

Is “Happy Worker” More Productive

Natasha Fogaça, Francisco Antônio Coelho Junior
University of Brasília (UnB), Brasília, Brazil

The hypothesis “happy productive worker” states that happy employees, whose needs are satisfied in their workplace, have greater performance than unhappy employees. Therefore, the purpose of this research is to examine empirically the effects that job satisfaction and well-being at work generate on the individual job performance, investigating the moderating role that the components of the organizational structure play in this relationship. To achieve the main objective, some secondary objectives were proposed: (1) test the predictive effect of well-being, satisfaction, personal, and professional variables on individual performance; and (2) test the moderating effect of the components of the organizational structure in the relationship among well-being, satisfaction, and individual job performance. This research originates of a consolidated statement for the business society, but very few empirical studies. This way, the hypothesis consisted in the components of the organizational structure will positively enhance the relationship among well-being at work, job satisfaction, and individual job performance. The final sample consisted of 134 participants, of a clinical laboratory and of federal court of justice. For the development of the questionnaire, four instruments were used; one for each construct. The proposal has four relationship variables and the statistical procedure used to test this hypothesis was multiple linear regressions. Considering the hypothetical theoretical model presented, personal and professional variables are predictors of job performance; thus, these variables were also included as independent variables. The results of the regression model showed that the variables “age”, “well-being at work”, “job satisfaction”, and “components of organizational structure” are responsible for explaining 64% of the variance of the variable criteria and individual job performance. The moderating role of the variable “components of organizational structure” was also observed, because its inclusion increased the explained variance of the dependent variable. After all the discussions developed, the two main contributions appear: (1) the predictive effect of well-being at work in relation to performance and (2) identifying the moderating effect of the components of the organizational structure.

Keywords: individual performance at work, well-being at work, job satisfaction, organizational structure, moderation

Introduction

Based on the assumptions of the human relations movement, the hypothesis “happy worker and productive” says that happy employees whose needs are satisfied in their workplace, have greater performance than employees unhappy. However, despite being a popular hypothesis, it does not explain in detail why happiness

Natasha Fogaça, Ph.D. student, Faculty of Economics, Administration and Accounting, University of Brasília (UnB), Brasília, Brazil.

Francisco Antônio Coelho Junior, assistant professor, Faculty of Economics, Administration and Accounting, University of Brasília (UnB), Brasília, Brazil.

Correspondence concerning this article should be addressed to Natasha Fogaça, Faculty of Economics, Administration and Accounting, University of Brasília (UnB), 70910-900, Brasília, DF, Brazil.

and self-realization lead to better performance (Sonnentag, 2002). In this way, the aim of this research is to examine empirically the effects that job satisfaction and well-being at work generate on individual job performance, investigating the moderating role that the components of the organizational structure play in this relationship. To achieve the main objective, some secondary objectives were proposed: (1) test the predictive effect of job satisfaction, well-being at work, and personal and professional variables on individual job performance; (2) test the moderating effect of the components of the organizational structure in the relationship among job satisfaction, well-being at work, and individual job performance.

Warr (2007) suggested that significant associations between happiness and performance are likely to arise from a third variable in the work environment, such that certain features of the work environment may increase the relationship between the well-being of the employee and certain work activities. In particular, the empirical evidence presented in the research of Rego (2009) suggests that the affective well-being at work explains significant variance of a self-report measure for individual job performance. Employees with high levels of affective well-being at work describe themselves as holders of high individual performance. At the end, the author proposed that future research includes moderators to explain the connections between positive emotions and performance.

The choice of organizational structure as a context variable to be studied is due to the fact that the relationship between structure and human factor is an indispensable condition for the success of any organization (Vasconcellos & Hemsley, 2002). Thus, not considering their aspects or components would overlook the importance of structure in the individual job performance. Based on that, it is possible to say that the structure is transversal to all that happens in the organization. Knowledge of the role of structure components enables trace strategies and practices to enhance the relationship studied.

Hypothesis and Theoretical Model

This research begins with the proposal made by Rego (2009) in his work. In his recommendations for future studies, the author suggested that mediating variables are included in relations between positive emotions and individual performance, which would better explain the connections that the affective well-being at work explains significant variance of individual performance. This proposal is consistent with the suggestion made by Warr (2007), that significant associations between happiness and performance could probably arise from a third variable in the workplace, on the assumption that some work features can enhance the relationship between well-being of the employee and certain work activities.

