METHODOLOGICAL PROPOSAL TO ADDRESS SOME INFLUENTIAL FACTORS IN THE PERFORMANCE OF TEXTILE MSMEs IN BOGOTA AS MOTIVATION, JOB SATISFACTION, AND STRESS

PROPUESTA METODOLÓGICA PARA ABORDAR ALGUNOS FACTORES INFLUYENTES EN EL DESEMPEÑO DE LAS MIPYMES TEXTILES EN BOGOTÁ COMO MOTIVACIÓN, SATISFACCIÓN LABORAL Y ESTRÉS

Robinson Pacheco García[1]
Cesar Augusto García-Ubaque[2]
Lizeth Viviana Urrea[3]

Resumen

El presente documento analiza algunos factores que afectan el rendimiento de las personas que trabajan en micro, pequeñas y medianas empresas (MIPYMES) de la industria textil de Bogotá, y las acciones que estas deben desarrollar como forma de contrarrestarlos. Para ello se plantean cuestionamientos en los que se especifican aspectos como satisfacción laboral, estrés en el trabajo y motivación del personal (incluyendo también la relación existente entre estos); como los factores que se consideran fundamentales para la productividad de las empresas, al igual que las estrategias a llevar a cabo por parte de estas para mejorar su desempeño. Se concluye que la satisfacción laboral está enlazada a la motivación determinando las acciones de los trabajadores ante una tarea determinada.

Palabras clave: Motivación, satisfacción laboral, estrés, trabajo.

Abstract

This paper analyzes some factors that affect the performance of people working in micro, small and medium-sized enterprises (MSMEs) in the textile industry in Bogota and the actions they should develop to counteract them. Questions specifying aspects like; job satisfaction, job stress, and staff motivation (including the relationship between these) are posed. It also includes the factors considered fundamental for the enterprises' productivity; the strategies that companies should carry out to improve their performance. It is concluded that job satisfaction is linked to motivation, determining the actions of workers when faced with a given task.

Keywords. Motivation, job satisfaction, stress, work.

Recepción: 16 de marzo de 2020 / Evaluación: 10 de julio de 2020 / Aprobado: 15 de octubre de 2020

[1] Robinson Pacheco García. Ingeniero Industrial, MsC en Gerencia Ambiental. Profesor Asistente, Universidad Distrital Francisco José de Caldas, Colombia. E-mail: rpachecog@udistrital.edu.co. ORCID: https://orcid.org/0000-0002-8837-3412.

[2] Cesar Augusto García Ubaque. Ingeniero Civil, MsC en Ingeniería Ambiental, PhD en Ingeniería. Profesor Titular Universidad Distrital Francisco José de Caldas, Colombia. E-mail: cagarciau@udistrital.edu.co. ORCID: https://orcid.org/0000-0002-6959-6610.

[3] Lizeth Viviana Urrea Fonseca. Ingeniera Industrial. Universidad Distrital Francisco José de Caldas, Colombia. E-mail: lvurreaf@udistrital.edu.co. ORCID: https://orcid.org/0000-0001-7093-531X

Introduction

The textile and apparel industry in Colombia represents one of the most important productive activities that contribute to the country's economy. For this reason, it is relevant to determine the factors that affect the performance of this industry and the factors that favor its growth and development. Considering that the textile sector in Bogota consists of 89.41% micro-enterprises, 8.52% small enterprises, 1.63% medium enterprises, and 0.44% large enterprises (Monroy, 2012), so MSMEs (micro, small and medium enterprises) represent 99.56%, which is almost their totality. Thus, an analysis carried out in MSMEs is significant for increasing productivity in the companies that comprise this sector of the economy in Colombia.

Likewise, it is relevant to identify that worker in the textile industries in Colombia develop with some frequency their work under high temperatures, which is directly related to thermal comfort. It is defined as the condition of mental perception, which expresses satisfaction with the thermal environment (Castillo & Orozco, 2010), being this relevant when determining the worker's productivity.

This study aims to provide suitable answers to the following questions: How do factors such as staff motivation, job satisfaction, and job stress influence MSMEs in the textile industry in Colombia? And, what can these companies do to improve their performance based on the mentioned factors?

