

# What Influences Job Satisfaction Among Front Office Customer Service Employees?

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**Abstract:** This study examines key drivers of job satisfaction among front office employees in customer service roles, where employee behavior critically shapes brand perception. Focusing on working conditions, compensation, development opportunities, and interpersonal relationships, the research uses structured questionnaires to identify factors that enhance engagement and performance. Results highlight the importance of recognition, career advancement opportunities, and positive workplace relationships. The paper offers practical recommendations for improving these factors and highlights areas for future research in the field.

**Keywords:** Job satisfaction, Customer service, Working conditions, Front office, Satisfaction factors.

## 1. Introduction

Job satisfaction plays a pivotal role in employee performance and organizational success. Closely tied to psychological well-being and commitment, it reflects the alignment between job demands and employee expectations (Bush & Middlewood, 2005). In front office roles, where customer interaction is constant, satisfaction influences both performance and retention, fostering a productive work environment.

Customer service employees often face high stress due to the nature of their duties. In such settings, satisfaction correlates with service quality, employee well-being, and organizational competitiveness (Herzberg *et al.*, 1959; Locke, 1976).

This study explores the main conditions affecting job satisfaction, focusing on working conditions, compensation, professional development, and workplace relationships. Its key objectives are:

1. To identify main satisfaction drivers, including tangible (e.g., compensation) and intangible (e.g., recognition) factors.
2. To assess how satisfaction relates to performance, particularly its effects on productivity and turnover in customer-facing roles.
3. To offer practical recommendations for improving job satisfaction and service quality through actionable organizational strategies.

This study highlights the critical role of job satisfaction in business success, especially in customer service. As Locke (1976) notes, identifying satisfaction drivers helps organizations boost productivity, reduce turnover, and improve competitiveness. In dynamic business environments, employee satisfaction is a strategic priority (Locke, 1968), particularly in front office roles where staff face intense pressure and represent the primary link between the company and its customers (Robbins & Judge, 2017).

Organizations with high employee satisfaction enjoy greater productivity, lower attrition, and superior service quality (Schneider & Bowen, 1985). This is especially true where human interaction shapes customer experience. Front office employees now face heightened demands, such as rapid adaptability and increased stress—trends intensified by events like the COVID-19 pandemic, which redefined workplace priorities and emphasized employee well-being.

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By analyzing the factors that influence satisfaction, this study supports efforts to enhance employee well-being and service quality. As Judge *et al.* (2001) suggest, organizations that invest in well-being are better positioned for sustained performance. Ultimately, this research contributes both to theory and practice by promoting better working conditions and stronger organizational outcomes.

The rest of this study is organized as follows. Section 2 presents the literature review and discusses the main factors influencing job satisfaction, including working conditions, compensation and benefits, professional development opportunities, and workplace relationships. Section 3 outlines the theoretical framework, analyzing key motivational theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Hackman and Oldham's Job Characteristics Model, Vroom's Expectancy Theory, and Locke's Goal-Setting Theory. Section 4 describes the research methodology, including the research design, participant selection, and the data collection instruments used in the study. Section 5 presents the empirical findings through descriptive statistical analysis of the survey responses, highlighting trends related to job satisfaction among front office employees. Finally, Section 6 discusses the key findings, offers practical recommendations for improving job satisfaction, and outlines directions for future research. The paper concludes by reflecting on its limitations and emphasizing the importance of continued investigation into workplace satisfaction.

## 2. Literature Review

### 2.1. Working Conditions

In customer-facing roles, working conditions significantly influence job satisfaction. A clean, safe, and well-equipped environment enhances performance, reduces accidents, and supports psychological well-being (Dessler & Al Ariss, 2012). These conditions span physical, technological, and social dimensions, each impacting the employee experience.

#### Physical Conditions

Elements such as lighting, temperature, noise, and layout directly affect health and satisfaction. Poor environments can increase absenteeism and stress, while well-maintained spaces boost comfort and morale. Organizations that invest in ergonomic design and safety benefit from improved productivity and reduced burnout.

#### Technological Conditions

Efficient service delivery in front office roles relies on modern tools and systems. Updated technologies facilitate workflow and reduce stress, while outdated equipment can hinder performance and cause dissatisfaction (Locke & Latham, 2002). Providing reliable digital infrastructure is essential for job efficiency and satisfaction.

#### Social Conditions

Positive interactions with colleagues and supervisors foster support and a sense of belonging, enhancing satisfaction and commitment (Robbins, 2005). Strong internal communication and HR practices promote collaboration, while negative dynamics—such as conflict or isolation—reduce morale and effectiveness. In front office settings, teamwork and managerial support are vital to operational success.

### 2.2. Compensation and Benefits

Compensation and benefits are central to job satisfaction and organizational commitment. Fair and sufficient monetary rewards—such as salaries, bonuses, and raises—help meet financial needs, signal recognition, and support well-being. When aligned with employee expectations and role demands, compensation contributes to retention and performance.

A competitive pay structure not only attracts talent but also fosters long-term engagement. Inadequate or inequitable compensation, by contrast, can lead to dissatisfaction and turnover. Perceived fairness—both internal and external—is vital. Employees are more satisfied when pay reflects their responsibilities, contributions, and market standards (Robbins, 2005).

Beyond salary, non-monetary benefits—such as allowances, health insurance, additional leave, and flexible work arrangements—enhance job satisfaction by improving security and work-life balance (Armstrong & Taylor, 2014; Mullins, 2016). Especially during economic uncertainty, such benefits help reduce stress and reinforce organizational loyalty.

Performance-based compensation systems, when transparent and based on clear criteria, can further boost motivation and satisfaction (Armstrong & Taylor, 2014). Regular, merit-based salary adjustments also contribute to a sense of progress and development. Conversely, stagnant or poorly explained pay systems may erode engagement over time (Milkovich *et al.*, 2014).

### 2.3. Professional Development

Professional development is a key driver of job satisfaction and employee retention. Beyond enjoying their work, employees seek growth and recognition within the organization. As Robbins & Judge (2012) note, committed and motivated staff are essential to organizational value.

