

The Influence of Job Satisfaction on Job Performance and Employee's Well-Being in Oman's Public Sector

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ABSTRACT

This study has emphasized the influence of job satisfaction on job performance and employee's well-being in Oman's public sector using a narrative review of secondary data. The primary objectives of this study are to examine the relation between job satisfaction and employee's job performance alongside to explore the relationship between job satisfaction and employee's well-being within Oman's public organizations. The research methodology is based on secondary data through a review of current literature involving journal articles, statistical year books, reports, public websites from international, regional and Oman's public sector publications. This study is grounded on relevant theories to provide a solid base for understanding the relationships among the research variables. This review demonstrates that previous studies commonly showed a positive and significant relationship between job satisfaction, job performance and employee's well-being. Nevertheless, these study findings are derived from current literature instead of primary data collected from Oman's public sector. This research emphasizes the significance of increasing employees job satisfaction as a possible factor in improving employee performance and well-being in public sector organizations. Further, it provides valuable insights for policy makers and HR practitioners aiming to accomplish government effectiveness and support the accomplishment of Oman's vision 2040 objectives. This research recognizes gaps in current literature and provides recommendations for future study in Oman's public sector context.

The research Keywords: Job satisfaction, job performance, employee well-being, Oman's public sector, Oman, secondary data

INTRODUCTION

Workforce has been recognized as the most essential resource that contributes in accomplishing the organizational goals and maintaining the continuity of business operations. Therefore, organizations constantly develop new strategies to improve employee's job performance, with job satisfaction emerging as a significant element in driving employees job performance positively (Srivastav et al., 2024). Within the public sector context, employee job performance is considered a critical factor because the sector is responsible for delivering necessary services for example healthcare, education, infrastructure to local communities and executing policies. Therefore, the service quality and efficiency relay on employee's performance and their ability to achieve their organization's objectives (Jafri et al., 2025). According to Edwin A. Locke (1976), Job satisfaction can be defined as a pleasurable and positive feeling derived from job experiences. Existing literature proposes that job satisfaction benefits employees by enhancing job fulfilment, work-life-balance, engagement alongside both mental and physical health. While, at the organizational level higher job satisfaction has been linked with improved productivity, innovation and creativity, customer satisfaction together with reduced turnover and recruitment expenses (Rana & Singh, 2024; Bodiguptha Bandra Wijekoon, 2024; Ngui, 2023). Employee well-being has become the centre of attention by organizations around the world, statistics show that globally around 12 billion of working days are lost in a year due to mental health problems including depression and anxiety costing 1 trillion US\$ (World Health Organization, 2024). As nearly 60% of individuals across the world are employed, organizations should focus on supporting workforce well-being by executing initiatives for example workload management, flexible working arrangement, positive working environment and providing career growth opportunities. These supportive initiatives may contribute to improved job satisfaction, enhanced job performance and overall employee's well-being. However, the

relationship between job satisfaction and job performance has been widely investigated, previous research has shown conflicting findings (Katebi et al., 2022). Many studies have demonstrated a positive and significant relationship between job satisfaction and job performance (Okolocha et al., 2021; Idris et al., 2020; Wahjoedi, 2021; Inayat & Khan, 2021). Whereas other studies have found insignificant relationships (Riyanto et al., 2021; Hajjali et al., 2022). These differences may be related to variations in contextual, geographical settings, research methodology and sectoral characteristics. Therefore, it's necessary to synthesize the current evidence to provide a better understanding of the relationship between job satisfaction, job performance and employee's well-being. In the sultanate of Oman's context, the public sector plays a significant role in increasing economic growth, delivering services and providing employment for nationals. In compliance with Oman's vision 2040 which is dependent on the pillars of governance and institutional performance, people and society, sustainable environment, economy and development, employee's performance has become a priority (Oman Vision 2040, n.d.) Therefore, understating the varied factors that lead to employee performance and well-being is important for accomplishing government effectiveness and efficiency. Nevertheless, despite the growing number of studies on job satisfaction, job performance and well-being worldwide, this particular area remains unexplored within the Omani public sector. Which indicates a need for further review that combines theoretical and empirical research relevant to Oman's setting. This research employed Herzberg's two - factor theory for motivation as it is a theoretical framework. Building on Herzberg theory perspective, job satisfaction is influenced by two types of factors: motivators and hygiene. Motivators involving the nature of work, recognition, achievement, job opportunities and growth, result in increased job satisfaction and intrinsic motivation. While hygiene factors are associated with external factors for example supportive policies and management, adequate salary, safety working environment and job security, they assist in preventing dissatisfaction level and reduce occupational stress leading to improved employee's psychological well-being. (Indeed, 2026; Galanakis & Peramatzis, 2022) Collectively, motivational and hygiene factors provide a suitable theoretical framework for understanding how job satisfaction influences both employee performance and well-being. This existing study uses a narrative literature review based on secondary data to combine current research on the relation between job satisfaction, job performance and employee well-being in Oman's public sector context. Through combining previous theories and studies, this research aims to provide a better understanding of the study relationships, recognize research gaps and suggest a framework to direct future research. The study findings are expected to provide valuable insights for policymakers seeking to improve employee performance and well-being while aligning with Oman's vision 2040 objectives.

