were discussed.

5.3. Discussion of the Findings

According to this survey, 75% of employees at Waha Oil Company have said that their job satisfaction has improved their organisational performance. The findings of this investigation align with a study he conducted (Marhil et al., 2023). In line with the study's goals, each of the findings above will be covered in detail in the following subsections.

5.3.1. Impact of Nature of Work on Job Performance

The results found that the nature and environment of work impact job performance, where the original sample was valuable $OS = 0.047$. However, according to P values = 0.637, there is no backstop, which is essential at $T = 0.472$. statistics. Therefore, $H1$ was rejected; this result differs from the results of previous studies on which hypothesis $H1$ is based (Khan et al., 2012), (Bushiri, 2014), (Pantha, 2020) and (Badrianto & Ekhsan, 2020). since the results shown in these studies do not support the impact of the working environment on job performance.

5.3.2. Impact of Work Stress on Job Performance

The original sample was valuable $OS = 0.156$, and the results indicated that work stress affected job performance; nevertheless, there are no support P values = 0.637, which is significant at $T = 2.279$. As a result, $H2$ was approved, indicating a favourable relationship between fieldwork stress and worker performance. This outcome was in line with earlier research findings, which served as the foundation for hypothesis $H2$. According to the findings of research by Arijanto (2012), (Fonkeng, 2018), (Nyunza, 2020), and (Murali et al., 2017), which demonstrated a favourable effect of the workplace on job performance.

5.3.3. Impact of Direct Supervisor on Job Performance

The results showed that the direct supervisor has a negative link with work performance; similarly, there is no support, and there were values P values = 0.23, which is significant at $T = 1.203$. The original sample was valuable $OS = (-0.086)$. $H3$ was consequently rejected. The outcome did not support hypothesis $H3$, which was based on the results of previous studies. The results of studies by (Ampofo et al., 2019), Koske (2018), (Hannang & Qamaruddin, 2020), (Raziq & Maulabakhsh, 2015), and others indicate that the direct supervisor has a positive impact on employee performance.

5.3.4. Impact of Working Hours on Job Performance

The findings indicated no support and that working hours negatively correlated with work performance P values = 0.588, significant at $T = 0.542$. The value of the initial sample was $OS = (-0.05)$. Consequently, $H4$ was turned down. Based on earlier research findings, hypothesis $H4$ was not supported by the outcome. Studies by (Schein et al., 1977), (Steffey et al., 2023), and others show that employees' performance is positively impacted by their working hours.

5.3.5. Impact of Safety at the Workplace Job Performance

The results showed that there is support suggesting that job performance and workplace safety are negatively correlated, with a P value of 0.000 and a significant T value of 4.414. The original sample had a value of $OS = (-0.342)$. As a result, $H5$ was approved. The result was consistent with hypothesis $H5$, based on previous study results—research by (M. J. Kim & Kim, 2020), (Drew, 2014), and others. Demonstrate how an employee's safety at work has a favourable effect on their performance.

5.3.6. Impact of Career Growth on Job Performance

With a P value of 0.000 and a significant T Statistics of 6.371, the results indicated evidence supporting the hypothesis that career advancement and work performance are positively connected. The $OS = 0.513$ value was found in the original

sample. H6 was, therefore, accepted. As predicted by hypothesis H6, the outcome aligned with the findings of earlier research conducted by (Dialoke & Nkechi, 2017), (Weng et al., 2010), and (Katebi et al., 2021). show the positive impact that a worker's career development has on their output.

5.4. Implications of the Research

There are significant theoretical and administrative ramifications to this work. Theoretically, there is insufficient research on how job satisfaction affects workers' performance in Libya's oil industry, especially in the oil fields. Development, innovation, and scientific research are essential for all businesses, including oil and gas corporations, to gain a competitive edge. In this regard, (Abdullah Saeed, 2023) states that all businesses operate in a world where technology changes quickly and product life cycles are short. It has experienced significant development and globalisation. Therefore, oil and gas firms must have a strong interest in their employees and job satisfaction to maintain employee performance rates at a minimum and substantially contribute to their development and growth. According to this viewpoint, academics such as (Taiwo, 2010), (Sardouk & Ali, 2022), (Mubunga, 2015), (Drew, 2014), and (Katebi et al., 2021). Discuss the relationship between job satisfaction and employee performance and how to address any factors contributing to employees' job discontent at work, which results in low employee performance rates in organisations. Knowing that job satisfaction and how it affects workers' performance enables managers, department heads, and workers to recognise their strengths and weaknesses and feel more satisfied with their jobs, increasing employee loyalty and motivating them to strive for innovation in their work and higher performance levels.