Development efforts—such as training programs, seminars, and certifications—enhance skills, performance, and engagement. These opportunities affirm employees' personal value and foster loyalty. Integrating development into career structures reinforces fairness and rewards effort, contributing to a culture of advancement (Armstrong & Taylor, 2014).

Beyond formal training, mentoring and leadership programs help prepare employees for future roles, increasing satisfaction by recognizing potential. When professional growth is supported strategically, individuals are empowered to shape their careers through meaningful challenges.

For organizations, investing in development yields higher performance, greater innovation, and sustained competitiveness. As Mullins (2016) asserts, it lays the groundwork for long-term success by ensuring employees remain skilled and adaptable.

### 2.4. Relationships with Colleagues and Supervisors

Workplace relationships significantly impact job satisfaction and performance. Positive interactions with colleagues and supervisors enhance communication, reduce stress, and promote a sense of support and belonging.

Strong peer relationships encourage mutual assistance, team cohesion, and collaboration, all of which contribute to a productive work climate. Open communication fosters idea sharing and innovation, strengthening trust and fairness within teams (Robbins & Judge, 2017).

Equally crucial are relationships with supervisors. Supportive leadership increases engagement and commitment, while recognition of employee efforts fosters loyalty and reduces turnover. Trust plays a central role—employees who trust their managers are more likely to follow guidance and align with organizational goals. A lack of trust, by contrast, can lead to dissatisfaction and reduced performance (Herzberg *et al.*, 1959).

Managerial inclusion of employees in decision-making enhances satisfaction by reinforcing autonomy and perceived fairness (Armstrong & Taylor, 2014). Employees involved in shaping their work environment feel more valued and responsible for outcomes.

In sum, healthy relationships built on trust, fairness, and communication are essential for satisfaction and performance. Organizations that cultivate supportive interpersonal dynamics are more likely to sustain a motivated and effective workforce.

## 3. Theoretical Foundations of Job Satisfaction

### 3.1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs (1943) is a foundational model for understanding workplace motivation and job satisfaction. It comprises five ascending levels: physiological, safety, social, esteem, and self-actualization. Each level must be partly satisfied before progressing to the next, with fulfillment directly influencing performance.

Physiological needs refer to basic survival—adequate salary, rest, and a safe, clean environment. If these needs are not met, performance and satisfaction are hindered.

Safety needs involve job security, stable income, and protection from physical or emotional harm. Insecure work environments raise stress and reduce commitment.

Social needs include belonging and positive interactions. Encouraging teamwork and open communication fosters collaboration and improves satisfaction. Lack of interaction, by contrast, leads to isolation and disengagement.

Esteem needs relate to recognition and respect. When employees feel appreciated by peers and supervisors, their motivation and commitment rise (Armstrong & Taylor, 2014).

Self-actualization is the pursuit of personal growth and potential. Organizations that offer creative challenges and development opportunities support this need, enhancing satisfaction and innovation (Judge *et al.*, 2001).

While Maslow's model has faced criticism, it remains a useful framework for understanding employee motivation. Addressing these needs helps organizations cultivate engagement, productivity, and long-term satisfaction.

### 3.2. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) distinguishes between motivators—which drive satisfaction—and hygiene factors—which prevent dissatisfaction. Motivators include intrinsic elements like achievement, recognition, and advancement, while hygiene factors involve salary, job security, and interpersonal relations (Herzberg *et al.*, 1959).

Motivators enhance satisfaction and engagement, whereas hygiene factors, though essential, do not by themselves create motivation. Their absence, however, can lead to dissatisfaction. For instance, lack of recognition or development opportunities may reduce motivation, while poor working conditions can increase turnover (Bassett-Jones & Lloyd, 2005).

Organizations applying this theory often improve outcomes by strengthening motivators—such as offering career growth—and managing hygiene elements like safety and fair compensation (Armstrong & Taylor, 2014). This dual focus promotes both satisfaction and productivity.

Despite critiques—such as oversimplification or rigid factor separation—the model remains a valuable HRM tool for designing effective motivation strategies and improving the work environment (Judge *et al.*, 2001).

### 3.3. Hackman and Oldham's Job Characteristics Model

Hackman and Oldham's Job Characteristics Model (1976) explores how job design influences motivation and satisfaction. The model identifies five core job elements—skill variety, task identity, task significance, autonomy, and feedback—which foster three key psychological states: meaningfulness, responsibility, and knowledge of results.

1. Skill Variety: Engaging multiple skills increases interest and engagement.
2. Task Identity: Completing whole tasks enhances ownership and satisfaction.
3. Task Significance: Work perceived as impactful boosts motivation.
4. Autonomy: Freedom in task execution fosters responsibility and intrinsic motivation.
5. Feedback: Timely, specific feedback helps employees track and improve performance.

When these characteristics align with the psychological states, employees experience greater motivation, performance, and job satisfaction. The model also considers individual differences in how job features affect motivation.

Despite its strengths, JCM faces criticism for limited applicability across cultures and organizational contexts (Parker, Morgeson & Johns, 2017). Nevertheless, it remains a key framework for designing motivating and satisfying jobs.

### 3.4. Vroom's Expectancy Theory

Vroom's Expectancy Theory (1964) explains motivation as a rational process where individuals assess the likelihood that their effort will lead to performance and, in turn, to valued rewards. Motivation arises when employees believe their actions will produce desirable outcomes.

The theory comprises three key components:

1. Expectancy—the belief that effort will lead to improved performance. Influencing factors include ability, training, and organizational support. When confidence in one's capability is high, motivation increases.
2. Instrumentality—the belief that performance will lead to specific rewards. This depends on trust in the organization and perceptions of fairness (Lunenburg, 2011).
3. Valence—the value placed on rewards. The more desirable the outcome, the greater the motivation to achieve it. Vroom's model highlights how employees weigh effort, performance, and reward likelihood before acting. For organizations, aligning expectations, performance standards, and meaningful rewards is crucial for enhancing motivation and satisfaction (Schermerhorn *et al.*, 2011).

