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THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE AMONG EMPLOYEES IN GREECE

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Abstract

The present study investigated the relationship between job satisfaction and individual performance at work in a sample of Greek employees. A quantitative correlational cross-sectional design was applied. Data were collected from 96 working adults (38 men, 58 women; M age = 36.30, SD = 9.72) via an electronic questionnaire. Job satisfaction was measured with the nine-dimensional Job Satisfaction Survey (JSS), while individual performance was assessed with the Greek-validated version of the Individual Performance Questionnaire (IWPQ). Both instruments showed excellent internal reliability (JSS: $\alpha = .913$; IWPQ: $\alpha = .934$). Pearson correlation analysis revealed a statistically significant strong positive relationship between overall job satisfaction and job performance, $r(94) = .504$, $p < .001$, exceeding the expected moderate correlation of previous meta-analyses. Simple linear regression confirmed that job satisfaction is statistically significant correlated to individual performance, $F(1, 94) = 32.1$, $p < .001$, $R^2 = .255$, $\beta = .504$, with a medium effect size (Cohen's $f^2 = .342$). At the subscale level, the strongest correlations with performance were observed

for Contingent Rewards, Pay, Coworkers and Fringe Benefits. The findings are discussed in the context of the Greek labor market and practical applications for human resource management are derived.

Keywords
Job satisfaction; Job performance; Job Satisfaction Survey; Individual Performance Questionnaire; Greece

1. INTRODUCTION

The proposition that satisfied employees perform better is one of the most enduring and critical questions in organizational psychology (Judge et al., 2001). Despite decades of empirical research, the nature and magnitude of this relationship continue to preoccupy the contemporary scientific community, with recent meta-analyses and empirical studies reporting average adjusted correlations of ρ = .30–.40 across heterogeneous samples (Riketta, 2008; Yang et al., 2024). This body of evidence has established the satisfaction–performance link as an indisputable empirical phenomenon, but questions about the boundary factors—the contexts, cultures, and dimensions that enhance or attenuate the relationship—remain unanswered (Gazi et al., 2024).

Understanding this relationship has important practical implications for organizations worldwide. Employees are the primary source of competitive advantage, and their motivation, engagement, and performance directly shape business outcomes (Koopmans et al., 2011). Organizations that can identify which dimensions of satisfaction are most related to performance are in an advantageous position to design targeted, evidence-based interventions that simultaneously enhance employee well-being and organizational productivity (Lee & Jo, 2023). From this perspective, examining the satisfaction–performance link is not just an academic pursuit, but a necessary prerequisite for effective human resource management.

The Greek labor market provides a particularly attractive and under-researched context for this investigation. Successive economic crises since 2008 have fundamentally reshaped working conditions in Greece, resulting in widespread wage compression, increased job insecurity, reduced career prospects, and depressed morale in the public sector (Karaferis et al., 2022; Kitsios & Kamariotou, 2021). These structural changes have created significant uncertainty about how traditional job satisfaction–performance dynamics operate under economic stress. While global evidence consistently supports the positive direction of the relationship, empirical research specifically on the Greek workforce remains comparatively limited, with most studies focusing on narrow occupational groups—mainly health workers and civil servants (Gazi et al., 2024).

The present study addresses this gap by investigating, in a heterogeneous Greek work sample, the extent to which job satisfaction—as conceptualized by Spector (1985) through nine occupationally relevant dimensions—is associated with self-reported individual performance at work. The use of validated Greek-language instruments for both satisfaction (Tsounis & Sarafis, 2018) and performance (Galanis et al., 2024) ensures linguistic and psychometric suitability. The study also extends previous research by testing whether job satisfaction presents a significant association with performance through simple linear regression, providing evidence regarding theoretical interpretations of the relationship as well as practical interventions to improve performance in the Greek labor market.