Thus, the construction of hypothesis to be tested in this paper was based on the propositions of the works of Rego (2009) and Warr (2007). Considering the number of variables involved and the relations between themselves, relationships among variables were discussed below that were considered for the development of the hypothesis and hypothetical theoretical model.

Well-Being at Work as a Predictor of Individual Performance

Theoretical and empirical evidences suggest that the promotion of psychological well-being seems to be a good way to promote individual and organizational performance (Wright & Cropanzano, 2000). The results obtained in the study of Rego (2009) showed that the affective well-being at work explains 23% of the variance of a significant measure of individual job performance. Also concerned to understand the relationship between psychological well-being and job performance, Wright and Cropanzano (2000) proposed a comparative test of the

relative contribution of job satisfaction and psychological well-being as predictors of individual job performance. Two analyses realized by the authors showed the relative contribution of well-being in performance prediction.

The recent production shows a tendency to study well-being with a negative perspective, i.e., the relationships studied focus on emotional exhaustion, for example. However, the results of these studies are considered important, given that evidence of emotional exhaustion is negatively related with job performance (Cropanzano, Rupp, & Byrne, 2003; Halbesleben & Bowler, 2007; Janssen, Lam, & Huang, 2010). It is important to note also that Kaplan, Bradley, Luchman, and Haynes (2009) pointed out the existence of a predictive relationship of well-being in relation to performance. Based on the propositions presented, it appears that well-being at work is a possible predictor of individual job performance. This inference raises the hypothesis 1a: Well-being at work is positively associated with individual job performance.

Job Satisfaction as a Predictor of Individual Performance

According to Wright and Cropanzano (2000), there are important empirical evidences that indicate the existence of correlations between variables satisfaction and job performance. The research of Coelho Jr. (2009) demonstrated that satisfaction influences individual job performance; however, this influence depends on the unit in which the employee is allocated. In reviewing the recent literature, studies have pointed to a positive predictive relationship between job satisfaction and job performance, with emphasis in most of these studies, on the task performance (Coelho Jr. & Borges-Andrade, 2011; Edwards, Bell, Arthur Jr., & Decuir, 2008; Fischer, 2003; Schleicher, Watt, & Greguras, 2004; Sy, Tram, & O’Hara, 2006).

In contrast, the comparative research conducted by Wright and Cropanzano (2000) found that job satisfaction does not offer a contribution on the prediction of job performance; however, the authors alerted that these results may have been affected by the modest sample size used. The study by Bowling (2007), based on a meta-analysis, highlights that the relationship between job satisfaction and job performance is not relevant, so that variables, such as personality traits, can minimize the intensity of this relationship. Therefore, the findings of these authors indicate a predictive relationship between satisfaction and performance, but not significantly influenced by other aspects, resulting in a call for more research involving other variables in this relationship and use of representative samples. The previous propositions show a predictive relationship of job satisfaction on individual job performance, promoting the construction of hypothesis 1b: Job satisfaction is positively associated with individual performance at work.

Professional and Personal Variables and Individual Performance at Work

The study undertaken by Waldman and Avolio (1986) found that, for younger employees, there was a consistent and modestly positive correlation between age and performance. Giniger, Dispenzien, and Eisenberg (1983) found that older workers had more experience and concluded that the greater is the experience, the better is performance. Somehow, it is evident that the personal and professional variables have some relationship to performance; therefore, it is noticed that the relationships found could be more significant, if other variables were involved. Precisely because of this influence, however small, is interest in this research including this relationship in the model, so the hypothesis 1c is that professional and personal variables are positively associated with individual performance at work.

For this work, the personal variables are age, gender, and level of education, and professional variables are length of service and position held. Based on these categorical variables, except age, the following relationships are provided:

- Older individuals present better performance;
- Male individuals present better performance;
- Individuals with higher levels of education present better performance;
- Individuals who work more time exhibit better performance;
- Individuals who have higher hierarchical levels will have better performance.