First of all, it is essential to define the variables whose situation was evaluated in the companies and which are addressed throughout this document: Motivation, Job satisfaction and Stress.

Motivation

It refers to an internal state of mind that determines the employee's actions and behaviors to perform specific work. These behaviors are generated in any field, be it family, social or work-related. Motivation is one of the employee's attitudes towards the organization that should be enhanced (Figure 1).

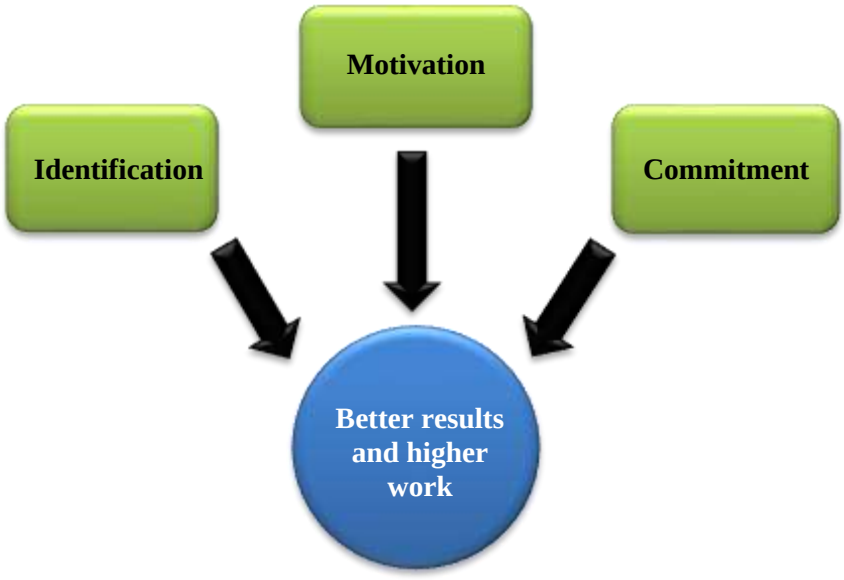

Figure1. Worker attitudes
Source: Authors

Motivation seeks to bring each of the workers closer to what can be called the ideal employee (Palma, Caycedo, Guzmán, Varón y Ortíz (2019; Cardona, Lamadrid y Brito, 2018; Niebles, De La Ossa y González, 2019). This employee is the one who develops the actions that are determined for his position with total commitment, aiming to have a higher performance and maximum productivity, being also a reference for others. Human resource is one of the most relevant for companies, it is essential, and for this reason, the best possible performance must be sought from it.

Job Satisfaction

Job satisfaction arises from the implicit comparison between the current job situation and the ideal one. Employees may be satisfied with their job, but the same aspects that cause satisfaction to some may generate unhappiness in others; therefore, this is not an absolute concept (Ampofo, 2020; Khalatbari et al., 2013; Yakın & Erdil, 2012). Despite this fact, satisfaction can be defined as an affective disposition of people towards their job role. (Hoff et al., 2020; Wiegand et al., 2021; Castro, 2017).

Motivation is closely related to job satisfaction, the latter being a positive consequence of the former. A motivated worker will perform his tasks with pleasure, enjoy his work, and in general, will not suffer from stress, likewise positively influencing the company's competitiveness and productivity. (Wang et al., 2020; Duarte, Barrientos y Castro, 2019).

As a consequence of job satisfaction, employees develop specific characteristics that favor the company, among which are (Connect Americas, 2019; Mohanty, 2019)

- Initiative: Refers to employees acting voluntarily without the need for a prior order or suggestion
- Harmony: It is related to guaranteeing a suitable work environment
- Effectiveness: Related to the production and correct use of the company's resources
- Discipline: Refers to compliance with what is established by the organization

Stress

Stress is a condition in which individuals encounter constraints, demands, or opportunities that relate to their desires, or opportunities relate to their desires, which generate uncertainty and are of importance to them (Trivellas et al., 2013).

Types of stress (Arce, 2012):

- Personal (resources of the person)
- Labor (work factors that cause excessive worry)
- bSocial (environment perception)

Stress is directly related to work. Low-stress and high-stress levels have negative repercussions for company productivity and employee health. Work is how people achieve their goals and find an improvement in both their work and personal performance. So, when they perform it and are comfortable with the tasks performed, their satisfaction becomes proportional to their productivity.

