

# Workplace Health Check: Organizational Health, Job Satisfaction and Employee's Performance among Cooperatives in Southern Nueva Vizcaya: A Framework for Policy Enhancement

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## ABSTRACT

This study was carried out with the intention of describing and analysing the organizational health, job satisfaction and employee's performance among employees of chosen cooperatives in Southern Nueva Vizcaya who were regarded to be respondents. For the purpose of this study, 39 employees of cooperatives were chosen purposefully and randomly from among the five cooperatives to participate as survey respondents. The hypotheses were tested at a significance level of 0.05, and the data were submitted to the proper statistical techniques. A high level of organizational health was found to exist among cooperatives in Southern Nueva Vizcaya, according to the findings of the study. Employees reported a high level of satisfaction with their jobs that also reflected a high level of employee's performance, according to the respondents. The study's findings indicate that there is a considerable connection between the health of cooperative organizations, level of work satisfaction and employee's performance experienced by employees.

**Keywords:** organizational Health; job satisfaction, employee's performance

## INTRODUCTION

In today's competitive environment, the success of any firm relies on its people's resources. Cooperative societies are essential in aligning the nation's economic growth with the principles of democratic planning. A cooperative society is an independent organization of individuals who voluntarily combine to fulfil their economic, social, and cultural needs and goals through a collectively owned and democratically governed company (Umesh Maiya, 2020).

Dr. Nair (2020) posits that Organizational Health pertains to integrity, however, not in the ethical or moral sense commonly characterized today. An organization exhibits integrity, consistency, and completeness when its management, operations, strategy, and culture align and cohere effectively. A commendable method to identify Health is to observe the indicators that signify its presence inside a company. These encompass little political interference and ambiguity, elevated morale and productivity, and reduced turnover among competent staff.

Organizational Health refers to the alignment of an organization with its internal elements and external environment, as well as its capacity to fulfil its goals and objectives. Simultaneously, organizational health pertains to the condition of the organization's physical environment and the tools necessary to fulfil its

objectives, the quality of communication between the organization and senior management, and the capacity for problem-solving, development, growth, and innovation. Organizational Health encompasses the quality of inputs (competence status), the safety of raw materials, management practices, decision-making processes, and the moral, psychological, and physical well-being of employees, in addition to employee welfare performance and their roles within the organization. Xenidis and Theocharous (2014).

Employee performance is a crucial factor in organizational success, since it directly influences productivity, service quality, and overall effectiveness. Performance denotes the degree to which an employee meets their job obligations and aids in achieving organizational objectives (Campbell, 1990). It is affected by multiple elements, including as personal abilities, motivation, job happiness, and the workplace environment. Efficient employee performance guarantees the attainment of company goals while fostering a culture of quality, innovation, and sustainability.

Organizations consistently seek to improve employee performance via strategic human resource practices, including training, performance rating systems, and incentives. Dessler (2020) asserts that sustaining elevated employee performance necessitates the alignment of individual aspirations with business goals, alongside the provision of ongoing support and developmental opportunities. Moreover, Vroom's Expectancy Theory (1964) asserts that an employee's desire to excel is contingent upon the perceived probability of rewards for their endeavors, highlighting the significance of explicit expectations and equitable remuneration.

The significance of job happiness in employee performance is paramount. Studies indicate that people with job satisfaction tend to exhibit more commitment, productivity, and resilience in their positions (Locke, 1976). A favorable organizational atmosphere, marked by transparent communication, collaboration, and leadership support, substantially improves performance (Podsakoff et al., 2009).

Within cooperatives, employee performance is essential for maintaining sustainability and fulfilling the dual objectives of company viability and member pleasure. Cooperative organizations frequently depend on their employees' capacity to efficiently manage scarce resources while promoting teamwork and community involvement. Consequently, comprehending the determinants of employee performance in cooperatives is crucial for formulating policies that enhance employee welfare and organizational efficacy.

Health is a critical concern globally, essential for individual well-being, personal success, and fulfilment, as well as for families, communities, and nations. This work predominantly adopts a scientific and carelessly positivist viewpoint on health issues, overlooking the historical, social, and cultural settings and situations in which health is experienced, comprehended, and practiced. A new series of publications providing critical scientific viewpoints on significant health concerns is relevant. Tomkins and Pritchard (2020).