Organizational Structure, Well-Being at Work, Job Satisfaction, and Individual Performance

According to Sonnentag and Frese (2002), performance is impacted by the characteristics of the context, not just individual. The main research on well-being at work refers to the general well-being, disconnected from any context. Researches have revealed the influence of organizational factors or perceptions of organizational aspects on the individual well-being (Paschoal & Tamayo, 2008). Several studies have demonstrated the impact of autonomy on the variables well-being at work, job satisfaction, and job performance (Langfred, 2005; Langfred & Moye, 2004; Leach, Wall, & Rogelberg, 2005; Morgeson, Delaney-Klinger, & Hemingway, 2005; Ozer, 2011; Stewart, 2006), demonstrating the importance of this component of the organizational structure. In visit made in the recent literature, unfortunately no studies that addressed all components of the organizational structure were found, but the components studied—feedback (Anseel & Lievens, 2007; Ladeira, Souza, & Berte, 2012), authority (Lin, Wang, & Chen, 2013), formalization, decision making, and centralization (Aryee, Chen, & Budhwar, 2004)—show evidence that organizational structure influences the variables of interest to this study: well-being at work, job satisfaction, and performance.

The research of Siqueira and Amaral (2006) establishes correlations between dimensions of organizational structure and psychological well-being dimensions. The results show that the psychological well-being, with respect to self-value assessments, can be compromised when professionals work in companies whose distribution of authority tends to be centralized and carried out activities rigidly divided into organizational units. Negative feelings, such as anger, discouragement, depression, anxiety, nervousness, and annoyance, can be triggered in the organizational environment by perceptions that there is an authority of rigidities in the corporate control system. The findings of the study undertaken by Campbell, Fowles, and Weber (2004) suggest that work environments where superior consult subordinates, and vice versa, on work tasks and decisions, and that individuals are involved with colleagues in making decision and tasks, are positively related to job satisfaction.

Based on all these considerations, a hypothesis to be studied was constructed and is expressed below:

H1: The components of the organizational structure will positively enhance the relationship among well-being at work, job satisfaction, and individual job performance.

Procedures for Collecting Data

For the questionnaire, four instruments were used: (a) self-assessment performance at work scale (Coelho Jr., Borges-Andrade, Oliveira, & Pereira, 2010), with three factors: “self-management of performance” (13 items; $\alpha = 0.952$), performance oriented to organizational objectives (eight items, $\alpha = 0.941$), and efficiency and performance tasks (six items, $\alpha = 0.820$); (b) well-being at work scale (Paschoal & Tamayo, 2008), with three factors: realization (eight items, $\alpha = 0.923$), positive affect (10 items, $\alpha = 0.930$), and negative affect (12 items, $\alpha = 0.919$); (c) job satisfaction scale (Siqueira, 2008), with five factors, each consisting of five items: satisfaction with pay ($\alpha = 0.930$), satisfaction with colleagues ($\alpha = 0.895$), satisfaction with management ($\alpha =$

0.916), satisfaction with the nature of work ($\alpha = 0.862$), and satisfaction with promotions ($\alpha = 0.914$); (d) perception of components of organizational structure scale (Coelho Jr., Quadros, Oliveira, & Maciel, n.d.) with three factors: centralization, specialization, and communication (17 items, $\alpha = 0.953$), formalization (14 items, $\alpha = 0.933$), and informal structure (seven items, $\alpha = 0.779$). The questionnaire also included questions about demographics data of the respondent (personal and professional variables).

To compose the scope to be searched, two organizations were selected: a clinical laboratory and a federal court of justice. Each organization has authorized the participation of 100 employees from different areas, totaling 200 participants. At the end, 51 completed questionnaires were received from the federal court of justice and 83 questionnaires collected in the clinical laboratory. Considering the available population, the rate of return was 67%, to meet the minimum sample size for statistical procedures, such as multiple regressions and correlations with more than one independent variable and one dependent variable. Tabachnick and Fidell (2007) proposed that a rule in which the sample size (N) must be equal or greater than the result of the formula: $50 + 8m$ (where “ m ” is the number of independent variables in the model). In the proposed model in this study, the independent variables are three: “Well-being at work” is composed by three factors, “job satisfaction” is composed by five factors, and “components of organizational structure” is composed by three factors. From this premise, the recommended minimum sample for this study should be 138 participants. However, the obtained sample was 134 participants; considering the proximity of the amount of participants achieved with the recommended sample, and due to the exploratory nature of this study, this number is suitable for the intents of this research.

Results

The results showed that most participants (47.9%) are young, having ages between 26 and 35 years. The majority of respondents were female (73.4%). A significant portion of the participants (40.3%) have only completed high school. There is a certain balance in length of work in the organization, with a slight majority of participants who had spent more than five years at work (23.4%). The majority is composed of respondents having effective positions in the organization to which they belong. After the analysis with and without outliers, it was decided to use the database with outliers to this research, once the presence of these extreme cases possible to obtain better results, due to its profile, since it can be influential individuals in the organization.