This study focuses on six key components of job satisfaction: environment and nature of work, work pressure, direct supervisor, working hours, safety in the workplace, and career growth. It also offers a theoretical framework and conducts empirical research on various elements related to job satisfaction and its impact on job performance. According to the researcher's explanation in Chapter II, most prior studies have focused primarily on the link between the two factors in other environments. Studies on the researcher's workplace, which is the Libyan oil industry in the oil fields, have not been conducted. This study addresses this problem by adding

a fresh perspective on how job satisfaction affects performance in this crucial setting inside the Libyan State. By integrating many aspects of functional pleasure into a single study model, experimental evidence is provided to emphasise this influence on the necessary high functional performance. Job satisfaction is one of the most popular subjects that academics, thinkers, and institution administrators are now interested in. Although these energies and gives differ from person to person, human resources can be produced and provided permanently and regenerated. The organisation uses these resources and potential to attain high performance. A resource's performance is high if it is satisfied and motivated to work, and vice versa, depending on the circumstances surrounding it. As a result, companies that want to flourish must focus on job satisfaction to boost output and provide better services.

5.5. Limitations and Suggestions for Additional Research

The research constraints are as follows:

The bounds of objectivity, the nature and environment of work (NW), work stress (WS), direct supervisor (DS), working hours (WH), workplace safety (SW), and career growth (CG) are the six components of job satisfaction that are examined in this study. The dependent variable is organisational performance. Limitation on methodology: This study makes minimal use of the quantitative technique, gathering primary data from the research sample through a questionnaire. One of the primary goals of this study was to investigate and offer a comprehensive viewpoint on the existence and evaluation of the components of job satisfaction at the Waha Oil Company. Geographic recognising them: The Waha field is the sole focus of this study. Time constraint: This study is anticipated to be completed in 2024. Furthermore, the scope of the research is restricted to all Libyan workers in Waha Field.

5.6. The Study's Conclusions Led to the Formulation of the Subsequent

Recommendations:

- Include every field and port in the research population.

- The three factors listed below that did not support the research's assumptions should receive the attention of the Management Committee, directors, and section heads: the nature of the workplace, the immediate boss, and the working hours.
- The present investigation only used a quantitative approach; therefore, it is advised that future research use a qualitative approach by looking at other significant aspects of job satisfaction and how it affects staff performance in research that has not been examined or incorporated into this one. This includes looking at other intangible resources that could play a crucial role in improving workers' performance at the Waha Oil Company in Libya.
- Regarding the direct head-employee relationship, the company's management should listen to the issues raised by the staff and work quickly to find solutions. Additionally, the management should foster a culture of affection and comprehension between employees and management. Finally, the administration should support and strengthen the positive working relationships between the staff and the direct head and provide guidance that aligns with the company's goals.
- At the operational level of the workplace: Paying attention to lighting, hygiene, adjustment, and air circulation; paying more attention to health facilities that are already in place in some productive locations; paying attention to social, sports, and recreational services; and holding national parties with upper management and staff in attendance.

5.7. Conclusion

This study aims to ascertain the degree of job satisfaction and performance as well as the relationship between the elements of job satisfaction (natural environment, work stress, a direct supervisor, working hours, workplace safety, and career growth) and department employees' performance in the Libyan Waha oil field. There were 314 employees in the survey. The survey questionnaire was personally delivered to the study population and utilised as a data collecting technique in this quantitative analysis study. The study found that the following factors positively correlated with job satisfaction: nature and work environment, work stress, and career growth. The only

exceptions were the direct supervisor, working hours, and workplace safety, which had a harmful link. Performance on the job had an impact on the work itself. The study showed that factors that affect job satisfaction, such as work stress, workplace safety, and career growth, may help employees Waha perform better in their job performance. The research was crucial to the oil industry in Libya because it raised job satisfaction and interest, improving departmental and corporate performance. The researcher suggested that the firm as a whole and other areas should give this influence more consideration. In conclusion, the study's four primary goals have been accomplished. The primary hypothesis of the research was validated by the previously described examination of the various data and three of the research hypotheses' sub-hypotheses. The impact of job satisfaction on job performance is evident.