From an organizational standpoint, the prevalence of assessing workers' job satisfaction and performance is readily apparent. Job happiness is integral to a financially sustainable workplace that radiates to employee's performance and is crucial for sustainable enterprises. An enhancement in employee satisfaction scorecards is often regarded as a reason for celebration. Conversely, diminishing work satisfaction levels and poor employee's performance may pose a threat to an organizational leader's financial performance. Organizations have been accustomed to striving for performance metrics such as profit and revenue maximization. A stochastic frontier analysis is conducted using British longitudinal data to estimate a work satisfaction resource efficiency frontier, establishing a measurable standard for job satisfaction that employees may strive to achieve. Points on the efficiency frontier signify the optimal job happiness attainable by individuals through the effective utilization of their resources, informed by the greatest job satisfaction ratings reported by other employees with comparable endowments and characteristics. (Thomas Lange, 2021.) Employment is a fundamental aspect of human existence. Their lifestyle and social interactions are contingent upon their employment. An organization's total productivity and success are contingent upon employees' effective and efficient performance, which is influenced by their job satisfaction. Job satisfaction encompasses an employee's positive and negative emotions toward their occupation, as well

as the degree of enjoyment associated with it. Locke defines work satisfaction as the affirmative and pleasurable emotion derived from assessing one's employment experience (Wasaf Inayat, 2021).

This study aims to investigate the correlation among organizational health, job satisfaction, and employee performance in cooperatives located in Southern Nueva Vizcaya. This research seeks to provide insights that will enhance policies aimed at improving employee performance and fostering the expansion and resilience of regional cooperatives. Specifically, the study aimed to:

1. identify the respondents' assessment of the level of organizational Health of selected cooperatives in Nueva Vizcaya;
2. assess the level of employee satisfaction among employees of cooperatives in Nueva Vizcaya;
3. assess the level of employee's performance among employees of cooperatives in Nueva Vizcaya;
4. look into the possible relationship on organizational health, employee job satisfaction and employee's performance among cooperatives in Nueva Vizcaya and
5. result of the study will be utilized as basis to Cooperatives in enhancing their employment policies

## METHODOLOGY

This research will employ a quantitative design that utilizes computational, statistical, and mathematical methods to get findings. It definitively aims to quantify the issue and ascertain its prevalence by seeking generalizable data for a broader group.

Best ([www.research.soc.educ/scie.com.us](http://www.research.soc.educ/scie.com.us)) defines scholarly descriptive research as that which entails hypothesis formulation and testing, employs randomization methods to estimate error when inferring population characteristics from observational samples, thoroughly and accurately describes variables and procedures, and is non-experimental, as it examines relationships between non-manipulated variables in a natural context.

The primary instrument employed to gather the requisite data and information for the study was a checklist that was designed and verified by many authors, as shown below:

**Organizational Well-being.** This 20-item survey intends to assess the Organizational Health of Cooperatives in Southern Nueva Vizcaya. The questionnaire was modified from the work of Jeff Pearson and Peter Bavenso (2014). An employee performance survey was used, a structured method of collecting feedback from employees concerning their performance, experiences, and perceptions within an organization. The research instrument has been revised to align with the context of the study's participants. The instrument is subjected to expert certification by the BS Cooperative Faculty of NVSU-Bambang Campus and designated Cooperative officials in North Nueva Vizcaya.

**Employee Job Satisfaction.** This is a 15-item questionnaire adapted from Faragher, Cass, and Copper (2013). The instrument underwent modification to fit into the nature of the study. Expert validation is being done by the BS Cooperative Faculty and selected Cooperative officers in Southern Nueva Vizcaya.

The instruments were scaled, and the respondents were given five options.