Problem Statement

Employee job satisfaction has grown attention by employers' in order to influence organizational outcomes directly through enhancing profitably by 21% and reducing absenteeism levels by 41% in comparison with other low satiation levels companies (Deasy, 2025). Satisfied employees exhibit high levels of productivity, loyalty, retention and collaboration (Midocean University, 2026). Based on statistics published from the United Kingdom has reported that public sector employees experience high levels of occupational stress which may negatively influence their job performance and overall well-being negatively (People Insight, 2024). As the public sector is assigned with delivering services, policy making, welfare distribution, economic stabilization and infrastructure development, understating the factors that satisfy public employees and motivate them to perform effectively has become mandated. In Oman, the government is seeking to accomplish Oman's vision 2040 and enhance the labour market dynamics through implementing supportive policies, increasing the female workers contribution together with improving Omanization rates in the private sector. Therefore, government employees are expected to sustain high performance levels while adapting to these changes (Dione & Al Jabri, 2025). Therefore, public employees should remain satisfied, productive and maintain good psychological well-being as they represent the organization frontline and responsible for delivering high quality services to the local communities. There are many studies around the world that examine the relationship between job satisfaction, job performance and employee's well-being, but the findings are conflicting due to differences caused by a range of factors. However, the mechanisms through which job satisfaction influences employee's performance and well-being remain inadequately understood within the Omani public sector context. Therefore, this study seeks to examine the influence of job satisfaction on employee's job performance and well-being. The study findings will contribute to the literature on

employee management and provide practical insights for the public sector organizations seeking to create effective government and achieve Oman Vision 2040.

Research questions

1. What evidence exists about the relationship between job satisfaction and job performance in Oman's public sector?
2. What evidence exists about the relationship between job satisfaction and employee's well-being in Oman's public sector?

Objectives of the Study

1. To review the relationship between job satisfaction and job performance within Oman's public sector.
2. To review the relationship between job satisfaction and employee well-being within Oman's public sector

Significance Contribution

Theoretical contribution

This study contributes to the literature on job satisfaction, job performance and employee's well-being through integrating current evidence on the relationships that exist between the research variables within Oman's public sector context. Based on Herzberg two - factor theory for motivation, the research examines how motivators and hygiene factors are linked with job satisfaction and these factors impact job performance and employee well-being, as indicated in past empirical studies. Through combining research findings from international, regional and Oman's public sector publications, this study identifies geographical, contextual and sectorial gaps in the existing literature. In addition, it provides a theoretical base for future study that may examine the research variables using primary data from Oman's public sector organizations.

Practical Contributions

Practically, this research findings provides multiple insights for policy makers and HR managers by integrating evidence from previous empirical studies on the significant role of job satisfaction in enhancing employee job performance and well-being which may offer practical benefits for public organizations. This study proposes that improving motivational and hygiene factors may lead to a more satisfied, productive and motivated human resources. This evidence from previous empirical studies research findings may help public sector organizations in designing supportive strategies and employee oriented that result in achieving Oman's vision 2040 objectives.