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APPENDIX A

MEASUREMENT OF VARIABLES

1.Measurement Nature & Environment of Work

Independent Variables	Measurement Items
Nature & Environment of work (NW)	1 .Many of the rules and procedures at work make doing a good job difficult. 2 .My efforts to do a good job are seldom blocked by red tape. 3 .I find I have to work harder at my job because of the incompetence of people I work with. 4 .The hygiene of the workplace environment is good. 5. The necessary tools and resources are provided.

2. Measurement Work Stress

Independent Variables	Measurement Items
Work Stress (WS)	1 .I often feel tension while I am working (due to some kind of job stress). 2 .My job load (workload or tasks assigned) is too heavy. 3 .I receive an assignment without adequate resources and material to execute it. 4 .Your job requires a high level of skill. 5 .causes of job stress at work I am working under excessive work pressure. 6. My job usually requires that I work very hard even on my spare times in order to meet deadlines.

3. Direct Supervisor

Independent Variables	Measurement Items
Direct supervisor (DS)	1 .My supervisor keeps me informed of the things I need to know to do my job well. 2 .My supervisor recognizes when I do a good job. 3 .My supervisor is supportive when I have a work problem. 4 .My supervisor is fair and does not show favoritism. 5. My supervisor is understanding when I talk about personal or family issues that affect my work.

4. Working Hours

Independent Variables	Measurement Items
Working hours (WH)	1 .It is often difficult to tell where my work life ends, and my family life begins. 2 .The time I spend in my job is negatively affecting my social responsibilities, e.g., visiting relatives and friends. 3 .Because of my current job, I do not have time to care for anything else, e.g., cooperating with social clubs. 4. I like to work from home remotely after/before working hours.

5. Safety at the Workplace

Independent Variables	Measurement Items
Safety at the Workplace (SW)	1 .Not all health and safety rules or procedures are strictly followed in the workplace. 2 .Some health and safety rules or procedures are difficult to follow. 3 .It would help employees work more safely if safety procedures were more realistic. 4 .Some health and safety rules and procedures are not really practical. 5. Safety is considered when changes are made to rules and procedures.

6. Career Growth

Independent Variables	Measurement items
career growth (CG)	1 .I am satisfied with the training and career development programs provided by the company. 2 .I am satisfied with my present position in the company. 3 .there is transparency or communication about an employee's career path. 4. I am content with the given promotion opportunities.

7. Job Performance

Dependent Variables	Measurement Items
Job Performance (JP)	1 .There is regular evaluation of employee performance. 2 .The best employees are always rewarded. 3 .There is always regular training to enhance employee performance. 4 .rate the quality of your performance and productivity accurately in the company. 5 .evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work. 6 .Work-related frustrations reduce the performance level. 7. your job requires full attendance; you manage to achieve it.

APPENDIX B

PLS OUTPUT

Descriptive Statistics of Variables

	(Mean)	(Observed) Min	(Observed) Max	(Standard Deviation)	(Excess Kurtosis)	(Skewness)
NE-1	3.296	1	5	1.37	-0.986	-0.643
NE-2	3.134	1	5	1.329	-1.348	-0.1
NE-3	2.637	1	5	1.448	-1.015	0.677
NE-4	4.589	2	5	0.814	4.366	-2.249
NE-5	2.831	1	5	1.162	-1.243	0.321
NE	3.297	1.6	4.6	0.596	-0.394	0.086
WS-1	3.401	1	5	1.495	-1.57	-0.208
WS-2	3.07	1	5	1.257	-1.388	-0.162
WS-3	3.204	1	5	1.063	-1.337	-0.526
WS-4	3.08	1	5	1.152	-1.5	-0.069
WS-5	3.946	1	5	0.718	9.878	-2.767
WS-6	3.102	1	5	1.605	-1.65	-0.116
WS	3.3	1.5	4.833	0.871	-1.466	-0.147
DS-1	3.71	2	5	0.908	-0.027	-0.987
DS-2	3.723	1	5	0.846	3.981	-2.193
DS-3	3.468	1	5	1.192	-0.217	-1.046
DS-4	3.748	1	5	1.293	0.624	-1.37
DS-5	3.704	2	5	1.088	-0.965	-0.614
DS	3.671	2.2	4.6	0.608	0.149	-1.055
WH-1	1.771	1	5	0.832	3.762	1.684
WH-2	3.833	2	5	0.678	3.359	-1.892
WH-3	4.786	2	5	0.584	12.571	-3.412
WH-4	2.057	1	4	0.729	2.654	1.446
WH	3.109	1.5	3.75	0.392	3.894	-1.726
SW-1	3.032	1	5	1.313	-1.4	-0.435
SW-2	3.303	1	5	1.312	-1.648	0.031
SW-3	3.506	1	4	0.904	0.195	-1.384
SW-4	2.243	1	5	1.06	-0.576	0.764
SW-5	1.717	1	5	1.309	-0.18	1.316
SW	2.76	1.8	3.8	0.42	-1.108	0.125
CG-1	2.394	1	5	0.955	1.563	1.669
CG-2	3.137	1	5	1.545	-1.642	-0.007
CG-3	1.665	1	5	1.22	0.452	1.481