Scale	Quantitative Description
5	Strongly Agree
4	Agree
3	Moderately
2	Disagree
1	Strongly disagree

To arrive at a numerical description of each item and for the interpretation of results, the following numerical guide will be followed:

Scale	Quantitative Description
4.51 – 5.00	Very High
3.51 – 4.50	High
2.51 – 3.50	Moderately High
1.51 – 2.50	Low
1.00 – 1.50	Very Low

**Employee's Performance.** This is an 18 item survey questions developed by the researchers on employee performance which is a structured method of collecting feedback from employees concerning their performance, experiences, and perceptions within an organization. The instrument underwent expert validation by the BS Cooperative Faculty and selected Cooperative officers in Southern Nueva Vizcaya.

The instrument was scaled, and the respondents were given five options.

Scale	Quantitative Description
5	Always
4	Often
3	Sometimes
2	Rarely
1	Never

To arrive at a numerical description of each item and for the interpretation of results, the following numerical guide will be followed:

Scale	Quantitative Description
4.51 – 5.00	Very High
3.51 – 4.50	High
2.51 – 3.50	Moderately High
1.51 – 2.50	Low
1.00 – 1.50	Very Low

## Respondents

This research study was performed among employees of cooperatives in southern Nueva Vizcaya, utilizing a simple random sample method to pick 39 respondents from a total of 43 cooperative employees, representing 91 percent of the overall population. The participants were selected via the Krejci-Morgan Sampling Method.

## Research Site

This research study was performed in the southern Nueva Vizcaya, a province in Cagayan Valley Region in Northern Luzon. Known as a province where agriculture is the primary source of living and cooperatives as a government arm in extending support to our farmers.

## RESULTS AND DISCUSSION

The data collected were presented, analysed, and interpreted to determine the organizational health, employee job satisfaction and employee's performance among cooperatives in Southern Nueva Vizcaya and the correlation among the variables.

The data were gathered through the administration of various instruments. The tabular presentation and discussion were organized following the sequence of the statement of the problems.

### What is the respondent's assessment of the level of organizational Health among cooperatives in Nueva Vizcaya?

Table 1 Respondents' assessment on the level of organizational Health among Cooperative employees in Southern Nueva Vizcaya.

Statements	Mean	Qualitative Description
1. I feel safe at work and am not afraid to ask for help.	4.48	High
2. I feel optimistic about the future.	4.18	High
3. My organization is a place where I can achieve my personal goals.	4.2	High
4. People trust each other, and trust is earned.	4.25	High
5. People do what is right no matter what.	4.28	High
6. People are willing to make mistakes to grow.	2.73	Moderately High
7. People grow and develop together.	4.35	High
8. People connect.	4.38	High
9. People are energized and present.	4.3	High
10. People strive for simplicity and clarity in communication.	4.33	High
11. My organization cares about its people.	4.48	High
12. My organization exhibits compassion.	4.38	High
13. My organization is adaptive and responsive.	4.35	High
14. My organization demonstrates unity of purpose.	4.45	High
15. My organization supports collaboration and innovation.	4.48	High
16. My organization provides technologies that support collaboration.	4.38	High
17. My organization encourages relationship building, internally and externally.	4.38	High
18. My organization encourages learning and sharing.	4.55	Very High
19. My organization encourages teams to self-organize and work without boundaries.	4.4	High
20. My organization demonstrates agility.	4.3	High
Overall Mean	4.28	High

The table shows that the respondents rated their organizational Health high, as indicated in the overall score of 4.28. This result could mean that their organization encourages learning and sharing; the workplace is a safe working place, and they are not afraid to ask their colleagues if they need assistance, which resulted in organizational care, support, collaboration, and innovation in the workplace, which turned into a unity of purpose among the members of the organization, which contributed to a changing organization, which resulted towards a healthy organization.

This result implies that the organization has the drive to develop their organization's performance by deploying strong leaders, which resulted in gaining a competitive edge in managing their cooperative organization.

Table 1 shows that respondents rated a very high area mean score on “organization encourage learning and sharing” with an area mean score of 4.55, while the statements "safe at work and not afraid to ask help, organizational care about its people” and “organizations support collaboration and innovation" garnered high area mean scores of 4.48 respectively, while their “Organization demonstrate a unity of purpose” got the third highest area mean score of 4.45 and qualitative description of high. However, the lowest area mean score is rated to the statement, "People are willing to make mistakes to grow," with an area mean score of 2.73, qualitatively described as low.