### 3.5. Goal-Setting Theory (Locke)

Edwin Locke's Goal-Setting Theory (1968) emphasizes that clear, specific, and challenging goals enhance motivation and performance. Employees are more likely to increase their effort when pursuing well-defined and demanding objectives (Locke & Latham, 2002).

The theory asserts that goal clarity and difficulty are critical. Challenging but attainable goals foster motivation and commitment. Involving employees in setting goals further strengthens engagement and ownership (Locke & Latham, 2013). Effective goals typically follow the SMART framework—Specific, Measurable, Achievable, Relevant, and Time-bound. When applied correctly, such goals boost motivation, while vague or unrealistic goals can hinder performance (Lunenburg, 2011). Despite some criticism—mainly regarding its focus on individual rather than team goals—Goal-Setting Theory remains a widely used and effective framework in HRM for enhancing job satisfaction and performance (Locke & Latham, 2013).

## 4. Methodology

### 4.1. Research Design

This study adopts a quantitative research design to investigate factors influencing job satisfaction among front office employees in the customer service sector. The design outlines the methodology, data collection tools, and analytical approach to ensure validity and reliability.

#### Research Strategy

A quantitative approach was chosen to allow for broad data analysis and generalizable results (Creswell, 2014). Structured questionnaires were used to measure key job satisfaction factors—working conditions, compensation, professional development, and workplace relationships—based on established theoretical models.

#### Data Collection Tools

The questionnaire was developed using validated constructs and carefully worded items to ensure clarity and reliability (Dillman *et al.*, 2014). Distributed electronically, it offered convenient access and encouraged participation.

#### Data Analysis Methods

Data were analyzed using descriptive statistics, including means and standard deviations, supported by tables and charts for visual clarity. These methods facilitate the identification of patterns and relationships, providing insight into the key determinants of job satisfaction.

### 4.2. Participant Selection

Participant selection was critical to ensuring valid and reliable findings. This study focused on front office employees in the customer service sector, whose satisfaction significantly affects organizational performance and customer experience.

A criterion-based sampling method was used to select participants with at least one year of experience in front office roles, ensuring familiarity with job demands. The sample included individuals of varying ages, genders, education levels, and work experience to capture diverse perspectives and reduce potential bias.

Participants were fully informed about the study's purpose, and anonymity and confidentiality were guaranteed to encourage honest responses. They were also advised of their right to withdraw at any time, in accordance with standard ethical research principles.

This structured and ethical approach enhances the study's generalizability, allowing insights to be applied across diverse front office contexts and supporting more informed efforts to improve job satisfaction.

### 4.3. Data Collection Instruments

Questionnaires were used as the primary data collection tool, enabling the systematic and reliable gathering of quantitative data from front office employees. This method aligned with the study's aim of examining factors influencing job satisfaction.

## Questionnaire Design

Based on established literature, the questionnaire included closed-ended items—mainly Likert-scale questions—designed for clarity and alignment with research objectives. This structure facilitated the quantification of perceptions and attitudes.

## Reliability and Validity

A pilot test with a small sample preceded the main distribution, helping to identify and correct ambiguities. This step enhanced the reliability and internal consistency of the instrument.

## Alignment with Research Objectives

The questionnaire was tailored to capture core dimensions of job satisfaction, such as autonomy, working conditions, and development opportunities. This focus ensured that the data would effectively support the analysis and reveal key relationships relevant to improving satisfaction and performance.

## 5. Questionnaire Analysis Methodology

The questionnaire was central to assessing job satisfaction among front office employees, capturing perceptions across key work-related dimensions.

### Structure and Content

Divided into two sections—demographics and job satisfaction—the questionnaire allowed for analysis across diverse respondent groups. Demographic variables included gender, age, education, experience, and industry, supporting comparative insights (Creswell, 2011).

The second section featured 20 Likert-scale items addressing factors such as working conditions, compensation, development opportunities, and workplace relationships. The five-point scale (1 = not at all satisfied; 5 = completely satisfied) ensured consistent measurement (Nardi, 2018).

### Validity and Reliability

Validity was ensured by aligning items with the study's objectives and theoretical framework. Reliability was supported through standardized scaling, clear wording, and a structured format, enhancing internal consistency and minimizing misinterpretation (Nardi, 2018).

### Significance of Findings

The questionnaire results are expected to offer actionable insights into employee experiences. These findings can guide strategies to improve work conditions, reduce burnout, and enhance job satisfaction and retention.

### 5.1. Processing and Presentation of Demographic Data

The analysis of demographic data is based on information collected from 128 responses. The questionnaire was distributed electronically via email and Viber, providing a broad sample that reflects the characteristics of the participants and their potential connection to job satisfaction.

#### Gender

Out of the total 128 responses, the majority of participants identified as female (48.4%), followed by male respondents (35.9%), while a smaller percentage (15.6%) chose not to disclose their gender.

Table 1. Gender distribution

Gender	N	Percentage (%)
Male	46	35.9%
Female	62	48.4%
Prefer not to say	20	15.6%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 2. Age distribution of participants

Age Group (Years)	N	Percentage (%)
18–25	30	23.4%
26–35	21	16.4%
36–45	37	28.9%
46–55	27	21.1%
56+	13	10.2%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 3. Educational level of participants

Educational Level	N	Percentage (%)
University degree	47	37.0%
High school	33	26.0%
Higher vocational degree	28	22.0%
Master's degree	18	14.2%
Doctoral degree	1	0.8%
<b>Total</b>	<b>128</b>	<b>100%</b>

## Age

The participants represented a diverse range of age groups. The largest percentage (28.9%) fell within the 36–45 age category, followed by those aged 18–25 (23.4%) and 46–55 (21.1%). Smaller proportions were observed in the 26–35 (16.4%) and 56+ (10.2%) categories. These data provide important insight into the demographic composition of the sample and highlight age-based variation among front office employees.