Scope of the Study

This research focuses on the relation that exists between job satisfaction, job performance and employee well-being in Oman's public sector by using a narrative review of current literature. This research is based on empirical studies to explore how Herzberg's Two-Factor Theory has been adopted to understand these relationships among the study variables. This research is limited by its dependence on secondary data gathered from current literature instead of primary data collected from Oman's public sector. This study considers researches relevant to Oman's context and other regional and international settings

LITERATURE REVIEW

The influence of job satisfaction on job performance

Existing studies indicate that job satisfaction is positively and significantly linked with job performance among different settings and sectors. Yusnita & Rahma (2024) found that job satisfaction influences job performance

positively and significantly through organizational commitment among 96 employees working at manufacturing company in Indonesia. Djuli et al., (2023) found similar results among 62 employees working at the Gorontalo City Pamong Praja Police Unit in Indonesia. Al-Ansi (2023) reported findings comparable, indicating a positive correlation between job satisfaction and job performance among 364 employees (academic and administrative staff) working at universities in Oman and Yemen. Despite the differences within sectors between the previous studies, both authors suggested that when organizations provide employees with better job content, growth opportunities, recognition it produces intrinsic satisfaction leading to enhanced job performance, in addition external factors involving compensation, supervision and supportive co-workers reduce dissatisfaction among employees. Consequently, satisfied employees tend to produce high quality and quantity work within a specific timeline together with performing in an effective and efficient way. Supporting the Herzberg theory, which proposed that job satisfaction is influenced by motivators and hygiene factors. Whereas, the third author indicates that extrinsic motivation had a negative impact on performance. This proposes that the existence of hygiene factors assist in preventing job dissatisfaction instead of increasing employees 'motivation levels. In addition, promotion (a motivational factor) and incentives (a hygiene factor) provided by the organization enhance employee performance, because promotion is linked with personal growth and advancement, while incentives external rewards that result in satisfaction. Further, supportive relations between management and subordinates lead to higher job satisfaction levels through creating a positive working environment which in turn enhances employee performance in a positive way. Further, researchers used a quantitative approach and analysed the data through using SPSS software; however, the third author analysed the data through PLS-SEM. Nevertheless, the previous studies provide new insights to job satisfaction and job performance correlation, they had limitations that prevented generalizability of the research findings. For instance, Yusnita & Rahma (2024) used a small sample size and focused on a particular private firm within the Indonesian context. Whereas, Djuli et al., (2023) used a small sample size and the study was restricted to Gorontalo City. While, Al-Ansi (2023) focused on education sector. Collectively, the three studies demonstrate methodological, sectoral and geographical gaps. Thereby, future research must be conducted through investigating these variables within Oman's setting. Despite the fact that the findings indicate a positive and significant relationship between job satisfaction and job performance, the implementation of this research may vary within Oman's setting because of differences in culture background, norms and values, organizational structure, and policies which may affect workforce perceptions regarding to job satisfaction, and job performance. Therefore, empirical study conducted in Oman's public sector context is required to examine whether these relations function in the similar way in the Omani setting.

As previous research generally indicates a positive and significant relationship between job satisfaction and performance, some studies have demonstrated inconsistent results. Goetz & Wald (2022) reported a negative correlation between job satisfaction and performance among 341 employees working at permanent and temporary organizations. While, Cabiao (2023) found insignificant relationship between job satisfaction and job performance among 114 academics working at Oman college of health sciences. Jaber (2020) found that satisfaction did not have a significant positive influence on job performance among 100 employees working at the UAE construction industry. Despite the differences within sectors and geographical areas between the previous studies, their study findings appear to challenge the supposition of Herzberg theory, which suggested that job satisfaction is influenced by motivators and hygiene factors. Goetz & Wald (2022), suggested that employees' attitudes and performance may vary across work settings. Within temporary organizations a range of factors such as role ambiguity, challenges and conflicting obligations may lead to dissatisfaction and reduce job performance. Whereas Cabiao (2023) suggests that job satisfaction may not be enough to improve employee performance. Further, Jaber (2020) suggested that hygiene factors such as bonuses and fringe benefits didn't enhance employee's performance significantly. The previous researchers used a quantitative approach and analysed the data through SPSS software. However, the studies provide new insights to job satisfaction and job performance relationship, they had limitations that restricted generalizability of the study findings. For example, Goetz & Wald (2022) targeted a specific organizational structure, while Cabiao (2023) conducted a study in the education sector and used cross sectional approach which may limit employees' perceptions regarding dissatisfaction reasons. And Jaber (2020) conducted a study in the construction industry and used a small sample size. The previous studies indicate contextual, methodological, geographical and sectorial gaps. Therefore, future research must be conducted through investigating these relationships within

Oman's context. However, the findings from previous studies report inconsistent findings between job satisfaction and job performance relationship, the implementation of this study may vary within Oman's context because of differences in culture background, norms and values, organizational structure, sector and policies which may affect workforce perceptions and experiences regarding to job satisfaction, and job performance. Therefore, empirical study conducted in Oman's public sector context is required to examine whether these relationship function in the similar way in the Omani context.