The above result supports the study of Michael Feder (2022). Organizational Health helps companies align every employee to the same goals. When an employee is well coordinated and motivated, they can complete the task efficiently and make independent decisions, all of which encourage productivity. It also states that direction comes down to transparency with employees about processes and the workplace.

Moreover, according to Karpenkova (2022), organizational Health is how your teams work towards a common goal and how they can cope with organizational change.

Furthermore, Lenioni (2023) states that creating at the executive level is essential to building and maintaining a healthy organization. A healthy organization is creating a cohesive leadership team that is committed to doing the ongoing work of developing and maintaining a high-performance organization.

Finally, McKinsey (2021) states that organizational Health is organic, and like the human body, it evolves; it is an integral performance, and health reviews reveal how organizations Health is evolving in reaction. High-performing organizations require leaders who can manage performance. A focused health improvement plan should help organizations reach their short-term goals. It defines how to connect, engage, and communicate with employees. It is about sharing an organization's vision and mission in a way that inspires employees to act in its best interest. Above all, it is about adopting a more innovative and effective leadership style, executing, and innovating.

### What is the level of employee job satisfaction among cooperatives in Southern Nueva Vizcaya?

Table 2 Respondents level of job satisfaction among cooperatives in Southern Nueva Vizcaya

Statements	Mean	Qualitative Description
1. I am encouraged to develop new and better ways of doing things.	4.53	Very High
2. My work gives me a feeling of personal accomplishment.	4.53	Very High
3. I have the tools and resources to do my job well.	4.35	High
4. In my job, I have clearly defined quality goals.	4.48	High
5. My organization does an excellent job of keeping employees informed about matters affecting us.	4.33	High
6. When a customer is dissatisfied, I can correct the problem to their satisfaction.	4.33	High
7. I understand why it is so essential for an organization to value diversity and recognize individual differences.	4.58	Very High
8. My job makes good use of my skills and abilities.	4.35	High
9. My supervisor's manager visibly demonstrates a commitment to quality.	4.4	High
10. I am satisfied with the information I receive from management on what is happening in my division/unit.	4.33	High
11. I am satisfied with my involvement in decisions in our organization that affect my work.	4.33	High
12. Despite any situations that may come, I am satisfied with my job in my organization.	4.4	High
13. I am satisfied with the information I receive from management on what's going on in my company.	4.35	High
14. I am satisfied with the job opportunity that I will get in my company	4.33	High
15. The coop recognized the respect for the value of differences in race, gender, age, political, and religious affiliations.	4.55	Very High
Overall Mean Score	4.41	High

Table 2 shows the respondent's assessment of job satisfaction among Cooperative employees in Nueva Vizcaya. The result of the study shows that employees' job satisfaction level of cooperatives in Nueva Vizcaya is high, as revealed by the overall mean score of 4.41. This result could mean that the cooperative recognizes and respects the value of differences in race and gender, age, religious and political affiliations, employees are encouraged to come up with new and better ways of doing things, their job gives them the feeling of personal accomplishment, they value diversity in which they respect individual differences that may lead to a better working relationship among themselves.

The result of the study implies that employees of cooperative organizations feel the care of the administration towards their well-being, their excellent work was being recognized, and they received frequent feedback that provides them a clear career path in the cooperative organization.

The table shows that the statement, "I understand why it is so important for an organization to value diversity and recognize individual differences," garnered the highest area mean score of 4.58 with a qualitative description of very high, followed by the statement, "cooperative recognize and respect the value of differences in race, gender, age, religious and political affiliations" garnered the second highest area mean score of 4.55; "I feel encouraged to come up with new and better ways of doing things"; "My work gives the feeling of personal accomplishments" got an area mean scores of 4.53 respectively and qualitative descriptions of very high respectively.

Lowest area means scores of 4.33 respectively, with a qualitative description of high, are rated on the statements, "My organization does an excellent job of keeping employees informed about matters affecting us"; "When a customer is dissatisfied, I can usually correct the problem to their satisfaction"; and "I am satisfied with the job opportunity that I will get in my company" respectively.