## Educational Level

Among the 128 participants, the largest proportion (37.0%) held a university degree, followed by high school graduates (26.0%) and those with a degree from a higher vocational or technical institution (22.0%). A smaller share reported holding a master's degree (14.2%), while only 0.8% had completed doctoral studies. The detailed breakdown is presented in Table 3.

The predominance of university graduates may reflect the typical qualifications required for front office positions, which often favor candidates with higher academic credentials. The considerable presence of high school and vocational graduates highlights the alignment of these education levels with the core requirements of such roles. The relatively low representation of postgraduate and doctoral degree holders may suggest that individuals with advanced qualifications tend to pursue different career paths.

## Total Work Experience (in Years)

The distribution of total work experience among front office employees shows notable variation. The largest percentage (25.8%) reported having 2–5 years of experience, which may suggest a preference for younger staff in these roles or

Table 4. Total work experience (in years)

Total Work Experience (Years)	N	Percentage (%)
0–1 years	27	21.1%
2–5 years	33	25.8%
6–10 years	25	19.5%
11–15 years	20	15.6%
16+ years	23	18.0%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 5. Type of employment

Type of Employment	N	Percentage (%)
Full-time	58	45.3%
Fixed-term	41	32.0%
Part-time	21	16.4%
Other	8	6.3%
<b>Total</b>	<b>128</b>	<b>100%</b>

indicate limited tenure due to the nature of the work. This is followed by the 0–1 year group (21.1%) and the 6–10 years group (19.5%). Smaller proportions were observed among participants with 11–15 years (15.6%) and 16+ years (18.0%) of experience.

### Type of Employment

Table 5 below presents the distribution of employment types among front office workers, highlighting notable differences.

The majority of employees (45.3%) reported working on a full-time basis, suggesting that front office roles are predominantly stable positions that require a full commitment. A significant portion (32.0%) reported having fixed-term contracts, reflecting employers' flexibility in addressing temporary or seasonal staffing needs.

Part-time employment accounted for 16.4% of the responses, indicating that some workers prefer more flexible working hours. Additionally, 6.3% reported other forms of employment, which may include internships or external partnerships.

### Summary of Demographic Findings

The demographic data collected from front office employees provide a comprehensive profile of the sample and reveal key patterns:

1. **Gender:** The majority of participants were women (48.4%), highlighting the predominance of females in front office roles, which often require strong communication and customer service skills.
2. **Educational Level:** A substantial portion (37.0%) held a university degree, while 26.0% were high school graduates. This indicates that front office positions are filled by individuals with diverse educational backgrounds, where emphasis is placed more on skillsets than strictly on high academic credentials.
3. **Total Work Experience:** Most employees had 2–5 years of experience (25.8%), with notable representation in the 0–1 year (21.1%) and 6–10 year (19.5%) categories. This suggests a relatively young workforce with growth potential, as well as high mobility within the sector.
4. **Type of Employment:** Full-time employment dominated (45.3%), followed by fixed-term contracts (32.0%). This points to a preference among employers for flexible staffing arrangements to address operational demands.

Table 6. Satisfaction with working conditions

Response	N	Percentage (%)
Strongly Agree	62	48.4%
Agree	35	27.3%
Neutral	16	12.5%
Disagree	12	9.4%
Strongly Disagree	3	2.3%
<b>Total</b>	<b>128</b>	<b>100%</b>

## Overall Conclusion

The demographic analysis indicates that front office positions are predominantly staffed by women with diverse educational backgrounds and moderate levels of professional experience. The dominance of full-time employment reflects the stability required for these roles, while the notable presence of fixed-term contracts highlights the need for flexibility in meeting staffing demands. These observations provide valuable insights for shaping strategies aimed at enhancing job satisfaction, supporting skill development, and improving employee retention in customer-facing positions.

## 5.2. Descriptive Statistical Analysis of Responses

Descriptive statistics—mainly frequencies and percentages—were used to present participants' responses and identify distribution patterns across questionnaire items. The analysis focused on summarizing observable trends without employing additional statistical measures like means or standard deviations.

Tables were used to illustrate common responses and reveal patterns related to job satisfaction factors. This method provided an overview of employee perceptions based on actual response rates.

### Satisfaction with Working Conditions

*Survey item: "My physical workspace helps me perform my duties effectively".*

A total of 48.4% of participants Strongly Agreed, and 27.3% Agreed, indicating a largely positive perception of the front office environment. However, 12.5% remained neutral, and 11.7% expressed some level of dissatisfaction. These findings suggest that while most employees find the workspace adequate, targeted improvements may be necessary to address specific concerns among less satisfied staff.

This analysis supports practical recommendations for enhancing physical conditions based on employee feedback.

### Suitability of Working Conditions for Managing Customer Interactions

*Survey item: "My working conditions are suitable for managing a high volume of customer interactions".*

Most respondents reported that their working conditions are suitable for managing a high volume of customer interactions, with 43.8% selecting Strongly Agree and 25.0% Agree. However, 19.5% expressed a neutral stance, indicating some uncertainty about the adequacy of their work environment. Additionally, 11.7% (7.8% Disagree, 3.9% Strongly Disagree) felt that their working conditions were insufficient—highlighting a need for improvements such as additional tools, resources, or enhanced support systems.

### Employee Benefits and Basic Needs Coverage

Table 8 presents the distribution of responses to the statement: *"The benefits provided by my company cover my basic needs (e.g., leave, insurance)".* A total of 128 participants responded to this item, and the results are summarized below:

The majority of respondents—38 individuals (29.7%)—agreed that the company's benefits meet their basic needs. However, 31 respondents (24.2%) maintained a neutral stance. Notably, 50 respondents (39.1%), including those who disagreed or strongly disagreed, expressed dissatisfaction with the benefits provided.