1.1. Job Satisfaction: Conceptual Definition and Theoretical Framework

Job satisfaction is broadly defined as the extent to which an employee holds a positive evaluative attitude toward their job and its individual aspects (Locke, 1976; Spector, 1997). This evaluative attitude includes both cognitive appraisals—such as judgments about the fairness of pay or the adequacy of promotion opportunities—and emotional reactions, including the pleasure or frustration that arise from everyday work experiences (Spector, 1985). The construct is widely recognized as multidimensional, with empirical evidence consistently demonstrating that employees hold differentiated evaluations of distinct aspects of their work environment that are not necessarily covariate (Hackman & Oldham, 1976).

Theoretical explanations of the factors that cause job satisfaction draw from a rich tradition of motivation research. Herzberg et al.'s two-factor theory (1959) proposed a fundamental distinction between hygiene factors—external conditions such as pay, supervision, and the physical work environment—and motivators, which are internal sources of satisfaction, such as achievement, recognition, and the inherent challenge of work tasks. Although later research has questioned the strictness of this dichotomy, the conceptual distinction between extrinsic and intrinsic sources of satisfaction retains substantial theoretical value (Yang et al., 2024). Vroom's (1964) expectancy theory complements this framework by arguing that satisfaction arises when employees perceive that their efforts lead to expected outcomes, directly linking satisfaction to performance-related motivational processes. More modern integrated models, such as the Job Demands–Resources Model (JD-R), place satisfaction within a broader framework of organizational resources and demands, emphasizing that satisfying job characteristics act as psychological resources that protect against the exhausting effects of job demands (Lee & Jo, 2023).

The most widely used multidimensional instrumentalization of job satisfaction in the literature is Spector's (1985) Job Satisfaction Survey (JSS), which describes nine empirically derived dimensions: Pay, Promotional Opportunities, Quality of Supervision, Benefits, Working Conditions, Coworker Relations, Nature of Work, and Organizational Communication. This taxonomy reflects the proposition that employees simultaneously

evaluate multiple, relatively independent dimensions of their work environment (Spector, 1997). The Greek validated adaptation of the tool by Tsounis and Sarafis (2018) confirmed acceptable reliability and factorial validity in a Greek professional sample, making the tool suitable for cross-cultural research in the Greek context.

In the Greek work context, relevant research has repeatedly demonstrated the importance of supervision quality, interpersonal relationships and perceived communication fairness as primary determinants of job satisfaction (Kitsios & Kamariotou, 2021). Studies in Greek public hospitals report that satisfaction with supervision and support from colleagues is more strongly related to work motivation and commitment (Karaferis et al., 2022). These findings indicate that the relational dimensions of the work environment carry particular motivational weight in the Greek cultural context, which is characterized by high uncertainty avoidance and a strong emphasis on intra-group relations (Gazi et al., 2024).

1.2. *Individual Performance at Work: Conceptual Delineation and Measurement*

Individual work performance is conceptualized as the set of behaviors and achievements through which employees contribute to the goals of their organization (Campbell, 1990). Contemporary theoretical frameworks distinguish three conceptually and empirically distinct components of performance: (a) executive performance, which refers to the competent fulfillment of basic job tasks defined in the formal job description; (b) contextual performance, which includes discrete behaviors that support the organizational and social fabric—such as helping colleagues, showing initiative, and adhering to organizational rules—beyond those formally required; and (c) counterproductive work behaviors, which represent intentional acts that harm organizational interests (Borman & Motowidlo, 1993; Koopmans et al., 2011).

The Individual Performance Questionnaire (IWPQ; Koopmans et al., 2011) instrumentalizes this framework into a validated, self-report instrument designed for use in various professional sectors and cultural contexts. The Greek adaptation of the IWPQ by Galanis et al. (2024)—used in the present study—confirmed excellent internal reliability ($\alpha > .90$) and conceptual validity in a Greek sample of health professionals. The use of self-reported performance reflects a growing recognition that employees themselves possess unique information about the quality and scope of their work behaviors, capturing motivational, cognitive, and interpersonal dimensions that may be partially invisible to external observers (Koopmans et al., 2011). In correlational research designs where access to supervisor ratings is not feasible, self-reported performance is a methodologically appropriate choice (Lee & Jo, 2023).