The above result supports the study's findings by Robbins and Judge (2013). People who have positive feelings about their jobs hold a high level of job satisfaction, while People who have negative feelings about their jobs hold a low level of job satisfaction.

On the other hand, Sayadi (2016) observed that employees tend to be more satisfied if their jobs are fulfilling and rewarding. In addition, Lopez, Cabarcus, Phino, and Rodriquez (2014) stressed that job satisfaction enhances an individual's affective and normative commitment.

Furthermore, in their research, Ezzat & Ehab (2018) evaluate the returns measured by satisfaction with salaries and promotions, employee's level of comfort with colleagues and superiors, and the amount of tasks assigned to the employee. Another factor that affects job satisfaction is an emphasis on the influence of leadership style. As such, employees are expected to develop high-quality relationships with supervisors and employees, so a more positive emotional state is expected to increase satisfaction and create employee happiness (Franczukowska et al., 2021).

### **What is the level of employee's performance among cooperatives in Southern Nueva Vizcaya?**

Table 3 Respondents' assessment on the level of performance among Cooperative employees in Southern Nueva Vizcaya.

Statements	Mean	Qualitative Description
1. My coworkers and I have a good working relationship.	4.33	High
2. I can count on my coworkers to help when needed.	4.18	High
3. I collaborate with my colleagues to solve problems or complete tasks	4.2	High
4. I feel that I meet the expectations set for your role.	4.25	High
5. My role at my workplace correlates to the organization's success.	4.28	High
6. My organization demonstrate that employees are important to its success.	4.3	High
7. My organization's values are aligned with my values I consider important in life.	4.35	High

8. I have achieved my goals over the past performance period	4.38	High
9. I encounter challenges in achieving my assigned goals	3.25	Moderately High
10. I receive good feedback on the quality of my work	4.78	Very High
11. I am proficient in the core areas required for my role	4.48	High
12. I am learning new skills or techniques that helped me perform my job more effectively	4.38	High
13. I have high rating in proficiency in each of my core skill area	4.35	High
14. I feel empowered and supported in learning new skills relevant to my role.	4.52	Very High
15. I have the opportunity to participate in training or development programs	4.48	High
16. My coworkers and I have a good working relationship.	4.38	High
17. I can count on my coworkers to help when needed.	4.38	High
18. My coworkers' welcome opinions different from their own.	4.55	Very High
19. I have the ability to support and assist my colleagues when needed	4.4	High
20. I do communicate and collaborate my colleagues to achieve common goals	4.3	High
Overall Mean	4.326	High

The table shows that the respondents rated their performance high, as indicated in the overall score of 4.326. This result could mean that employees received good feedback from management; their co-workers' welcome opinions different from their own; and feel empowered and supported in learning new skills relevant to their role which resulted in organizational care, support, collaboration, and innovation in the workplace, which turned into a unity of purpose among the members of the organization, which contributed to a changing organization, which resulted towards a healthy organization.

This result implies that the organization has the drive to develop their employee's performance by deploying strong leaders, which resulted in gaining a competitive edge in managing their cooperative organization.

Table 3 shows that respondents rated a very high area mean score on "I receive good feedback on the quality of my work" with an area mean score of 4.78, while the statements " My coworkers' welcome opinions different from their own " garnered second very high area mean scores of 4.55, while their "I feel empowered and supported in learning new skills relevant to my role." got the third highest area mean score of 4.52 and qualitative description of very high. However, the lowest area mean score is rated to the statement, " I encounter challenges in achieving my assigned goals," with an area mean score of 3.25, qualitatively described as moderately high.

The above result supports the study of Cameron, K. S., & Quinn, R. E. (2011). organizational culture and health contribute significantly to job satisfaction and, subsequently, to higher employee performance. When an employee is well coordinated and motivated, they can complete the task efficiently and make independent decisions, all of which encourage productivity. It also states that direction comes down to transparency with employees about processes and the workplace.

Moreover, according to Karpenkova (2022), organizational Health is how your teams work towards a common goal and how they can cope with organizational change.