Table 7. Suitability of working conditions for managing customer interactions

Response	N	Percentage (%)
Strongly Agree	56	43.8%
Agree	32	25.0%
Neutral	25	19.5%
Disagree	10	7.8%
Strongly Disagree	5	3.9%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 8. Employee benefits and basic needs coverage

Response	N	Percentage (%)
Strongly Agree	9	7.0%
Agree	38	29.7%
Neither Agree nor Disagree	31	24.2%
Disagree	27	21.1%
Strongly Disagree	23	18.0%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 9. Perceived competence in customer service

Response	N	Percentage (%)
Strongly Agree	2	1.6%
Agree	13	10.2%
Neither Agree nor Disagree	30	23.4%
Disagree	55	43.0%
Strongly Disagree	28	21.9%
<b>Total</b>	<b>128</b>	<b>100%</b>

These results suggest that although there is some positive sentiment, there remains a critical need for improvement in the area of employee benefits.

#### Perceived Competence in Customer Service

A total of 128 participants responded to the statement: *“I feel that I possess the necessary skills to effectively serve customers”*. The results reveal the following:

A significant proportion—43.0% (55 participants)—agreed with the statement, while 23.4% (30 participants) maintained a neutral stance. At the same time, 21.9% (28 participants) expressed strong disagreement, indicating that some employees do not feel sufficiently qualified to manage customer service tasks.

A very small percentage—1.6% (2 participants)—reported strong agreement, while 10.2% (13 participants) expressed partial disagreement.

These findings suggest that although many employees consider themselves capable, a considerable portion—nearly one-fifth—express doubts or dissatisfaction regarding their skill level. This highlights the importance of targeted training and employee development programs aimed at strengthening core customer service competencies.

Table 10. Ability to handle demanding or dissatisfied customers

Response	N	Percentage (%)
Yes	96	75.0%
No	32	25.0%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 11. Customer recognition and its impact on employee satisfaction and commitment

Response	N	Percentage (%)
Strongly Agree	4	3.1%
Agree	20	15.6%
Neither Agree nor Disagree	41	32.0%
Disagree	51	39.8%
Strongly Disagree	12	9.4%
<b>Total</b>	<b>128</b>	<b>100%</b>

#### Ability to Handle Demanding or Dissatisfied Customers

*Survey item: "I am able to successfully manage demanding or dissatisfied customers".*

Responses from the 128 participants were distributed as follows:

- 75.0% (96 participants) stated that they are able to successfully handle demanding or dissatisfied customers, indicating a high level of confidence and relevant customer service skills.
- In contrast, 25.0% (32 participants) reported difficulties in managing such situations, highlighting the need for additional support or training in this area.

While the overall outlook is positive, the fact that one in four employees feels unprepared calls for targeted interventions aimed at enhancing conflict resolution and communication competencies.

#### Customer Recognition and Its Impact on Employee Satisfaction and Commitment

*Survey item: "Recognition of my daily effort by the customers I interact with significantly contributes to my personal job satisfaction and strengthens my commitment to work".*

This question examined the impact of customer recognition of daily effort on employees' personal satisfaction and workplace commitment.

The largest proportion—39.8% (51 participants)—agreed that customer recognition plays an important role in their personal satisfaction and job commitment. 32.0% (41 participants) remained neutral, suggesting that many employees may be more influenced by other factors beyond customer feedback.

15.6% (20 participants) partially agreed, while a smaller portion—9.4% (12 participants)—strongly disagreed. Only 3.1% (4 participants) disagreed entirely, indicating that for a few individuals, recognition from customers is not a key motivator.

While recognition appears to be an important factor for the majority, a substantial share of participants remained neutral or disagreed to some extent. This indicates that employee satisfaction and commitment are shaped by multiple dimensions. Organizations aiming to strengthen staff engagement should not focus solely on external recognition but also consider additional workplace factors that support overall employee well-being.

#### Stress and Emotional Fatigue Management

*Survey item: "The demands of my front office position often cause high levels of stress".*

Table 12. Stress and emotional fatigue management

Response	N	Percentage (%)
Strongly Agree	3	2.3%
Agree	13	10.2%
Neither Agree nor Disagree	39	30.5%
Disagree	44	34.4%
Strongly Disagree	29	22.7%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 13. Intention to leave due to stress-related mental health impact

Response	N	Percentage (%)
Strongly Agree	9	7.0%
Agree	21	16.4%
Neither Agree nor Disagree	27	21.1%
Disagree	33	25.8%
Strongly Disagree	38	29.7%
<b>Total</b>	<b>128</b>	<b>100%</b>

This question aimed to capture the emotional pressure employees experience due to their daily responsibilities. Among the 128 respondents:

- 34.4% (44 participants) agreed that their job demands frequently lead to high stress levels.
- 30.5% (39 participants) remained neutral, suggesting that their experience of stress may be moderate or dependent on external circumstances.
- 22.7% (29 participants) disagreed with the statement, while 10.2% (13 participants) partially agreed.
- A very small portion—2.3% (3 participants)—strongly disagreed.

These findings suggest that a substantial proportion of front office employees experience elevated stress levels directly linked to job demands. However, a notable share of participants do not report significant pressure, indicating varying coping capacities or role perceptions among staff.

#### Intention to Leave Due to Stress-Related Mental Health Impact

*Survey item: "If given the opportunity, I would choose to leave my position in customer service because the constant exposure to stress and pressure has a negative impact on my mental health".*

This question investigates employees' willingness to leave their customer service roles due to stress and its detrimental effect on mental well-being. Among the 128 respondents:

- 29.7% (38 participants) strongly agreed, indicating that nearly one in three employees would be ready to leave their role due to persistent stress.
- 25.8% (33 participants) agreed with the statement, bringing the total of those expressing clear concern to 55.5%.
- 21.1% (27 participants) reported a neutral stance, while 16.4% (21 participants) disagreed, and 7.0% (9 participants) strongly disagreed.

These results suggest that stress and psychological strain are critical issues for a significant portion of the customer service workforce. Organizations operating in this field should seriously consider implementing supportive initiatives, such as mental health programs, stress management training, access to professional counseling, or measures to reduce excessive workload.