The influence of job satisfaction on employee's well-being.

Current research demonstrates that job satisfaction is positively linked with employee's well-being across different settings and sectors. Maulidina and Iswiniarti (2025) conducted a systematic review and found that job satisfaction influences teacher's well-being including psychological, mental, and subjective in the Indonesian setting. Dharshini & Anandan, (n.d.) found similar results among 50 employees working at cloudister company in India. Furthermore, Pavan Kumar, (2022) supported this correlation by indicating that job satisfaction positively predicates subjective well-being, which in turn, acts as mediator between job satisfaction and job performance relationship among 395 teachers working at private engineering institutions in India. Similarly, AlMarzooqi et al. (2025) found evidence of the connection between job satisfaction and job performance among 818 public sector employees in Sharjah, UAE. In the sultanate of Oman, Alrawahi et al., (2024) found a significant relationship between job satisfaction and job stress among 101 medical laboratory professionals across eight hospitals in different governorates. He further suggests that job satisfaction is linked to employee psychological well-being. Despite the differences between settings and sectors across the previous studies, the results regularly suggest that when organizations provide motivational and hygiene factors, employee's well-being enhances. According to Herzberg theory, the existence of motivational factors for example achievement, recognition and development opportunity improve an employee's intrinsic motivation resulting in better psychological well-being and satisfaction. By contrast, hygiene factors involving supportive policies, supportive management, salary, safety working environment and job security reduce occupational stress and job dissatisfaction levels. These study outcomes Support Herzberg theory, which proposes that job satisfaction is influenced by motivators and hygiene factors. Further, the fourth author found that higher levels of burnout, emotional exhaustion and depersonalization were linked with lower job satisfaction, indicating that both work experiences and satisfaction are significant predictors of employee well-being. likewise, Alrawahi et al., (2024) indicate that poor relationships with co-workers and management, insufficient organizational support and low growth opportunities lead to increased stress levels and dissatisfaction. Maulidina and Iswiniarti (2025) conducted a systematic literature review to examine the relationship between job satisfaction and well-being. Conversely, Dharshini & Anandan, (2022) and Alrawahi et al., (2024) adopted a quantitative approach with the data analysed by SPSS software. Similarly, Pavan Kumar employed a quantitative approach with the data analysed using NCA, regression and moderation analysis. Also, AlMarzooqi et al. (2025) used a quantitative cross-sectional approach and the data was analysed using descriptive statistics and regression. However, the previous studies provide new insights to job satisfaction and wellbeing relationship, some limitations that prevent the generalizability of their research findings. For example, Maulidina and Iswiniarti (2025) conducted a systematic review based on studies which did not examine causal relationship between job satisfaction and well-being. Furthermore, the review was restricted to a particular geographical setting. Likewise, Dharshini & Anandan, (n.d.) used a small sample size and focused on workforce from a particular private company within India's context which may restrict the applicability of the research findings to other company structure. Similarly, Pavan Kumar, (2022) focused on the education sector in India, limiting the generalizability of the research findings across sectors. Further, AlMarzooqi et al. (2025) adopted a cross-sectional method, which may limit the ability to observe differences in employees' perceptions and experiences. Furthermore, Alrawahi et al., (2024) used small sample size and focused on employees from the health sector in Oman, limiting the generalizability of the research findings across sectors. Collectively, these previous studies demonstrate methodological, sectoral and geographical gaps. Therefore, future studies must be conducted through examining these variables within Oman's context. Despite the fact that the findings indicate a positive relationship between job satisfaction and well-being, the implementation of this research may vary within Oman's context due to differences in culture background, norms and values, organizational structure, and policies which may affect employees' perceptions regarding to job satisfaction.