Proposed methodology

To solve the above-posted questions, figure 2 displays the considerations that can be applied to identify aspects of job satisfaction, motivation, and stress; and thus, boost productivity growth in MSMEs in the textile sector. Explanations for each of the aspects mentioned.

1. Identification of possible variables and strategies related to motivation and job satisfaction in workers of MSMEs in Bogota
2. Adequate management of the workload concerning thermal discomfort in the textile sector.
3. To identify the relevant variables of stress in the workers of the MSMEs and the strategies to reduce it.

Figure2. Considerations to be applied in the identification of job satisfaction, motivation, and stress
Source: Authors

Identification of possible variables and strategies related to motivation and job satisfaction among workers in MSMEs in Bogota

Considering the positive influence that job satisfaction has, the aim is to promote it in the MSMEs of the textile sector. Recognizing motivation as a relevant satisfaction mechanism, its implementation results in organizational commitment on the part of workers for the better performance of their work. (Boulagouas et al., 2021; Kitsios & Kamariotou, 2021)

Variables

Various factors such as social recognition, vacations, salaries, environmental conditions, among others, are influential in job satisfaction and employee motivation.

It is advisable to implement strategies in micro, small, and medium-sized companies concerning:

- Wage theory
- Improvements in the organizational climate
- Methods related to motivation and job satisfaction

Wage theory

Wage theory focuses on the relationship between the wages employees receive and their productivity at work, which is a favorable relationship. The efficiency wage model is shown in the following production function.

$$Q = f\,(e(w)\,L),\ e'(w) > 0 \qquad (1)$$

Retrieved from: (Bòria-Reverter, Crespi-Vallbona, & Mascarilla-Miró, 2012)

Where:
e = worker productivity, w = real wage, L = number of workers

Improvements in the organizational climate

About workers, it is relevant to analyze the factors that make possible the feeling of job satisfaction. One of these is the organizational climate, understood as the environment perceived by the individual in his interaction with the company and its components, which is inherent to the organization and defines his attitude, behavior, and work efficiency. If this is adequate, it allows workers to feel comfortable and behave following the company's objectives. (Snell et al., 2018)

Strategies

Management can implement various strategies, some of them are (Argüelles et al., 2014):

- Implementation of rewards that promote employee satisfaction.
- Labor assurance to propitiate a suitable work environment.
- Establishment of compensation and work incentives.
- Generation of personnel development opportunities.
- Involvement of all employees in the organization's activities.
- Conducting job analysis.
- Implementation and establishment of a procedures manual.

The organizational climate determines that the personal motivation influence is positive when adequate management is carried out. Otherwise, if there is an undesirable work climate, workers will not perform as expected.

Adequate management of the workload concerning thermal discomfort in the textile sector

Taking into account that among the working conditions that prevent the workers' satisfaction in the textile sector is stress, which can be caused by thermal discomfort; for the proper distribution of work in MSMEs in this sector in Bogota, different methods are highlighted such as:

- The ANACT method
- The job profiles method
- Calculation method

The ANACT method

This method is a tool for analyzing working conditions in a company. It focuses on the workers, since whatever their work, they are the experts on their working conditions. This method is applicable in MSMEs; it allows the participation of employees through the completion of a questionnaire in which aspects related to their physical and mental load can be known (Gonzales & Inche, 2011).

The job profile method

This method is based on a quantified assessment of all the variables that define the job working conditions. Some of its objectives are to improve safety and the environment, reduce physical and mental workload, reduce discomfort from repetitive work and create an increasing proportion of jobs with high work content (Gonzales & Inche, 2011; Lan et al., 2021)

The applicable calculation method to estimate the workload of MSME workers exposed to thermal discomfort

Physical workload: refers to the situations that a worker must perform during the workday. The indirect method described above makes it possible to propose strategies related to the workload distribution and thus to control it. It applies to the situation of textile MSMEs because it considers the exposure to high temperatures that may occur in them, highlighting that this condition may be the cause of lower productivity. This method consists of several stages for its application (Figure 3). The resources to be invested in this method are minimal and provide information on the risks faced by workers. It is analyzed starting from the workstations, and it is relevant to determine the classification of the tasks. (Mhamdi et al., 2020).