Table 14. Emotional fatigue due to constant customer interaction

Response	N	Percentage (%)
Strongly Agree	9	7.0%
Agree	21	16.4%
Neither Agree nor Disagree	27	21.1%
Disagree	33	25.8%
Strongly Disagree	38	29.7%
<b>Total</b>	<b>128</b>	<b>100%</b>

### Emotional Fatigue Due to Constant Customer Interaction

Survey item: *"I often feel emotionally exhausted due to the constant interaction with customers"*.

Responses from the 128 participants were distributed as follows:

- 29.7% (38 participants) strongly agreed, and 25.8% (33 participants) agreed with the statement. In total, over half of the respondents (55.5%) reported experiencing emotional exhaustion, suggesting that ongoing customer interaction is a significant stressor.
- 21.1% (27 participants) remained neutral, while 16.4% (21 participants) partially disagreed, and 7.0% (9 participants) strongly disagreed. These figures reflect a smaller, but still notable, group that does not feel overly affected by customer interaction.

The findings indicate that emotional fatigue is a frequent phenomenon among front office employees. This has the potential to affect both work performance and overall well-being. Therefore, organizations should emphasize psychological support measures and develop strategies to manage emotional exhaustion in order to retain a productive and satisfied workforce.

### Sense of Autonomy and Control

Survey item: *"I have the freedom to adapt the way I interact with customers in order to provide better service"*

According to the responses from 128 participants:

- 33.6% (43 participants) agreed that they have this freedom, indicating that a substantial portion of employees perceive a degree of autonomy in their customer interactions.
- 11.7% (15 participants) strongly agreed, acknowledging full autonomy in their role.
- 31.3% (40 participants) reported a neutral stance, which may suggest conditional or limited autonomy depending on situational factors.
- On the other hand, 20.3% (26 participants) disagreed, while 3.1% (4 participants) strongly disagreed, highlighting restrictions in how flexibly they can manage customer service interactions.

Overall, the majority of employees either agreed or remained neutral about their sense of autonomy. However, the 23.4% expressing disagreement signals a need to improve procedural flexibility. Increasing employee autonomy could significantly enhance both job satisfaction and the quality of customer service.

### Sense of Control in Daily Job Responsibilities

Survey item: *"I feel that I have control over my daily tasks and interactions"*.

According to the responses from 128 participants:

- 32.0% (41 participants) agreed with the statement, and 17.2% (22 participants) strongly agreed, suggesting that nearly half of the respondents (49.2%) feel they have a satisfactory level of control over their work activities.
- 29.7% (38 participants) expressed a neutral stance, possibly reflecting uncertainty or variability in their work environment.

Table 15. Sense of autonomy and control

Response	N	Percentage (%)
Strongly Disagree	4	3.1%
Disagree	26	20.3%
Neither Agree nor Disagree	40	31.3%
Agree	43	33.6%
Strongly Agree	15	11.7%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 16. Sense of control in daily job responsibilities

Response	N	Percentage (%)
Strongly Disagree (1)	5	3.9%
Disagree (2)	22	17.2%
Neutral (3)	38	29.7%
Agree (4)	41	32.0%
Strongly Agree (5)	22	17.2%
<b>Total</b>	<b>128</b>	<b>100%</b>

- On the other hand, 17.2% (22 participants) disagreed and 3.9% (5 participants) strongly disagreed, indicating that a smaller but notable proportion of employees feel they lack adequate control in their day-to-day responsibilities.

These findings suggest that although the majority of employees experience a moderate to high sense of control in their work, there remains room for improvement. Enhancing employees' sense of autonomy may be achieved through clearer procedures, job support, and encouraging independent decision-making. These efforts can significantly contribute to greater job satisfaction and motivation.

### Support and Collaboration

*Survey item: "I feel that my supervisors provide the support I need to handle difficult situations".*

The responses reflect employees' perceptions regarding the level of support they receive from management:

- 29.7% (38 respondents) agreed with the statement, and an additional 10.2% (13 respondents) strongly agreed. Together, approximately 40% of participants expressed satisfaction with the support offered by their supervisors.
- A notable 30.5% (39 respondents) adopted a neutral stance, possibly indicating uncertainty or inconsistent experiences in the workplace.
- On the other hand, 26.6% (34 respondents) disagreed, and 3.1% (4 respondents) strongly disagreed, revealing that nearly one in three employees feels unsupported when facing difficult situations.

These findings highlight a significant divide in employees' experiences of managerial support. While a portion of the workforce acknowledges the assistance they receive, an equally important segment perceives a lack of adequate support. This suggests a need for targeted managerial training, clearer support protocols, and improved communication practices aimed at reinforcing a supportive workplace culture—particularly in high-stress roles such as front office positions.

### Team Collaboration

*Survey item: "My team collaborates effectively to manage daily challenges. Responses to this item reflect employees' perceptions of team cohesion and cooperation in managing day-to-day work demands".*

A total of 30.5% (39 participants) agreed and 14.8% (19 participants) strongly agreed that their teams work effectively to

Table 17. Support and collaboration

Response	N	Percentage (%)
Strongly Disagree (1)	4	3.1%
Disagree (2)	34	26.6%
Neutral (3)	39	30.5%
Agree (4)	38	29.7%
Strongly Agree (5)	13	10.2%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 18. Team collaboration

Response	N	Percentage (%)
Strongly Disagree (1)	1	0.8%
Disagree (2)	26	20.3%
Neutral (3)	43	33.6%
Agree (4)	39	30.5%
Strongly Agree (5)	19	14.8%
<b>Total</b>	<b>128</b>	<b>100%</b>

handle daily challenges, indicating that nearly 45.3% view team collaboration positively. Meanwhile, 33.6% (43 participants) remained neutral, suggesting that teamwork may be inconsistent or context-dependent.

On the other hand, 20.3% (26 participants) disagreed, and 0.8% (1 participant) strongly disagreed, showing that while collaboration is generally perceived as adequate, some employees experience barriers or limitations.

These findings highlight the importance of reinforcing team dynamics. Initiatives such as targeted team-building workshops, clearer task delegation, and more structured internal communication could improve collaboration and contribute to higher job satisfaction.