CG-4	2.217	1	5	0.722	4.531	2.254
CG	2.352	1.25	4.25	0.643	0.861	1.025
ST	3.082	2.403	3.8	0.311	-0.32	0.347
JP-1	3.58	1	4	0.914	1.823	-1.857
JP-2	1.801	1	5	1.103	0.84	1.393
JP-3	2.911	1	5	1.407	-1.336	0.669
JP-4	1.226	1	5	0.707	11.213	3.449
JP-5	2.172	1	5	0.811	3.903	1.94
JP-6	4.439	2	5	0.805	2.879	-1.736
JP-7	4.061	4	5	0.238	11.797	3.704
JP	2.885	2.286	4.286	0.365	3.372	1.894

Reliability Analysis

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
NE	0.771	0.703	0.786	0.282
WS	0.761	0.566	0.658	0.25
DS	0.77	0.621	0.612	0.414
WH	0.628	0.576	0.699	0.283
SW	0.713	0.718	0.627	0.374
CG	0.712	0.593	0.677	0.402
JP	0.649	0.761	0.649	0.341

Discriminant Validity

	NE	WS	DS	WH	SW	CG	JP
NE	1						
WS	.176**	1					
DS	.163**	.355**	1				
WH	.358**	.140*	-0.057	1			
SW	-.343**	-0.028	-	-.216**	1		
CG	.218**	.386**	.143*	0.071	-0.017	1	
JP	.570**	.355**	.118*	.129*	-.239**	.692**	1

Variance Explanation

	R-square	R-square adjusted
JP	0.752	0.747

Hypotheses Testing

	Original sample (O)	Sample men (M)	Standard deviation (S.D)	T statistics (O/STDEV)	P values	Results
NE -> JP	0.047	0.044	0.101	0.472	0.637	Not Support
WS -> JP	0.156	0.162	0.068	2.279	0.023	Support
DS -> JP	-0.086	-0.072	0.071	1.203	0.230	Not Support
WH -> JP	-0.05	-0.011	0.092	0.542	0.588	Not Support
SW -> JP	-0.342	-0.331	0.078	4.414	0.000	Support
CG -> JP	0.513	0.518	0.081	6.371	0.000	Support

APPENDIX C
QUESTIONNAIRE FORM

TC.

KARABUK UNIVERSITY

Dear Sir / Madam (Managers)

I am a master's student at Karabuk University, the Institute of Graduate Programs, and the Department of Business Administration. This survey aimed to gain empirical data from Waha Oil Company related to " **The impact of job satisfaction on the performance of work of Waha field at Waha Oil Company in Libya. The period from 2019 to 2022. A Case Study of Waha oil company field in Libya.**"

I would appreciate it if you would take some time to answer the survey questions. Since this information will affect the completion of the assignment, the answers demonstrate your practical understanding of the factors that determine servant leadership and how those factors affect fostering innovation inside the organisation. We can guarantee you, nevertheless, that the information will be kept private and utilised only for scientific study.

Regards ahead of time for your time.

Abdulhamid Abdulla Ibrahim
RIE

Karabuk University
Master Student

Assist. Prof. Dr. Essia Ries Ahmed ABU

Karabuk University
Supervisor

SECTION 1: DEMOGRAPHIC INFORMATION.

Instructions.

Please respond to all inquiries.

Please mark one of the relevant responses.