, and well-being .Therefore , empirical study conducted in Oman’s public sector context is required to examine whether these relationships function in a similar way in Oman’s context .

Summary of empirical studies

S/N	Author /year	Factors	Methodology	Findings
1	Yusnita & Rahma (2024)	Job satisfaction (IV) Job performance (DV) Organizational commitment (MED)	Quantitative approach targeting 96 employees working at manufacturing company in Indonesia.	Job satisfaction influence job performance positively and significantly through organizational commitment.
2	Djuli et al., (2023)	Job satisfaction (IV) Job performance (DV)	Quantitative approach 62employees working at the Gorontalo city	Job satisfaction influence job performance positively and significantly.
3	Al-Ansi (2023)	Job satisfaction (IV) Job performance (DV)	Quantitative approach 364 employees working at universities in Oman and Yemen setting.	found a positive correlation between job satisfaction and job performance.
4	Goetz & Wald (2022)	Job satisfaction (IV) Organizational commitment (IV) person job fit (IV) Job performance (DV)	Quantitative approach 341employees working at permanent organizations.	Negative correlation between job satisfaction. employees’ attitudes and performance may vary across work contexts.
5	Cabiao (2023)	Job satisfaction (IV) Job performance (DV)	Quantitative approach 114 academics working at Oman college of health sciences	insignificant relationship between job satisfaction and job performance. job satisfaction may not be enough to improve employee performance.
6	Jaber (2020)	Job satisfaction (IV) Job performance (DV)	Quantitative approach 100 employees working at in construction industry in UAE	found that satisfaction did not have a significant positive influence on job performance
7	Maulidina and Iswiniarti (2025)	Job satisfaction (IV) well-being (DV)	Systematic review	Job satisfaction influence teacher’s well-being (psychological, mental, and subjective) within Indonesian setting.
8	Dharshini & Anandan, (n.d.)	Job satisfaction (IV) well-being (DV)	Quantitative approach targeting 50 employees working at cloudister company in India.	The level of job satisfaction among cloudister employees range from moderate to high. Indicating that HR

				with high levels of job satisfaction tend to have better psychological well-being and enhanced productivity at workplace.
9	Pavan Kumar, (2022)	Job satisfaction (IV) Job performance (DV) well-being (MED)	Quantitative approach targeting 395 teachers working at private engineering institutions in India setting	job satisfaction predicates subjective well-being positively, which in turn acts as mediator between job satisfaction and job performance relationship.

Summary of empirical studies

S/N	Author /year	Factors	Methodology	Findings
10	AlMarzooqi et al. (2025)	Job satisfaction (IV) well-being-related outcomes in particular burnout (DV)	Quantitative cross-sectional 818 public employees UAE	high levels of burnout, emotional exhaustion and depersonalization were linked with lower job satisfaction level, indicating that both work experiences and satisfaction are significant predictors for employee well-being.
11	Alrawahi et al., (2024)	Job satisfaction (IV) well-being-related outcomes in particular stress (DV)	Quantitative approach 101 medical laboratory professionals in Oman.	found a significant relationship between job satisfaction and job stress. In addition, job satisfaction is considered as an important factor linked with employee psychological well-being