#### Job Satisfaction and Professional Development

*Survey item: "My position in the Front Office provides opportunities for professional development".*

This question aims to capture employees' perceptions regarding the professional growth opportunities offered by their Front Office position.

The majority of participants expressed a negative opinion: 28.1% (36 individuals) disagreed and 25.0% (32 individuals) strongly disagreed, indicating that more than half (53.1%) do not believe their work provides meaningful opportunities for development.

Conversely, 21.9% (28 individuals) agreed and only 7.0% (9 individuals) strongly agreed, suggesting limited positive experiences. Additionally, 18.0% (23 individuals) remained neutral, possibly reflecting uncertainty or variability in the opportunities provided.

These results highlight a critical area for intervention. The lack of professional development opportunities may negatively affect job satisfaction and long-term employee commitment. Therefore, the implementation of lifelong learning policies, mentoring programs, and internal mobility initiatives is essential to enhance motivation and staff engagement.

#### Job Satisfaction and Professional Skill Development

*Survey item: "I feel that my experience in the Front Office contributes to the development of critical professional skills, such as technological proficiency, rapid decision-making, flexibility, effective communication, and time management".*

This question aimed to capture employees' perceptions regarding the value of their Front Office experience.

Table 19. Job satisfaction and professional development

Response	N	Percentage (%)
Strongly Disagree (1)	32	25.0%
Disagree (2)	36	28.1%
Neutral (3)	23	18.0%
Agree (4)	28	21.9%
Strongly Agree (5)	9	7.0%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 20. Job satisfaction and professional skill development

Response	N	Percentage (%)
Strongly Disagree (1)	3	2.3%
Disagree (2)	10	7.8%
Neutral (3)	34	26.6%
Agree (4)	56	43.8%
Strongly Agree (5)	25	19.5%
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 21. Sense of recognition

Response	N	Percentage (%)
Yes	66	51.6
No	62	48.4
<b>Total</b>	<b>128</b>	<b>100%</b>

A total of 43.8% (56 participants) agreed with the statement, while 19.5% (25 participants) strongly agreed. This indicates that more than half of the respondents (63.3%) acknowledge that their work experience in the Front Office contributes significantly to the development of essential professional skills.

Meanwhile, 26.6% (34 participants) reported a neutral stance, which may suggest uncertainty about the full impact of their experience or that the benefits vary depending on specific circumstances. A smaller portion, 7.8% (10 participants), disagreed, and 2.3% (3 participants) strongly disagreed, indicating that only a minority of employees do not perceive their role as enhancing these skills.

The results show that the majority of employees have a positive perception of how their Front Office experience supports the development of critical professional skills. However, the presence of neutral or negative responses highlights the need for companies to further reinforce these competencies through targeted training programs and structured support.

#### Sense of Recognition

*Survey item: "My contribution to the customer experience is recognized by my supervisors".*

The responses reflect the degree of recognition employees feel they receive from their supervisors.

A total of 51.6% (66 participants) answered "Yes," indicating that just over half of the employees feel their contribution is acknowledged. In contrast, 48.4% (62 participants) answered "No," suggesting that nearly half of the respondents feel their efforts are not sufficiently recognized by their supervisors.

These results show a near-even split between employees who feel recognized and those who do not. This highlights the need for organizations to strengthen their culture of recognition through regular feedback, reward systems, and improved communication between supervisors and employees.

Table 22. Sense of responsibility for the company's external image

Response	N	Percentage (%)
Strongly Disagree (1)	4	3.1
Disagree (2)	23	18.0
Neutral (3)	34	26.6
Agree (4)	48	37.5
Strongly Agree (5)	19	14.8
<b>Total</b>	<b>128</b>	<b>100%</b>

### Sense of Responsibility for the Company's External Image

*Survey item: "I feel that I significantly contribute to shaping the company's public image and I recognize the responsibility this role entails".*

The analysis of responses reflects employees' perceptions of the importance of their role in shaping the company's external image and the responsibility that comes with it. A total of 37.5% (48 individuals) agreed with the statement, while 14.8% (19 individuals) strongly agreed, indicating that more than half of the respondents (52.3%) acknowledge their significant contribution.

Meanwhile, 26.6% (34 individuals) remained neutral, possibly due to uncertainty or a different understanding of how their role relates to the company's public image. On the other hand, 18.0% (23 individuals) disagreed, and 3.1% (4 individuals) strongly disagreed, suggesting that for some employees, the link between their daily tasks and the organization's external image is unclear or not sufficiently recognized.

The findings indicate that the majority of employees consider their role important in shaping the company's image. However, the presence of neutral or negative responses highlights the need for increased awareness and reinforcement of a sense of responsibility—potentially through employee recognition programs that emphasize their contribution.

### Work-Life Balance

*Survey item: "My job does not negatively affect my personal life".*

This question aims to capture employees' perceptions of the balance between their professional and personal lives. A total of 30.5% (39 individuals) disagreed with the statement, and an additional 10.9% (14 individuals) strongly disagreed, indicating that a significant portion of employees feel that their job negatively impacts their personal life.

Conversely, 23.4% (30 individuals) agreed that their job does not negatively affect them, while 12.5% (16 individuals) strongly agreed. Another 22.7% (29 individuals) maintained a neutral stance, possibly reflecting varying experiences or uncertainty about the impact of work on their personal life.

The results suggest that a notable proportion of employees experience challenges in maintaining work-life balance. This indicates a potential area for improvement by employers, through measures such as flexible schedules or better workload management.

### Work-Related Impact on Personal Life

*Survey item: "Effective performance in a Front Office position largely depends on maintaining a balanced personal life, which acts as a counterweight to the challenges and pressures of daily work".*

The majority of participants agreed with this statement, confirming the importance of work-life balance in supporting effective job performance. Specifically, 39.1% (50 individuals) agreed and 27.3% (35 individuals) strongly agreed, indicating that more than half of the employees (66.4%) recognize this critical relationship.