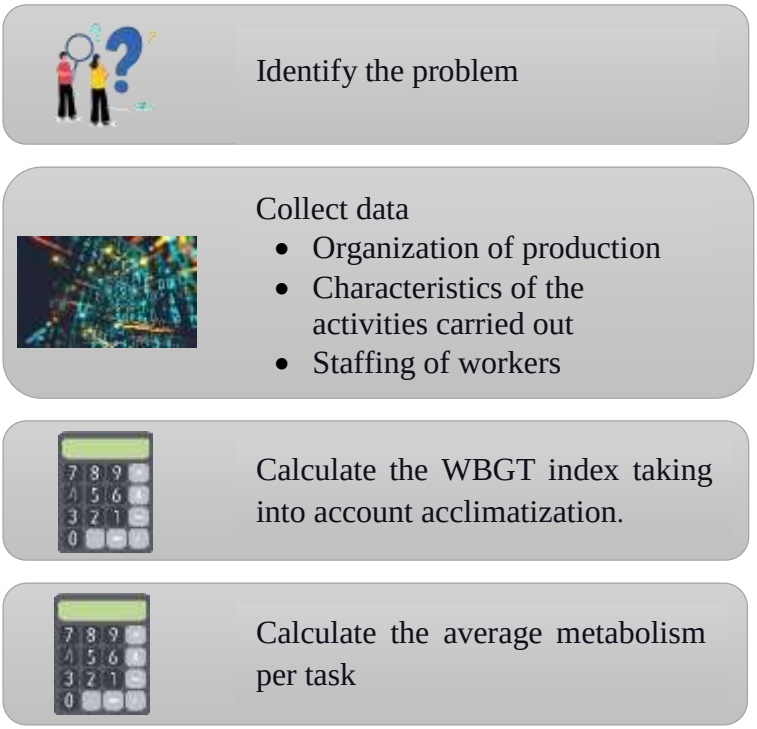

Figure 3. Stages-workload method
Source: Adapted from (Castillo & Orozco, 2010)

WBGT index

For the application of this method, it is essential to use the WBGT index, which makes it possible to estimate thermal discomfort (Table1).

Table1. Examples of permissible limit values for heat exposure

Values in °C WBGT**			
Working and idle mode	Working load		
	Light	Moderate	Heavy
Continuous work	30.0°C	26.7°C	25.0°C
75% work and 25% rest per hour	30.6°C	28.0°C	25.9°C
50% work and 50% rest per hour	31.4°C	29.4°C	27.9°C
25% work and 75% rest per hour	32.2°C	31.1°C	30.0°C

**As the workload increases, the heat impact on an unacclimatized worker increases. For Non-acclimatized workers performing Moderate level work, the TLV allowable exposure should be reduced by approximately 2.5°C.

Source: (Castillo & Orozco, 2010)

For example, the following data from one of the plants of a textile company show that temperature influences the activities of the employees (Table 2).

Bearing in mind that the work in a textile company is continuous and intense concerning the WBGT index, some temperatures exceed the allowed values (Teimori et al., 2020).

Table2. Temperature, noise, and lighting measurements of a textile company

Plant N°3	**Temperature °C**	**Noise dB**			**Illumination Lux**		
Section/Post	Average	Average	Highest	Lowest	Average	Highest	Lowest
Yarn Dyeing	26.4	84	86	83	658	780	535
Winding	23.3	88	89	81	200	245	162
Warping/Gumming	23.8	91	97	86	693	1080	290
- Warping	22.0	90	97	86	315	470	290
- Gumming	25.5	91	93	89	1070	1080	900
Weaving	23.6	99	104	94	245	576	126
- Sc A	24.0	99	102	96	209	351	126
- Sc B	22.6	102	104	100	332	576	182
- Sc C	24.8	97	100	95	241	347	176
- Sc D	23.0	96	99	94	200	330	182
Revised Raw Fabric	24.3	85	90	80	579	690	468
Fabric Dyeing	24.8	92	96	89	142	240	82
- Gigger	25.5	90	91	89	91	100	82
- Jet	25.0	93	96	90	193	240	146
Finishing	23.2	89	90	87	167	260	86
- Branch II	23.7	89	90	88	88	90	86
- Shearing	22.7	89	90	87	245	260	230
Maintenance	29.8	78	83	75	406	407	406
Chemical Storage	27.9	80	81	79	99	101	97
Yarn Storage	25.8	65	66	62	151	208	32
General Warehouse	22.4	76	80	73	72	74	71
Fabric Warehouse	28.6	74	76	73	156	219	93
Boilers	25.3	88	90	87	730	743	709