Based on the hypothesis, the proposed relation has four variables and the statistical procedure used to test this hypothesis was multiple linear regressions. In the case of this study, the dependent variable is “individual job performance”. Consequently, the predictor variables are “well-being at work”, “job satisfaction”, and “components of the organizational structure”. The personal and professional variables were also seen as independent variables. Noteworthy that the raw data did not show a normal distribution; and to meet this assumption, the variables were transformed into standardized Z scores.

Returning to the hypothesis, there is the fact that was proposed that the components of the organizational structure will enhance the relationship among the other variables. This means the proposition of a moderation ratio and multiple regressions can be used to identify moderating variables. To test the proposed moderation, Abbad and Torres (2002) stated that it must be observed, if A is a good predictor of C . If so, it checks if A and B predict C , and the interaction between A and B , calculated by the product $A \times B$, also predicts C . If the interaction is a statistically significant predictor of C , B is a moderating variable. In this research, it can be assumed that the variables “well-being at work”, “job satisfaction”, and personal and professional variables

assumed the role of A, the variable "individual job performance" assumed the role of C, and variable "components of organizational structure" assumed the role of B.

Thus, the first step was to verify the predictive relationship of the variables "well-being at work", "job satisfaction", and personal and professional variables with the variable criteria "individual job performance". The variables were subjected to stepwise regression analysis and revealed that the factors of well-being at work, "positive affect" and "negative affect", and the professional variable "nature of the position" showed significance for this relationship. The indices obtained in this model are shown in Table 1.

Table 1

Regression Results—Variable Criteria: Individual Job Performance

Predictor variable	Models (β values)		
	I	II	III
Positive affects	0.523***	0.506***	0.471***
Negative affects		-0.202*	-0.223**
Nature of the position			0.187*
R^2	0.274	0.314	0.348
R^2 adjusted	0.266	0.300	0.327
R	0.523	0.561	0.590

Notes. * $p < 0.05$; ** $p < 0.01$; and *** $p < 0.001$.

The results found in this model demonstrate that this set of variables is responsible for explaining 35% of the variance ($R^2 = 0.348$) of the variable criteria, individual job performance. It is interesting to note that the factor "negative affect" relates negatively with variable criteria, while the other factors relate positively. Considering the hypothesis 1a, it identifies a predictive relationship between well-being at work and individual job performance, suggesting that individuals with positive emotions at work show an increase in performance levels, while individuals with negative emotions at work have lower performance levels. Given that the variable "nature of the position" is a categorical, which was transformed to be included in the model and presents a positive relationship with the dependent variable, it was found that individuals who possess effective positions in the organization tend to present better performance than trainees and outsourced.

With these data, the next step is to test the moderating effect of the variable "components of the organizational structure". For this, it proceeds the regression with this variable as a predictor of "individual job performance", with the variables in the previous model. All these variables were also analyzed for the stepwise regression. The results showed that the factor of well-being at work, "positive affect", factor of job satisfaction, "satisfaction with management", the personal variable "age", and factors of organizational structure components, "formalization", and "informal structure" are predictors of variable criteria. The indices obtained in this model are shown in Table 2.

The results found in this model demonstrate that this set of variables is responsible for explaining 64% of the variance ($R^2 = 0.643$) of the criterion variable, "individual job performance". Compared to the first model tested, this model points to moderator character of the variable "components of organizational structure", because the inclusion of this variable increased the explained variance of the dependent variable. All predictive variables presented in this model were positively related to the variable criteria.

Noteworthy that at the time the variable "components of organizational structure" was inserted into the model, a factor of the variable "job satisfaction" appeared, demonstrating that proposed in the hypothesis, the

components of the organizational structure increase positively the relationship among well-being at work, job satisfaction, and individual job performance. It is important to emphasize that the factors “negative affect” and “nature of the position” did not appear in this model.

To conclude the test of moderation, it proceeds with the creation of a predictor variable generated by the product of predictor variables in the model. After creating the “new variable”, it proceeds a stepwise regression for the determination of predictive relationship of this new variable to “individual job performance”. The result was found that the new variable explains approximately 10% of the variance in the dependent variable. The important thing here is not the value found, but the fact that this interaction is a statistically significant predictor of the variable criteria; therefore, it is evident that the variable “components of organizational structure” is a moderator of the relationship among well-being at work, job satisfaction, personal and professional variables, and individual job performance. Table 3 summarizes the values obtained in this test.