Theoretical Framework

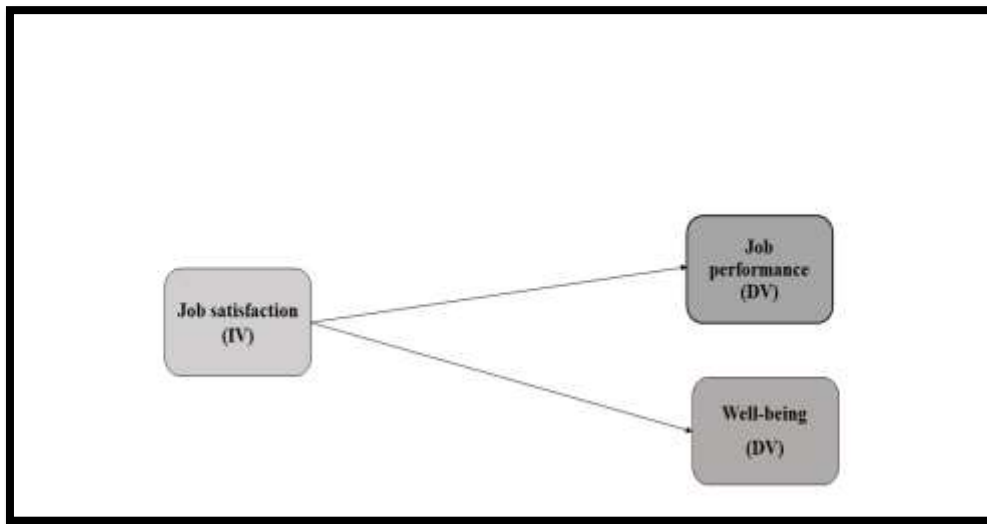
Frederick et al. in (1959) developed Herzberg's two - factor theory of motivation, further known as the dual factor theory aimed to explore the factors that impact job satisfaction and dissatisfaction. This theory argues that motivation and hygiene are distinct dimensions affected by diverse factors instead of a single continuum. Motivational factors involve achievement, recognition, the work itself and job advancement opportunities. These factors motivate employees to undergo high levels of satisfaction in order to satisfy their needs and provide a sense of accomplishment. Employees who feel their work is meaningful and important, receive career growth and provided by development opportunities usually tend to be more satisfied, engaged and motivated to perform effectively. Conversely, hygiene factors involve relationships, policies, working conditions, salary, job security, status and supervision. Hygiene factors do not increase job satisfaction but it prevents job dissatisfaction. Employees who have safe working conditions, physical workspace, supportive policies, good relationships with co-workers, adequate salary and job security creates a healthy atmosphere that reduces dissatisfaction and occupational stress (Indeed, Editorial Team, 2026; Galanakis & Peramatzis, 2022). Grounded in Herzberg's two - factor theory of motivation, this research suggests a conceptual correlation between job satisfaction, job performance and employee's well-being. Both motivational and hygiene factors are seen as organizational conditions that impact employees job satisfaction. Further, high levels of job satisfaction lead to enhanced job performance in order to ensure a satisfied workforce are more productive, committed, utilise organizational resources and time effectively. Likewise, a high level of job satisfaction contributes to improve employee well-being through generating positive work experiences, positive feelings, reducing occupational stress and burnout rates together with supporting overall employee's psychological health. Considering that this research is based on secondary data, these

relationships are proposed conceptually rather than empirically examined. The research framework is based on current literature and explains how Herzberg's Theory may be used in Oman's public sector. Therefore, future studies should investigate these relationships using primary data to discover if motivational and hygiene factors influence employee job satisfaction, job performance and employee well-being among government employees in Oman public organizations.

Conceptual Framework

This study was based on theories and research. Therefore, the researcher developed this conceptual framework

Figure 1.1 conceptual framework



Research Gap

S/N	anation	Research gap	references
1	There is a lack of job satisfaction studies within the Gulf region, particularly in Oman's public sector setting.	Geographical research gap	Yusnita & Rahma (2024); Djuli et al., (2023)
2	There is a lack of wellbeing studies in the Gulf region, particularly in Oman's public sector setting.	Sectoral research gap	Maulidina and Iswiniarti (2025); Dharshini & Anandan, (n.d.)
3	There is a lack of job performance studies in the Gulf region, particularly in Oman's public sector setting.	Knowledge research gap	Goetz & Wald (2022)

RESEARCH METHODOLOGY

This study adopts a qualitative methodology based on secondary data and uses narrative literature. The conceptual framework was developed by integrating previous studies and interpreted through Herzberg's two - factor theory of motivation to provide a solid theoretical foundation for exploring the relationships among the research variables including job satisfaction, job performance and employee's well-being.