Source: (González & Inche, 2004)

Calculation of average metabolism

The estimation of energy expenditure is done employing an equation that relates the metabolic rate of the activity and its efficient time.

$$M = \frac{(M_1)(t_1) + (M_2)(t_2) + \ldots + (M_n)(t_n)}{t_1 + t_2 + \ldots + t_n} \qquad (2)$$

Retrieved from: (Castillo & Orozco, 2010)

Where:
M = average metabolic rate
M = metabolic rate of the activity
t = effective time in minutes

These steps lead to the identification of what occurs in each task, including the task's average metabolic rate and the efficient time, which provides a sound basis for the division of labor.

This aspect determines that the influence of work stress is adverse and can be caused by an inadequate workload distribution. Therefore, MSMEs in the textile sector should analyze the existing conditions through different methods. Also, implement management strategies for its mitigation.

Identify the relevant variables of stress in MSME workers and strategies to reduce it.

Stress is a relevant factor in companies bearing in mind that it affects the workers' performance (the most important resource). For this reason, companies must find ways to reduce stress, identifying the potential sources and consequences of stress on workers (see Figure 4).

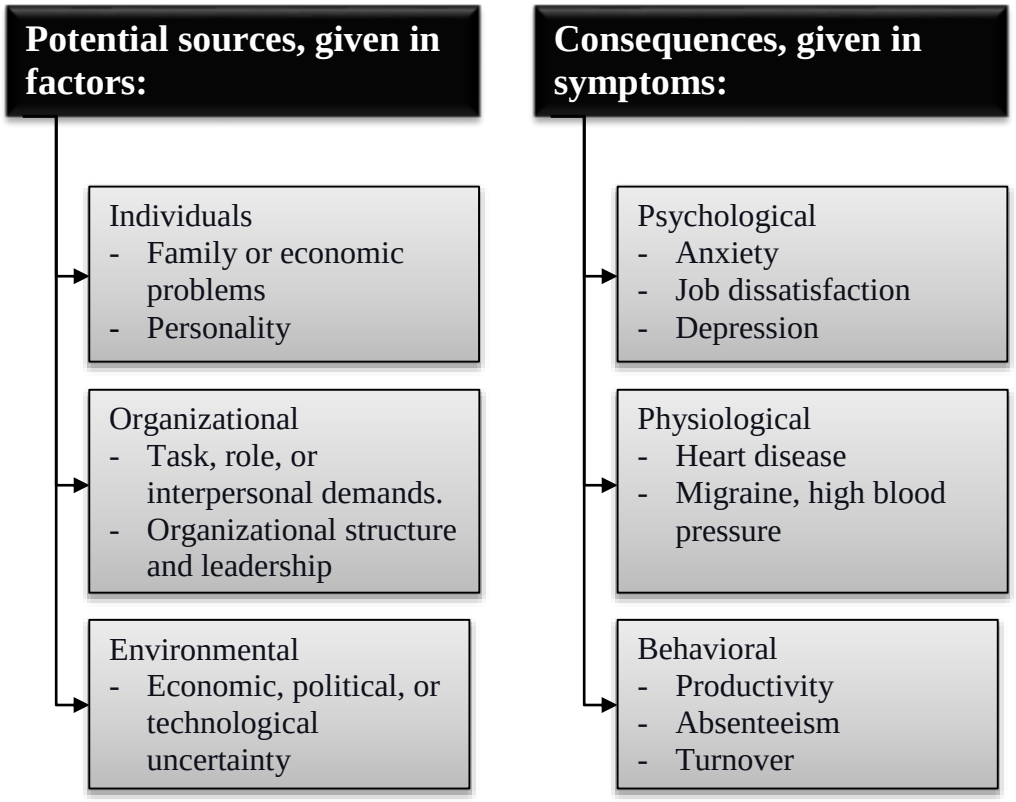

Figure 4. Sources and consequences of stress
Source: (Arce, 2012)

Analyzing these factors about MSMEs in Bogota, stress at work can be linked to organizational factors, and specifically to task demands, highlighting the following:

- Work overload: workers suffer stress when they work more hours than they should according to their working conditions.
- Job insecurity: direct contact with hot objects, high humidity, and other thermal aspects that put the worker in risky situations can induce thermal stress; therefore, job insecurity for the worker.