1.3. *The Relationship Between Job Satisfaction and Work Performance*

The proposition that satisfied employees perform better—known in the literature as the "happy-productive employee" thesis—has a long intellectual history in organizational psychology (Riketta, 2008). The landmark meta-analysis by Judge et al. (2001), which synthesized 312 independent studies with over 54,000 participants, provided strong evidence for a significant positive relationship (mean true correlation p = .30), definitively establishing the satisfaction–performance link as a recurring empirical phenomenon. Subsequent meta-analyses have confirmed this assessment, with more recent evidence from Yang et al. (2024) reporting effect sizes in the range of p = .35–.55 depending on the performance criterion, occupational context, and cultural environment.

Several theoretical mechanisms have been proposed to explain why satisfied employees perform better. From a motivational perspective, employees who derive satisfaction from their work tend to exert greater discretionary effort, persevere more in the face of difficulties, and engage creatively with complex issues (Amabile & Pratt, 2016). Emotional event theory posits that positive work experiences generate momentary positive emotion that facilitates task focus, cognitive flexibility, and social cooperation—elements that contribute to performance (Xanthopoulou et al., 2012). Research on psychological capital has also highlighted the role of psychological capital—comprised of hope, resilience, optimism, and self-efficacy—as a mediating mechanism through which satisfaction translates into performance (Jung & Yoon, 2015). Lee and Jo (2023) extended this evidence by showing that job commitment fully mediates the satisfaction–performance pathway, underscoring the importance of motivational states as proximate drivers of performance.

Evidence from the Greek work context adds important nuance. Studies in Greek public hospitals and public administration organizations consistently record positive satisfaction–performance associations, with quality of supervision and peer support emerging as the strongest factors of performance outcomes (Karaferis et al., 2022; Kitsios & Kamariotou, 2021). Given the Greek economic context—characterized by wage pressure and limited career development opportunities—satisfaction with intrinsic and relational aspects of work may carry disproportionate motivational weight relative to extrinsic factors (Gazi et al., 2024; Kitsios & Kamariotou, 2021).

1.4. Study Purpose and Research Hypothesis

The present study aimed to examine the association between overall job satisfaction and its nine dimensions—as assessed by the JSS—and individual job performance in a heterogeneous Greek work sample, as well as to test whether job satisfaction is significantly correlated to performance in a regression framework. Based on the theoretical frameworks and empirical evidence reviewed, the following research hypothesis was formulated:

H1: Overall job satisfaction will be positively and statistically significantly related to individual job performance among employees in Greece.

2. METHODOLOGY

2.1. Research Design

A quantitative correlational cross-sectional design was applied. This design is appropriate for investigating associations between psychometrically measured constructs in natural settings without experimental manipulation (Tabachnick et al., 2007). The cross-sectional approach is suitable for initial investigation of the satisfaction–performance link in the Greek context, although it does not allow for causal inferences.

2.2. Participants

Participants were recruited through convenience sampling from professional networks and social networking platforms, including LinkedIn and professional Facebook groups. Inclusion criteria were: (a) age 18 years and older; (b) active employment in Greece; (c) knowledge of the Greek language. Individuals who were unemployed, retired, or students without parallel employment were excluded.

The final sample consisted of N = 96 employees. The gender distribution was 38 men (39.6%) and 58 women (60.4%). Age ranged from 19 to 67 years (M = 36.30, SD = 9.72). Regarding marital status, 54 participants (56.3%) were single, 36 (37.5%) were married, 5 (5.2%) were divorced, and 1 (1.0%) was widowed. The educational level was high: 5 (5.2%) high school graduates, 22 (22.9%) IEK/Technical School graduates, 38 (39.6%) University graduates, 29 (30.2%) Master's degree graduates and 2 (2.1%) PhD graduates.