Furthermore, Lenioni (2023) states that creating at the executive level is essential to building and maintaining a healthy organization. A healthy organization is creating a cohesive leadership team that is committed to doing the ongoing work of developing and maintaining a high-performance organization.

Finally, McKinsey (2021) states that organizational Health is organic, and like the human body, it evolves; it is an integral performance, and health reviews reveal how organizations Health is evolving in reaction. High-performing organizations require leaders who can manage performance. A focused health improvement plan should help organizations reach their short-term goals. It defines how to connect, engage, and communicate



with employees. It is about sharing an organization's vision and mission in a way that inspires employees to act in its best interest. Above all, it is about adopting a more innovative and effective leadership style, executing, and innovating.

### **Is there a significant relationship between organizational health and employee job satisfaction among cooperatives in Southern Nueva Vizcaya?**

Table 4 Summary Correlation between respondents' organizational health and employees' job satisfaction

Variables Correlated	r-value	r <sup>2</sup> -value	p-value	Statistical Inference
Organizational Health vs	0.862	0.743	0	Significant
Employee Level of Job Satisfaction				

As gleaned from Table 4, organizational Health is significantly related to employees' job satisfaction ( $r=0.862$ ,  $p=0.000$ ). This significant relationship shows that Organizational Health accounts for 74.30 percent of the variance of employee level of job satisfaction taken singly. Zero percent of errors exist in the relationship, as supported by the probability level; the null hypothesis is rejected. This result suggests that organizational Health among Cooperatives in Nueva Vizcaya contributes significantly to employees' level of job satisfaction; this implies that as organizational Health among cooperatives in Southern Nueva Vizcaya improves, the level of employees' job satisfaction also increases.

According to Noe et al. (2013), satisfied workers are more eager and willing to apply new knowledge and innovation to their job performance, which always helps organizations develop good competitive advantages in the business arena. Moreover, Linda & Michael (2014) note that job satisfaction generates loyalty, self-confidence, and high commitment to the organization and also leads to productivity improvement and elimination of organizational deviant behaviours, as well as absenteeism and turnover). Thus, job satisfaction helps to motivate employees and improve their commitment to the organization, which leads to a more productive organization.

### **Is there a significant relationship between organizational health and employee's performance among cooperatives in Southern Nueva Vizcaya?**

Table 5 Summary Correlation between respondents' organizational health and employees' performance

Variables Correlated	r-value	r <sup>2</sup> -value	p-value	Statistical Inference
Organizational Health vs	0.924	0.8538	0	Significant
Level of Employee's Performance				

As presented from Table 5, organizational Health is significantly related to employees' performance ( $r=0.924$ ,  $p=0.000$ ). This significant relationship shows that Organizational Health accounts for 85.38 percent of the variance of employee level of performance taken singly. Zero percent of errors exist in the relationship, as supported by the probability level; the null hypothesis is rejected. This result suggests that organizational Health among Cooperatives in Nueva Vizcaya contributes significantly to employees' level of performance; this implies that as organizational Health among cooperatives in Southern Nueva Vizcaya improves, the level of employees' performance also increases.

According to Noe et al. (2013), satisfied workers are more eager and willing to apply new knowledge and innovation to their job performance, which always helps organizations develop good competitive advantages in the business arena.

## **CONCLUSIONS**

In light of the findings of the study, the following conclusions are drawn:

- The cooperatives in Southern Nueva Vizcaya have high organizational health, which implies that the organization has the drive to develop the performance of their organization by deploying strong leaders, which resulted in gaining a competitive edge in managing their cooperative organization.
- The employees' level of job satisfaction is high, which implies that they feel the care of the administration towards their well-being, their excellent work was recognized, and they received frequent feedback that provides them a clear career path in the cooperative organization.
- The employees' level of performance is very high, which implies that their excellent work was recognized, they are open to collaboration with coworkers and they received frequent feedback that motivates them to perform well in their respective roles.
- There is a significant relationship between organizational health and employee job satisfaction, as well as between organizational health and level of employee's performance which implies that as organizational Health improves, employees' job satisfaction also increases which resulted to high level of employee's performance.

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