Task-related stress can be caused by various situations such as job insecurity, inadequate workday and rhythm, work overload, and the confusion of the worker role, which can cause stress. Likewise, concerning interpersonal factors, the causes may be problems between or within groups and their work, among others. (Ghautham & Suresh, 2021; Raut et al., 2017)

Company factors influencing job stress

Other aspects of the companies influence the job stress feeling among workers; these may be related to the work organization, the tasks performed by employees, and interpersonal relationships. Similarly, the organization structure, whether bureaucratic, horizontal, or network, can be a determining factor in the cause of stress, either because it is inadequate or because the worker does not adapt to it (Ma et al., 2021; Padmanabhan, 2021; Trivellas et al., 2013).

Strategies for managing stress among workers in MSMEs

The proposals found on the management of work stress whose motive is work overload and which apply to MSMEs in the textile sector are (Arce, 2012):

- Organization of time and work area.
- Clarify and adequately differentiate roles.
- Creativity regarding work.
- Improve communication for the early solution of problems (Ozturk et al., 2021)

Final Reflections and Conclusions

Job satisfaction is linked to motivation. Although neither one nor the other are outright concepts, it is clear that the effective disposition of people towards the role they play in their work constitutes the internal state of mind that determines the attitudes, actions, and behaviors of workers to perform a specific job. These behaviors can be generated in any field, be it family, social, or labor, and they are mutually related. Motivation is one of the employees' attitudes towards the organization that must be carefully evaluated and enhanced to maintain suitable work environments.

Among the variables that help to maintain employee motivation and job satisfaction are the salary aspects. However, these aspects can be compensated or complemented with strategies such as the implementation of rewards that promote employee satisfaction, the assurance of a suitable work environment, the establishment of compensation and work incentives, the generation of development opportunities, and even the involvement of workers in the organization's activities, among others.

Stress is the most adverse condition for employee performance and where the h constraints are found. Stress levels, whether high or low, have negative repercussions for the productivity of the company and the health of the employees. The stress present in the textile MSMEs' workers can lead to low productivity and absenteeism, as well as depression, heart disease, among others. Thermal discomfort is one of the particular causes of stress in this sector, and it is the conditioning factor for adequate workload distribution. As a way of preventing it, strategies can be designed based on the organizational factors that cause stress, among which work overload stands out.

Bibliographic references

Ampofo, E. T. (2020). Mediation effects of job satisfaction and work engagement on the relationship between organisational embeddedness and affective commitment among frontline employees of star–rated hotels in Accra. *Journal of Hospitality and Tourism Management*, *44*, 253–262. https://doi.org/https://doi.org/10.1016/j.jhtm.2020.06.002

Arce, R. S. A. (2012). Factores organizacionales causantes del estrés en el trabajo y estrategias para afrontarlo. *Revista Venezolana de Gerencia*, *17*(60), 611–634.

Argüelles, L., Quijano, R., Sahuí, J., & Fajardo, M. (2014). Experimentando con estrategias para la satisfacción de trabajadores y los efectos en su calidad de vida en Mipymes turísticas. *Ciencias Administrativas y Sociales, Handbook T-IV: Congreso Interdisciplinario de Cuerpos Académicos*, 306–316.

Boulagouas, W., García-Herrero, S., Chaib, R., Herrera García, S., & Djebabra, M. (2021). On the contribution to the alignment during an organizational change: Measurement of job satisfaction with working conditions. *Journal of Safety Research*, *76*, 289–300. https://doi.org/https://doi.org/10.1016/j.jsr.2020.12.006

Castillo, J., & Orozco, A. (2010). Evaluación de un método de cálculo para estimar la carga de trabajo en trabajadores expuestos a condiciones térmicas extremas. *Salud de Los Trabajadores*, *18*(1), 17–33.