Regarding employment status, the majority worked full-time (n = 71, 74.0%), 12 (12.5%) part-time and 13 (13.5%) as self-employed. The total years of professional experience were distributed as follows: 3 (3.1%) less than 1 year, 20 (20.8%) 1–5 years, 24 (25.0%) 6–10 years, 33 (34.4%) 11–20 years and 16 (16.7%) over 20 years. In terms of job position, 58 (60.4%) were employees, 19 (19.8%) were supervisors, 16 (16.7%) were freelancers, and 3 (3.1%) were managers.

An a priori power analysis based on Cohen's (2016) criteria indicated that a minimum sample size of N = 84 was required to detect a moderate effect size (r = .30) at α = .05 with a power of .80. The resulting sample size of N = 96 exceeded this threshold, providing sufficient statistical power for all planned analyses.

2.3. Questionnaires

Job satisfaction was measured with the Greek validated Job Satisfaction Survey (JSS; Spector, 1985; Tsounis & Sarafis, 2018). These are 36 self-report questions that assess satisfaction in nine four-item dimensions: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work and Organizational Communication. Each question is rated on a six-point Likert scale from 1 (strongly disagree)

to 6 (strongly agree). Nineteen questions are reverse-coded before the summative scoring, according to the tool's instructions (Spector, 1985), with an additional reversal of question 15 in the Greek version due to a translational change in the semantic dynamics of the sentence (Tsounis & Sarafis, 2018). The score of each subscale is calculated as the average of its four questions (range: 1–6), while the total JSS score (JSS Total) is obtained as the average of all 36 questions. Higher scores indicate greater satisfaction.

Individual performance was assessed with the Greek validated version of the Individual Performance Questionnaire (IWPQ; Galanis et al., 2024; Koopmans et al., 2011). The Greek version of the IWPQ used in this study includes four questions rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), according to the validated adaptation of Galanis et al. (2024). One question is reverse coded. The IWPQ Total score is calculated as the average of the four questions (range: 1–5), with higher scores reflecting greater self-reported performance. The Greek adaptation demonstrated excellent internal reliability (α = .934 in this study).

A structured demographic questionnaire collected information on gender, age, marital status, education level, type of employment, total years of work experience, years in current position, and level of job hierarchy.

2.4. Procedure

Prior to data collection, approval was obtained from the Research Ethics Committee of the SCG Scientific College. The online survey was distributed via a secure link to professional networks and social networking platforms. Before accessing the questionnaire, participants read an information sheet describing the objectives of the study, the voluntary nature of participation, the right to withdraw at any time without consequence, and the anonymous confidential processing of the data. Informed consent was provided digitally before the start of the completion. Data collection took place over a period of approximately eight weeks. No personally identifiable information was collected. The data were stored on password-protected servers accessible only to the research team. The procedures complied with the Code of Ethics of the Hellenic Psychological Society and the Declaration of Helsinki (World Medical Association, 2013).

2.5. Statistical analysis

All analyses were conducted with jamovi (Version 2.6; The jamovi project, 2024). The analytical design involved four sequential steps.

First, internal reliability was assessed for all JSS subscales and for the JSS and IWPQ total scales using Cronbach's α. According to George and Mallery (2003), $\alpha \geq .70$ was considered acceptable and $\alpha \geq .90$ was considered excellent.

Second, distributional conditions were examined using the Shapiro–Wilk test in combination with skewness and kurtosis indices, as recommended by Hair et al. (2010). Given the known sensitivity of Shapiro–Wilk to medium-sized samples, decisions regarding normality were based on the convergent assessment of all three indices, with practical acceptance thresholds of |skewness| < 1 and |kurtosis| < 2 (Tabachnick et al., 2007). Descriptive statistics (M, SD, minimum, maximum, skewness, kurtosis) were also calculated for all continuous variables.

Third, the research hypothesis was tested with the parametric Pearson correlation coefficient (r). The strength of the correlations was interpreted using Cohen's (2013) criteria: small (|r| = .10–.29), moderate (|r| = .30–.49) and large (|r| ≥ .50).