Table 2

Regression Results With Components of Organizational Structure—Variable Criteria: Individual Job Performance

Predictor variable	Models (β values)				
	I	II	III	IV	V
Positive affects	0.593***	0.540***	0.494***	0.498***	0.491***
Formalization		0.455***	0.459***	0.482***	0.447***
Informal structure			0.196*	0.212**	0.260***
Age				0.176*	0.161*
Satisfaction with management					0.158*
R^2	0.351	0.556	0.592	0.622	0.643
R^2 adjusted	0.342	0.543	0.575	0.600	0.617
R	0.593	0.746	0.769	0.789	0.802

Notes. * $p < 0.05$; ** $p < 0.01$; and *** $p < 0.001$.

Table 3

Regression Results With the Product of the Predictor Variables—Variable Criteria: Individual Job Performance

Predictor variable	β values
Well-being at work \times job satisfaction \times personal and professional variables \times organizational structure	0.326**
R^2	0.106
R^2 adjusted	0.095
R	0.326

Notes. * $p < 0.05$; ** $p < 0.01$; and *** $p < 0.001$.

After performing the steps of regression and confirmation of the moderating effect of the components of the organizational structure, the confirmation of the hypothesis proposed in this work is obtained, that the components of the organizational structure positively increased the relationship among well-being at work, job satisfaction, and individual job performance. The model generated in the regression test is aligned with the proposed theoretical model hypothesized. So, the factors positively affect formalization, informal structure, age, and satisfaction with management, in the studied locus, which explains 64% of individual job performance. This represents that the model obtained shows which factors predict the construct “individual job performance”. Figure 1 shows the regression model obtained in this study.

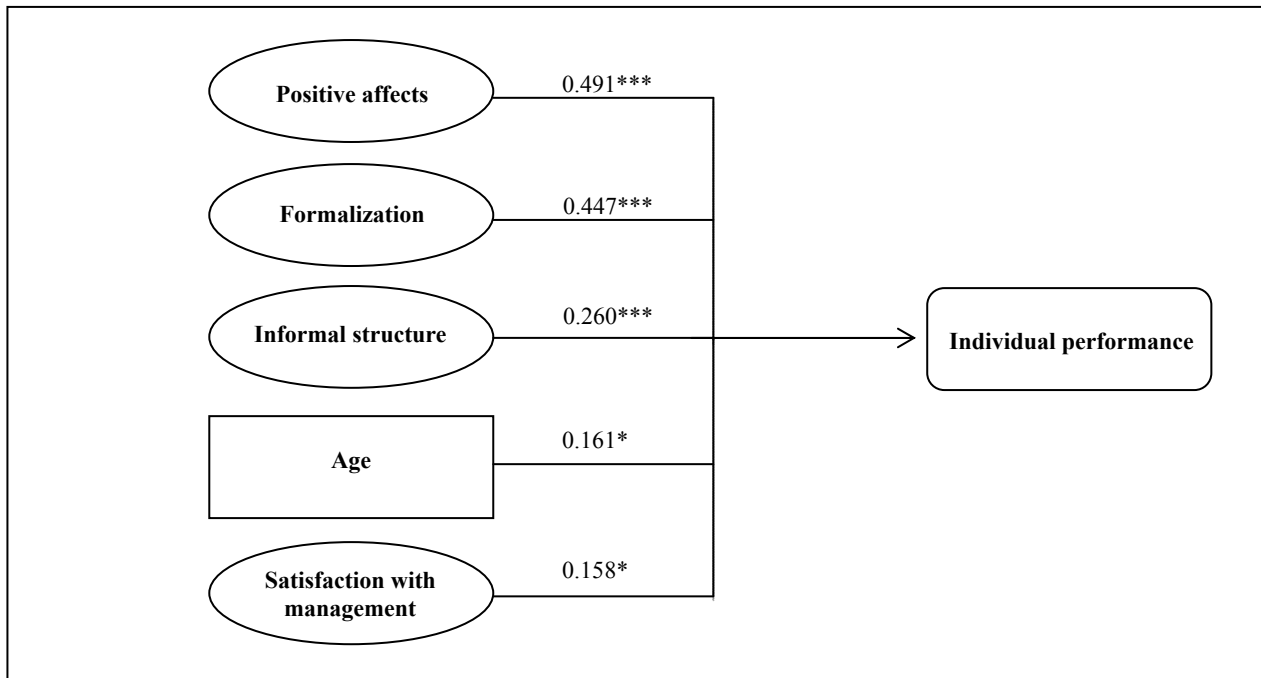


Figure 1. Regression model. Note. Squares represent variables and ellipses represent factors.