What is your age (check the box for your age group)?

NO	YEARS	ANSWERS
1.1	18-25 Years	
1.2	26-35 Years	
1.3	36-45 Years	
1.4	46-55 Years	
1.5	56- and above	

What gender are you?

NO	GENDER	ANSWERS
2.1	Male	
2.2	Female	

For how long have you been working with Waha Oil Company?

NO	YEARS	ANSWERS
3.1	1-5 years	
3.2	6-10 years	
3.3	11-15 years	
3.4	16-20 years	
3.5	21 and above	

What is your finest academic achievement?

NO	ACADEMIC QUALIFICATION	ANSWERS
4.1	No education	
4.2	High school	
4.3	Diploma	
4.4	Bachelor's degree	
4.5	Master's degree	

4.6	PhD	
-----	------------	--

Which section do you work in?

NO	SECTION	ANSWERS
5.1	Regular staff	
5.2	Supervisor Group	
5.3	Head of Section	
5.4	Director of Management	
5.5	Field Coordinator	
5.6	Field Controller	
5.7	Other	

What are your working conditions?

NO	TERMS	ANSWERS
6.1	Casual	
6.2	Temporary	
6.3	Contract	
6.4	Permanent	

SECTION 2: JOB Satisfaction

Please use the grading scale below to indicate how much you agree or disagree with the following statements in this section:

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
	1	2	3	4	5

Nature & Environment of work

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. Many rules and procedures at work make doing a good job difficult.					
2. Red tape seldom blocks my efforts to do a good job.					
3. I have to work harder because of the incompetence of people I work with.					
4. The hygiene of the workplace environment is good.					
5. The necessary tools and resources are provided.					

Work stress.

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. I often feel tension while working (due to some job stress).					
2. My job load (workload or tasks assigned) is too heavy.					
3. I receive an assignment without adequate resources and materials.					
4. Your job requires a high level of skill.					
5. causes of job stress: I work under excessive work pressure.					
6. My job usually requires me to work very hard, even in my spare time, to meet deadlines.					

Direct supervisor

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. My supervisor informs me of what I need to know to do my job well.					
2. My supervisor recognises me when I do a good job.					
3. My supervisor is supportive when I have a work problem.					
4. My supervisor is fair and does not show favouritism.					
5. My supervisor understands when I talk about personal or family issues affecting my work.					

Working hours

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. It is often difficult to tell where my work life ends, and my family life begins.					
2. The time I spend in my job is negatively affecting my social responsibilities, e.g., visiting relatives and friends.					
3. Because of my current job, I do not have time to care for anything else, e.g., cooperating with social clubs.					
4. I like working remotely from home after/before working hours.					

Safety at the Workplace.

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. Not all workplace health and safety rules or procedures are strictly followed.					
2. Some health and safety rules or procedures are challenging to follow.					
3. It would help employees work more safely if safety procedures were more realistic.					
4. Some health and safety rules and procedures are not practical.					
5. Safety is considered when changes are made to rules and procedures.					

Career growth

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. I am satisfied with the company's training and career development programs.					
2. I am satisfied with my present position in the company.					
3. there is transparency or communication about an employee's career path.					
4. I am content with the given promotion opportunities.					

SECTION 3: Job Performance.

The following statements help us understand the availability of information about your working in the company. The scales attempt to measure the extent to which your performance provides each of the characteristics of information identified.

Statements	Strongly disagree	Disagree	Neutral	Agree	strongly Agree
	1	2	3	4	5

Statements	strongly disagree	Disagree	Neutral	Agree	strongly Agree
1. There is regular evaluation of employee performance.					
2. The best employees are always rewarded.					
3. There is always regular training to enhance employee performance.					
4. Rate the quality of your performance and productivity accurately in the company.					
5. evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work.					
6. Work-related frustrations reduce the performance level.					
7. Your job requires total attendance; you manage to achieve it.					

Thank you for your cooperation.

CURRICULUM VITAE

Abdul Hamid Abdullah Mohamed Ibrahim after graduating from college, worked in the Finance Department of the Faculty of Training in Zintan, Libya for four years and then moved to work in a travel and tourism company in the Financial Department as an accountant. He then moved to Oasis Oil as a production document analyst in the Department of Administration and continues to work. The University of Karabuk also studied the Department of Business Administration for a master's degree in business management.