Fourth, a simple linear regression was performed with the IWPQ Total as the dependent variable and the JSS Total as the independent variable. Regression assumptions were verified by Q-Q plot (normality of residuals), residual plot (linearity and homoscedasticity), Durbin–Watson statistic (independence of errors; acceptable range 1.5–2.5), and Cook distance (points of excessive influence; threshold < 1.0). Effect size was expressed as Cohen's f^2 (small = .02, medium = .15, large = .35; Cohen, 2013).

3. RESULTS

This chapter presents the results of the statistical analysis in four consecutive stages: (a) internal reliability of the psychometric tools, (b) normality testing, (c) descriptive statistics and (d) inductive analyses to test the research hypothesis.

3.1. *Reliability Check*

Internal reliability analysis using Cronbach's α was performed for all JSS subscales as well as for the JSS and IWPQ total scales. The results are presented in Table 1.

Table 1 - Internal reliability indices (Cronbach's α) for the JSS and IWPQ scales (N = 96)

Κλίμακα	*k*	*α*
JSS — Total score	**36**	**.913**
Pay	4	.778
Promotion	4	.480
Supervision	4	.797
Fringe Benefits	4	.628
Contingent Rewards	4	.813
Operating Conditions	4	.348
Coworkers	4	.746
Nature of Work	4	.780
Communication	4	.743

IWPQ — Total score	**4**	**.934**

Note: k = number of questions; α ≥ .70 = acceptable reliability; α ≥ .80 = very good; α ≥ .90 = excellent (George & Mallery, 1999)

The total JSS scale (α = .913) and the IWPQ (α = .934) showed excellent internal reliability. Six of the nine JSS subscales showed acceptable to very good levels of reliability (α = .743–.813). Given the excellent reliability of the total scales, further analyses were based on the JSS Total and IWPQ Total scores.

3.2. *Normality Check*

Normality was assessed using the Shapiro–Wilk test in combination with skewness and kurtosis indices, as recommended by Hair et al. (2010). Although the Shapiro–Wilk test revealed statistically significant deviations from normality for several variables (W = .958–.988, p = .003–.518), the skewness (range: −0.44 to 0.48) and kurtosis (range: −1.00 to 0.50) indices remained well within acceptable limits for all variables. Critically, the JSS Total exhibited almost perfect normality (W = .991, p = .768, skewness = −0.04, kurtosis = −0.20), while the IWPQ Total, despite a statistically significant Shapiro–Wilk result (W = .957, p = .003), exhibited a flat-convex distribution without skewness (skewness = −0.11, kurtosis = −1.00). The parametric Pearson coefficient and linear regression were therefore applied.

3.3. *Descriptive Statistics*

Table 2 presents the descriptive indices for the JSS subscales, the JSS Total, and the IWPQ Total.

Table 2 - Descriptive indices for the JSS, JSS Total and IWPQ Total subscales (N = 96)

Μεταβλητή	*N*	*M*	*SD*	Min	Max	Skew	Kurt
JSS (range 1–6)							
Pay	96	3,07	1,18	1,00	5,50	−0,15	−0,79
Promotion	96	3,02	0,94	1,00	5,75	0,18	0,03
Supervision	96	4,21	1,19	1,50	6,00	−0,23	−0,96
Fringe Benefits	96	2,98	1,05	1,00	5,50	0,01	−0,59
Contingent Rewards	96	3,26	1,23	1,00	6,00	0,01	−0,63
Operating Conditions	96	2,96	0,90	1,00	5,75	0,48	0,50
Coworkers	96	3,97	1,11	1,25	6,00	−0,38	−0,35
Nature of Work	96	3,98	1,20	1,00	6,00	−0,44	−0,26
Communication	96	3,65	1,16	1,00	6,00	0,12	−0,45
Total	**96**	**3,45**	**0,76**	**1,39**	**5,33**	**−0,04**	**−0,20**
IWPQ Total (range 1–5)	**96**	**3,09**	**1,09**	**1,00**	**5,00**	**−0,11**	**−1,00**