Discussion

With the results, it is evident that the hypothesis that the components of the organizational structure will positively enhance the relationship among well-being at work, job satisfaction, and individual job performance was confirmed. This result also meets the expectations of Warr (2007) and Rego (2009), who strongly believed that the inclusion of a third variable or moderating variable, in the relationship between positive emotions and performance could significantly increase the intensity of this relationship.

Rego (2009) found that the affective well-being at work explains 23% of the variance of a significant measure of individual performance. In turn, this study found that well-being at work and job satisfaction, with the moderation of the organizational structure variable, explained 64% of variance of a measure of individual performance. Observing only the statistical results, the inclusion of a moderating variable substantially increases the strength of that relationship. However, it should be kept in mind that the instruments used to measure the variables and organizations are different in the two studies. Thus, the evidence found in this study should be seen as progress in building a theory about predictors of performance, and not as a research that simply improved the results of Rego (2009).

The regression model included two factors of the variable “components of organizational structure”—formal and informal aspects. These factors contained items related to aspects of hierarchy, authority, autonomy, departmentalization, and physical structure (installations). This means that in the context studied, these aspects influence individual performance at work. The literature also reinforces the role of autonomy as a predictor of job performance (Langfred, 2005; Langfred & Moye, 2004; Leach et al., 2005; Morgeson et al., 2005; Ozer, 2011; Stewart, 2006). Noteworthy the work of Ozer (2011) studied the moderating effect of autonomy on the relationship between organizational citizenship and job performance. Given this evidence, it appears that the model obtained in this work confirms the results of previous investigations.

This finding raises two questions: What reasons could be attributed by the choice of autonomy as a major factor of the structure to be the most studied component performance at work? Why other components of the structure are not given the same attention to studies that analyze predictors of performance at work? Noting that obtained in the regression model, it is clear that other aspects of the structure are relevant, as the informal structure. When it comes to components of the organizational structure, the impression one gets is that the dimensions are related to formal structure. Maybe that is one of the reasons why studies involving informal aspects have not appeared in the recent scientific literature. Knowing how informal aspects relate to the variables analyzed in the study would be of paramount importance to compare the results obtained with regression testing. Regardless of knowledge of existing production, the fact that results are obtained with the regression model points to the significance of the informal aspects of the individual's performance in the organization. This evidence opens precedents for future research on the subject, and especially for study of the relationship between the “informal structure” and performance, helping for practices which are developed for the management of informal structure in order to contribute to achieving organizational objectives.

The resulting model of regression provided important clues on how relations are established between performance and affective variables. Focusing, first, on well-being, it was found that the model was generated without the moderating variable, two factors were related to individual performance. Positive affects had a direct positive relationship, while negative affects had a direct negative relationship. When including a moderating variable, the intensity of the relationship between positive affect and individual performance increased and the explained variance was 27% to 35%, confirming the expectations of Warr (2007) and Rego (2009). These results are consistent with the evidence found in the literature, as the work of Kaplan et al. (2009), in which several meta-analyses pointed to the predictive relationship of positive affect and negative affect with task performance were undertaken. To the authors, this finding should direct the actions of organizations to promote the well-being, so that negative emotions should be minimized, such as stress and anxiety, and incentives the positive, such as excitement and enthusiasm. The evidence obtained in this study is also aligning with the findings of Cropanzano et al. (2003), Halbesleben and Bowler (2007), and Janssen et al. (2010). These studies identified a negative relationship between emotional exhaustion and performance. Although this study uses the concept of well-being as construct of positive character, there is an alignment of the empirical results, given that emotional exhaustion is usually studied as the opposite of well-being.

In relation to job satisfaction, the regression tests also showed interesting results. In the model that was not included the moderating variable, none of the satisfaction factors are significantly associated with individual performance. When the components of organizational structure were inserted in the model, one of the factors of satisfaction, “satisfaction with management” showed a significant positive relationship with individual job performance. This result highlights the moderating role of organizational structure in the relationship between satisfaction and performance.