Research design

This research employed a narrative literature review design, to combine current theories and empirical studies on the relationships between job satisfaction, job performance and employee's wellbeing in Oman's public sector. A narrative literature review was selected in order it enables the integration and interpretation of current

theories and studies, provides a comprehensive review of existing knowledge of the topic, identifies research gaps alongside develops and supports the research conceptual framework

Data Analysis

The data in this research were analysed through a narrative approach. Relevant researches were identified through a range of academic database searches including Scopus, Web of Science, Google Scholar and international Journal of Research and Innovation in Social Science. The literature covered recent publications from 2021 to 2026 by using keywords involving job satisfaction, job performance, employee well-being, public sector and Oman. This research identified 20 publications originally, after screening for applicability and significance, 8 studies met eligibility criteria and were included in this review. The eligibility criteria for included studies were focused on peer-reviewed articles, published in the English language, examined the research variables (job satisfaction, job performance, employee's wellbeing) and conducted on public sector organizations or provided relevant findings to the research objectives. Whereas studies irrelevant to the research objectives were excluded. Furthermore, the selected researches were synthesized using a narrative approach to recognize patterns, themes, research theoretical perspectives, methodologies, research gaps and findings. This synthesis assists the development of the proposed conceptual framework and highlights areas requiring future investigation particularly within Oman's public sector setting.

The research Findings

Job satisfaction: The study findings from previous studies indicate that job satisfaction practices have positive and significant influence on job performance. Employees who experience recognition, sense of achievement, proper work environment, career development opportunities tend to extract higher levels of job satisfaction. While having good relationships with co-workers and supervisors, supportive policies, healthy working conditions, adequate salary, job security and good status, safe conditions, physical workspace, supportive policies and supportive relationships it results in reducing dissatisfaction and stress. Within Oman's context this relationship is particularly relevant due to the public sector's rare characteristics, culture, norms, values and policy regulations, which differ from those in private sector and geographical contexts. Despite the job security aligned with public sector employment, the workforce may experience motivational and hygiene factors that influence their job satisfaction. Therefore, this study suggests that job satisfaction influences job performance and it may support the accomplishment of Oman's vision 2040 through government effectiveness.

Job performance: The research findings from previous studies indicate that job performance is influenced by job satisfaction. Employees who experience motivational and hygiene factors perform effectively and efficiently contributing to improved overall job performance. Despite the job security aligned with public sector employment, the workforce may experience motivational and hygiene factors that influence their job performance. Therefore, this study suggests that job satisfaction can predict job performance and it may support the accomplishment of Oman's vision 2040 through government effectiveness.

Employees wellbeing: The research findings from previous studies indicate that employee's well-being is influenced by job satisfaction. Job satisfaction through motivation and hygiene factors can generate positive experiences and emotions leading to improved employee's wellbeing. Despite the job security aligned with public sector employment, the workforce may experience motivational and hygiene factors that influence their wellbeing. Therefore, this study suggests that job satisfaction can impact employee's wellbeing and it may support the accomplishment of Oman's vision 2040 through government effectiveness.

CONCLUSION

Based on the evidence from integrating previous studies, this research concludes that job satisfaction is commonly linked with can influence job performance and well-being. The previous studies regularly propose that workforce who undergo high satisfaction levels are more productive and show greater well-being. Nevertheless, these findings are derived from secondary literature instead of primary data collected from human resources from Oman's public sector context. Despite the existing literature providing theoretical

and conceptual support for the suggested conceptual framework, the relations between job satisfaction, job performance and employees well-being require evidence-based support because it has not been validated yet in Oman's public sector setting. Therefore, this framework should be perceived as a conceptual framework based on current evidence instead of empirical examined models. This research provides valuable insight for policy makers and HR practitioners by emphasizing the significance of implementing motivational and hygiene factors as suggested by Herzberg theory to enhance job satisfaction. In order, job satisfaction may result in enhanced both employee performance and well-being, which may support government effectiveness and accomplish Oman's vision 2040 objectives. However, the applicability of studies outcomes from other geographical contexts should be evaluated critically, as variations in culture, norms, values, structure, and policies may impact the relations among the research variables. Future studies should examine the proposed framework using different methodologies which may provide evidence-based support together with validating the relations based on Herzberg's motivational and hygiene factors.

RECOMMENDATION

Based on the study findings, this research suggested the below recommendations:

1. **Execute job satisfaction initiatives:** Oman's public sector should focus on implementing motivational and hygiene factors such as recognition, achievement, career growth, healthy environment, etc to improve employee's job satisfaction and reduce dissatisfaction level.
2. **Improve employee's performance:** Oman's public sector should focus on improving employee's performance to accomplish the organizational objectives.
3. **Enhance employee well-being:** Oman's public sector should pay more attention to increasing employee's wellbeing to assure positive job experiences within their organizations.

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