Note. M = mean; SD = standard deviation; Skew = skewness; Kurt = kurtosis

Regarding job satisfaction, the Supervision subscale recorded the highest mean (M = 4.21, SD = 1.19), indicating relative satisfaction with the immediate supervisor. Lower satisfaction was observed for Working Conditions (M = 2.96), Benefits (M = 2.98), and Promotion (M = 3.02), reflecting dissatisfaction with the structural and external aspects of the employment relationship—a finding consistent with the documented effects of economic pressure on Greek work life (Karaferis et al., 2022). The JSS Total score (M = 3.45, SD = 0.76, on a scale of 1–6) corresponds to moderate overall job satisfaction. The IWPQ Total score (M = 3.09, SD = 1.09, on a scale of 1–5) indicates moderate self-reported performance with significant individual variation (range: 1.00–5.00).

3.4. *Inductive Statistics*

Pearson correlations were calculated between all nine JSS subscales, the JSS Total, and the IWPQ Total. The results are presented in Table 3.

Table 3 - Table of bivariate Pearson correlations for the JSS and IWPQ Total subscales (N = 96)

Variable	1	2	3	4	5	6	7	8	9	10	11
1. Pay	—										
2. Promotion	.66***	—									
3. Supervision	.46***	.33**	—								
4. Fringe Benefits	.74***	.64***	.42***	—							
5. Contingent Rewards	.76***	.61***	.56***	.64***	—						
6. Operating Conditions	.16	−.01	.02	.21*	.17	—					
7. Coworkers	.38***	.36***	.65***	.37***	.49***	.07	—				
8. Nature of Work	.26**	.35***	.44***	.23*	.31**	−.07	.42***	—			
9. Communication	.43***	.35***	.59***	.41***	.52***	.09	.53***	.40***	—		
10. JSS Total	.80***	.70***	.75***	.76***	.84***	.24*	.71***	.56***	.72***	—	
11. IWPQ Total	**.44*** **	**.35*** **	**.36*** **	**.41*** **	**.46*** **	**.17**	**.43*** **	**.19**	**.27****	**.50*** **	—

Note. * p < .05. ** p < .01. *** p < .001

The research hypothesis was confirmed. The JSS Total showed a statistically significant strong positive correlation with the IWPQ Total, r(94) = .504, p < .001, exceeding the expected moderate correlation (r ≈ .30–.40; Judge et al., 2001; Yang et al., 2024). Seven of the nine JSS subscales showed statistically significant positive correlations with performance: Pay (r =

.455, p < .001), Contingent Rewards (r = .443, p < .001), Coworkers (r = .429, p < .001), Benefits (r = .409, p < .001), Supervision (r = .356, p < .001), Promotion (r = .350, p < .001), and Communication (r = .272, p = .007). In contrast, the Nature of Work (r = .193, p = .059) and Working Conditions (r = .171, p = .095) subscales were not statistically significantly associated with performance.

A simple linear regression was performed with IWPQ Total as dependent variable and JSS Total as independent variable. The four assumptions were tested: (a) satisfactory normality of residuals (Q-Q plot), (b) linearity and homoscedasticity (residuals plot), (c) absence of autocorrelation (Durbin–Watson = 1.85, p = .474, within the acceptable range of 1.5–2.5), and (d) absence of outliers (max Cook's distance = .122 < 1.0). The results are presented in Table 4.