In general, it can be said that this study follows the trend of the literature to identify the predictive relationship between job satisfaction and performance (Coelho Jr. & Borges-Andrade, 2011; Edwards et al., 2008; Fischer, 2003; Schleicher et al., 2004; Sy et al., 2006). In turn, the result of the obtained model faces the evidence found by Bowling (2007), who questioned the significance of the relationship between satisfaction and performance, especially when other variables were involved. In the case of this author, the personality traits eliminated the relationship between satisfaction and performance; in this paper, the organizational structure

allowed the relationship between satisfaction and performance. This evidence also contradicts the finding of Wright and Cropanzano (2000) that job satisfaction did not offer a contribution for prediction of job performance; but as the authors proposed, further studies should be made because the sample used by them could have affected the results.

The empirical model found the participation of a personal variable in the prediction of performance: age. This finding highlights the importance of observing the impact of this variable, as some authors suggested that this relationship exists (Coelho Jr., 2009; Waldman & Avolio, 1986), but the same was not found significantly different in other researches. Considering the organizations studied here, it was found that the relationship between age and performance depended on the inclusion of the components of the organizational structure in the model. Thus, for the studied locus, it follows that the greater the age (or the older is the employee), the better the performance is shown.

Questions beyond the studies related to the variables also emerged of the results. Outliers are normally removed during data processing before statistical analysis. The criteria for their inclusion in the study were the result for the factorial validity of the scales. The index KMO (Kaiser-Meyer-Olkin) was better when the analysis contemplated the extreme cases. Presenting the results described a profile of these outliers in order to understand the relevance for the sample. It was inferred that it can deal with a group of people who are located in management positions or who, somehow, are influential in the organization. By decision of the respondents, it was unable to identify the hierarchical level of the same, since the issue with this purpose has been left blank for almost all participants. Anyway, this obstacle does not minimize the importance of this result, but brings up the discussion about the elimination of extreme cases during data processing. If they are part of the sample, why remove them? Is this a purely statistical decision? What are the implications of the withdrawal of these people to the results from the theoretical point of view?

Conclusions

The present study tested the hypothesis “happy worker and productive” disseminated by common sense, but that had not been tested empirically. Furthermore, it was decided to include the variable “organizational structure” in this study, because it is a cross factor of all the organization. Thus, the aim to analyze empirically the effects that the job satisfaction and well-being at work generated on individual job performance investigating the moderating role of the components of the organizational structure has been fulfilled. After all the discussions developed, it appears that this work has contributed significantly to the advancement of theoretical study of these variables, and the two main contributions were to: (1) find the predictive effect of well-being at work in relation to performance and (2) identify the moderating effect of the components of the organizational structure.

It is recommended that organizational practices are developed with the objective of increasing the well-being and satisfaction of their employees, and the organizational structure that meets your needs, but prosecutors’ aspects of well-being and satisfaction should be investigated separately for each organization, considering that it may be different due to the specific reality of each one. The main limitation of this study is related to the sample. Although have diversity, consisting of two organizations with members from different hierarchical levels and sectors, unfortunately, it was not possible to have all employees of both organizations. The participation of a greater number of workers would allow the achievement of results more generalizable and would develop a psychometric re-validation of the instruments used.

Throughout the text, the relevance of the relationship between satisfaction and job performance was discussed. Many works have been developed to study this relationship, although the analysis of the recent scientific literature made in this article found few studies on the topic, indicating a possible fall in production. The study found that there is a predictive relationship as long as there is a moderating variable “organizational structure”. Faced with a reality as incipient on the topic, it is stated that the researchers developed research on this relationship by observing the behavior of other moderating variables and other locus and can thus theoretically contribute to the discussion raised by Bowling (2007) that the relationship between job satisfaction and job performance is largely spurious.

What about the organizational structure, this work contributes significantly to the inclusion of this construct in research aimed at micro level variables, demonstrating the impact that structure has on the behavior of individuals. However, this was a small step, because as was found during this study, the construct “components of the organizational structure” does not have a theoretical clarity, there are definitions, but there is no consensus on dimensions of organizational structure. It is a long way to go on this issue, and considering the results obtained here and the moderating role of organizational structure, it is urgent that further studies are dedicated to advancing the theoretical refinement of the subject, and that along with the development of the instrument used here, it is possible to count on researches in support of the crosscutting nature of the organizational structure. From a practical point of view, the results that may be obtained from this advance will serve as a basis for organizations to promote practices that represent effective improvements in organizational outcomes.

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