A total of 22.7% (29 individuals) maintained a neutral stance, which may reflect uncertainty or a lack of strong personal experience with this issue. On the other hand, 9.4% (12 individuals) disagreed, and a small proportion of 1.6% (2 individuals)

Table 23. Work-life balance

Response	N	Percentage (%)
Strongly Disagree (1)	39	30.5
Disagree (2)	14	10.9
Neither Agree nor Disagree (3)	29	22.7
Agree (4)	30	23.4
Strongly Agree (5)	16	12.5
<b>Total</b>	<b>128</b>	<b>100%</b>

Table 24. Work-related impact on personal life

Response	N	Percentage (%)
Strongly Disagree (1)	2	1.6
Disagree (2)	12	9.4
Neutral (3)	29	22.7
Agree (4)	50	39.1
Strongly Agree (5)	35	27.3
<b>Total</b>	<b>128</b>	<b>100.0</b>

Table 25. Overall job satisfaction

Response	N	Percentage (%)
Strongly Disagree (1)	5	3.9%
Disagree (2)	14	10.9%
Neither Agree nor Disagree (3)	38	29.7%
Agree (4)	58	45.3%
Strongly Agree (5)	13	10.2%
<b>Total</b>	<b>128</b>	<b>100%</b>

strongly disagreed, suggesting that for a few employees, personal life is not perceived as a key factor in their job performance.

These results highlight that most employees acknowledge the importance of a balanced personal life in managing the demands of a Front Office role effectively. Employers could support this need through flexible work schedules or mental health support programs to help employees better manage daily pressures.

#### Overall Job Satisfaction

*Survey item: "I am satisfied with the professional experience I gain in my Front Office position".*

Table 25 presents the participants' responses regarding their level of satisfaction with the professional experience gained through their Front Office role. A total of 45.3% (58 participants) agreed with the statement, while 10.2% (13 participants) strongly agreed, indicating that more than half of the respondents (55.5%) feel satisfied with the experience they are acquiring.

Additionally, 29.7% (38 participants) expressed a neutral stance, suggesting that for some employees the experience does not evoke strong feelings of satisfaction or dissatisfaction. On the other hand, 10.9% (14 participants) disagreed, and 3.9% (5 participants) strongly disagreed, showing that a small portion of participants are not satisfied with their professional experience.

The results indicate that the majority of employees have a positive view of the professional experience they gain in their Front Office role. However, the presence of neutral and negative responses suggests room for improvement, such as enhancing motivation and creating more opportunities for career development.

## 6. Conclusions

### 6.1. Key Findings of the Research

The analysis revealed key factors influencing job satisfaction among Front Office employees. The sample was demographically diverse, with a majority of women and participants aged 36–45, holding various educational backgrounds. This diversity provided context for interpreting employee experiences.

Job satisfaction was most strongly influenced by relationships with supervisors, recognition, professional development, and work–life balance. Although over half of respondents expressed satisfaction, many reported neutrality or dissatisfaction—especially regarding lack of recognition by supervisors. The findings suggest that supportive leadership, trust, and communication are essential for enhancing engagement.

Emotional exhaustion emerged as a major stressor, driven by demanding customers and high performance expectations. Many participants highlighted the importance of personal-life balance as a counterweight to daily pressures.

Limited development opportunities also impacted satisfaction. While employees valued skill-building through experience, the absence of clear advancement paths reduced motivation and long-term commitment.

In summary, despite overall positive sentiment, challenges such as stress, insufficient recognition, and stagnated growth affect satisfaction and performance. Addressing these concerns through targeted organizational strategies can foster a more supportive environment, increasing motivation and aligning employee goals with organizational success.

### 6.2. Suggestions for Improving Job Satisfaction

Improving managerial support is crucial for enhancing job satisfaction. Regular feedback meetings and training for supervisors in active listening and empathy can strengthen trust and collaboration. A supportive atmosphere reduces isolation and reinforces commitment.

To address emotional exhaustion, flexible working hours and remote work options can improve work–life balance. Psychological support services, through counseling programs, can further help employees manage stress.

Professional development should be prioritized through training, workshops, and certifications. These initiatives boost both skill levels and employees' sense of future potential. Clear internal promotion systems and transparent evaluation procedures promote fairness and motivation.

Recognition of contributions is equally vital. Reward systems, such as performance awards and public acknowledgments, enhance morale and foster a culture of appreciation. Programs that celebrate consistency, innovation, or dedication reinforce engagement and productivity.

Encouraging participation in decision-making also strengthens satisfaction. Involving employees through working groups or regular surveys empowers them and increases their sense of value and belonging.

Implementing these strategies can create a more supportive, motivated workforce, contributing to both employee satisfaction and organizational success. As Robbins and Judge (2012) note, employees who feel valued are more likely to remain committed and contribute actively to long-term growth.

### 6.3. Recommendations for Future Research

This study provided insights into job satisfaction among Front Office employees, yet the topic remains complex and open to further exploration. Future research could focus on more detailed demographic analysis—examining differences by age, education, or employment type—to better address diverse employee needs.

Targeting specific subgroups, such as newer employees or those under high stress, may uncover patterns not fully captured here. Comparative studies between front and back office roles, or across different sectors, could reveal how job satisfaction varies by function or environment, supporting more tailored HR strategies.

Expanding the sample to include broader industries (e.g., hospitality, retail, banking) and diverse geographic regions would enhance generalizability. Studying cultural or sector-specific factors could further inform satisfaction strategies in global or multicultural workplaces.

Longitudinal studies are also essential for examining how satisfaction affects retention, performance, and career progression over time. Additionally, exploring links between job satisfaction and mental health would support the development of more effective well-being policies.

Finally, integrating qualitative methods—such as interviews or case studies—could yield deeper, context-rich insights into employee experiences. Combining these with quantitative approaches and cross-cultural comparisons would offer a more holistic understanding of job satisfaction.

Continued research in these areas is crucial for designing effective organizational practices and promoting both individual fulfillment and long-term business success.

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