Table 4 - Simple Linear Regression Results: Association with IWPQ Total from JSS Total (N = 96)

	B	*SE*	β	*t*	*p*	95% CI
Constant	0,579	0,453	—	1,28	.205	[−0,321, 1,479]
JSS Total	**0,726**	**0,128**	**.504**	**5,66**	**< .001**	**[0,472, 0,981]**

Note. B = unweighted regression coefficient; SE = standard error; β = weighted coefficient; CI = confidence interval. R = .504; R^2 = .255; Adjusted R^2 = .247; F (1, 94) = 32.1, p < .001

The regression model was found to be statistically significant, F(1, 94) = 32.1, p < .001, explaining 25.5% of the variability in individual performance (R^2 = .255, Adjusted R^2 = .247). The effect size was calculated as medium (Cohen's f^2 = .342). Job satisfaction was statistically significant and positively correlated to individual performance, B = 0.726, SE = 0.128, β = .504, t(94) = 5.66, p < .001, 95% CI [0.472, 0.981]. For every one-unit increase in JSS Total, an increase of 0.726 units in IWPQ Total is expected. The research hypothesis was fully confirmed: job satisfaction presents a statistically significant and practically essential association with individual professional performance among employees in Greece.

4. DISCUSSION

This study investigated the relationship between job satisfaction and individual job performance in 96 Greek employees, testing whether satisfaction is correlated to performance. The main finding—a strong positive correlation (r = .504) and a significant regression result (R^2 = .255)—confirmed and exceeded the research hypothesis. The following sections interpret these results in relation to theoretical frameworks and prior empirical evidence, address non-significant findings, identify methodological limitations, and present practical and scientific implications.

The size of the satisfaction–performance correlation (r = .504) substantially exceeds the mean true correlation mean effect reported by Judge et al. (2001; ρ = .30) and the expected

range of r ≈ .30–.40 from more recent meta-analyses and empirical studies (Riketta, 2008; Yang et al., 2024). This stronger-than-expected effect may be attributable to several factors. First, the use of self-reports for the criterion may have inflated the observed correlation through common method variance (Koopmans et al., 2011). Second, the Greek socioeconomic context may reinforce the satisfaction–performance relationship: in an environment characterized by compressed wages, reduced career prospects, and persistent job insecurity, the motivating effect of satisfaction on performance may be proportionally stronger than in more economically stable work contexts (Gazi et al., 2024; Kitsios & Kamariotou, 2021).

Regression results support this interpretation: job satisfaction alone explains 25.5% of the variance in individual performance ($R^2 = .255$), a level of power remarkable for a univariate model and consistent with recent findings from multinational samples (Yang et al., 2024). The unweighted regression coefficient (B = .726) implies that each one-unit increase in overall job satisfaction corresponds, on average, to a 0.726-unit increase in self-reported performance—a substantial relationship of practical interest for organizational interventions.

The subscale-level correlations provide theoretically eloquent nuance. Pay, Contingent rewards, Coworkers, and Benefits were the four strongest subscales. The dominance of Pay (r = .455) aligns with Vroom's (1964) expectancy theory: employees who perceive that good performance is recognized and rewarded are more motivated to invest effort, creating a virtuous cycle between satisfaction and performance. The strength of Reward (r = .443) reflects the driving force of perceived reward justice, especially in a context in which many Greek workers have experienced real wage cuts (Karaferis et al., 2022). The emergence of coworkers (r = .429) is consistent with relational theories of motivation: positive interpersonal relationships in the workplace create emotional resources that enhance task engagement and discretionary effort (Xanthopoulou et al., 2012).

Two subscales did not show statistically significant correlations with performance: Nature of Work (r = .193, p = .059) and Working Conditions (r = .171, p = .095). The absence of a significant correlation for Working Conditions is partly attributable to the extremely low internal reliability of this subscale ($\alpha = .348$), which substantially reduces its ability to correlate with external criteria through measurement error (Tsounis & Sarafis, 2018). Scores on this subscale should not be interpreted as valid measures of the underlying construct in the present sample.

All the above research findings could be possibly explained by relevant theories. The non-significant finding for Nature of Work is theoretically more problematic, given the classic claim of Herzberg et al. (1959) that intrinsic job characteristics are primary motivators. One interpretation suggests that under conditions of economic stress, employees' cognitive capacity may be disproportionately directed toward external concerns—pay adequacy, job security, recognition—leaving less psychological space for internal sources of motivation to function as performance drivers (Amabile & Pratt, 2016; Gazi et al., 2024).

The present findings are consistent with the established meta-analytic literature documenting a positive satisfaction–performance relationship (Judge et al., 2001; Riketta, 2008). The positive direction and statistical significance of the main finding are consistent with previous evidence, while the pattern at the subscale level—with Pay, Contingent rewards, and Social Dimensions showing the strongest associations—is consistent with evidence from multiple national contexts (Yang et al., 2024). In the Greek context, the results extend the findings of Kitsios and Kamariotou (2021) and Karaferis et al. (2022) by providing evidence from a diverse occupational sample—covering the private sector, the public sector, and self-employment—rather than focusing exclusively on health or public administration workers.

Several limitations limit the interpretation and generalizability of the present findings. First, the cross-sectional design precludes causal inferences. The regression model presents the association of satisfaction with performance, but the reverse direction—in which successful performance creates satisfaction—is equally theoretically plausible and cannot be ruled out based on the present data (Riketta, 2008). Determining temporal priority would require longitudinal designs.

Second, convenience sampling via online platforms may overrepresent educated, digitally active professionals. Third, the use of exclusively self-reports for the criterion introduces common methodological variance that may have artificially inflated the observed associations (Koopmans et al., 2011). Fourth, the achieved sample size (N = 96) falls short of the initially targeted N = 150, potentially reducing the statistical power to detect smaller effect sizes. Fifth, the low reliability of the Working Conditions (α = .348) and Promotion (α = .480) subscales suggests that findings concerning these dimensions require particular interpretive caution.

Finally, a limitation of the present study is the increased risk of Type I error (false positives) due to multiple testing, as nine separate correlations were calculated between the JSS subscales and the IWPQ Total without statistical correction. These analyses were exploratory, intended to generate hypotheses regarding specific subscale relationships. Consequently, the unadjusted p-values should be interpreted with caution, and future confirmatory studies are required to validate these specific associations.

Despite the above limitations, the present findings have important implications for human resource management in Greek organizations. The strong relationship between job satisfaction and performance (R^2 = .255) suggests that investments in satisfaction yield measurable job performance. Subscale-level evidence suggests that the greatest job performance may be achieved through initiatives targeting Pay, Coworker Relations, and Benefits (Koopmans et al., 2011; Yang et al., 2024).

In the Greek organizational context, where financial constraints have eroded many traditional incentives, team and supervisor support emerges as a cost-effective lever for improving performance. Team development programs, peer mentoring, and transparent

recognition systems may offer a better cost-effectiveness ratio for Greek organizations operating under budgetary constraints (Karaferis et al., 2022; Lee & Jo, 2023).

Future research should address the identified limitations by implementing longitudinal designs to clarify the causal direction (Riketta, 2008) and multilevel performance assessments to mitigate common methodological variance. Mediation analyses examining psychological capitalization (Jung & Yoon, 2015), work engagement (Lee & Jo, 2023), or organizational commitment as intermediate variables would advance the theoretical understanding of the mechanisms through which satisfaction influences performance in the Greek context. Finally, a psychometrically revised Greek translation of the Working Conditions subscale would address the identified reliability problem, allowing for a more valid assessment of this theoretically important dimension of work life.

5. CONCLUSION

The present study provides strong evidence that job satisfaction is positively and significantly related to individual job performance among Greek workers, with an effect size exceeding previous meta-analytic estimates. Simple linear regression confirmed that job satisfaction has a significant association with performance, explaining approximately one-quarter of the variance in self-reported performance ($R^2 = .255$). Among the nine JSS dimensions, Pay, Contingent rewards, Coworker Relations, and Benefits showed the strongest associations with performance, suggesting that both material and relational dimensions of the work relationship drive the motivational process in the Greek population. These findings enrich the body of evidence on the satisfaction–performance relationship in non-English-speaking and economically disadvantaged national contexts, providing an empirical basis for effective, evidence-based human resource management strategies in Greek organizations.

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