Castro Alfaro, A. F. (2017). El coaching como puntos de fortalecimiento del profesionalismo del docente. *Enfoque Disciplinario*, *2*(1), 15-22. Recuperado a partir de http://enfoquedisciplinario.org/revista/index.php/enfoque/article/view/14

Cardona Arbelaez, D., Lamadrid Villarrreal, J., & Brito Carrillo, C. (2018). La gestión y dirección del talento humano desde el análisis sobre clima organizacional y sus dimensiones. Un estudio de caso. *Aglala*, *9*(1), 154-176. https://doi.org/10.22519/22157360.1185

Connect Americas. (2019). *Los empleados felices ¡son más productivos!* Https://Connectamericas.Com/Es/Content/Los-Empleados-Felices-%C2%A1son-M%C3%A1s-Productivos#.

Duarte Rey, D. M., Barrientos Rosales, M. de los Ángeles, & Castro Alfaro, D. (2019). La subutilización del neuromarketing en Colombia como herramienta de posicionamiento de marca. *Enfoque Disciplinario*, *4*(1), 28-36. Recuperado a partir de http://enfoquedisciplinario.org/revista/index.php/enfoque/article/view/17

Ghautham, R. R., & Suresh, M. (2021). Modelling of factors influencing behaviour based safety in MSMEs: A TISM approach. *Materials Today: Proceedings*. https://doi.org/https://doi.org/10.1016/j.matpr.2021.01.839

Gonzales, C., & Inche, J. (2011). Modelo de análisis y evaluación de'riesgos de accidentes' en el trabajo para una empresa textil. *Industrial Data*.

Hoff, K. A., Song, Q. C., Wee, C. J. M., Phan, W. M. J., & Rounds, J. (2020). Interest fit and job satisfaction: A systematic review and meta-analysis. *Journal of Vocational Behavior*, *123*, 103503. https://doi.org/https://doi.org/10.1016/j.jvb.2020.103503

Khalatbari, J., Ghorbanshiroudi, S., & Firouzbakhsh, M. (2013). Correlation of job stress, job satisfaction, job motivation and burnout and feeling stress. *Procedia-Social and Behavioral Sciences*, *84*, 860–863.

Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, *7*(4), e06857. https://doi.org/https://doi.org/10.1016/j.heliyon.2021.e06857

Lan, J., Wong, C.-S., & Zeng, G. (2021). Personality profiles for hospitality employees: Impact on job performance and satisfaction. *International Journal of Hospitality Management*, *98*, 103018. https://doi.org/https://doi.org/10.1016/j.ijhm.2021.103018

Ma, J., Ollier-Malaterre, A., & Lu, C. (2021). The impact of techno-stressors on work–life balance: The moderation of job self-efficacy and the mediation of emotional exhaustion. *Computers in Human Behavior*, *122*, 106811. https://doi.org/https://doi.org/10.1016/j.chb.2021.106811

Mhamdi, D., Moulouki, R., El Ghoumari, M. Y., Azzouazi, M., & Moussaid, L. (2020). Job Recommendation based on Job Profile Clustering and Job Seeker Behavior. *Procedia Computer Science*, *175*, 695–699. https://doi.org/https://doi.org/10.1016/j.procs.2020.07.102

Mohanty, M. (2019). Effects of job satisfaction on the worker's wage and weekly hours: A simultaneous equations approach. *Journal of Behavioral and Experimental Economics*, *79*, 27–42. https://doi.org/https://doi.org/10.1016/j.socec.2019.01.004

Monroy, R. (2012). Estrategias e innovación del clúster textil-moda: un análisis de caso en Bogotá 2. In *Konrad Lorenz*.

Niebles Núñez, L., De La Ossa Guerra, S. J., & González Martínez, K. D. (2019). Gestión humana en pymes: herramientas para organizaciones altamente efectivas. *Aglala*, *10*(2), 111-121.

http://revistas.curnvirtual.edu.co/index.php/aglala/article/view/1437

Ozturk, A., Karatepe, O. M., & Okumus, F. (2021). The effect of servant leadership on hotel employees' behavioral consequences: Work engagement versus job satisfaction. *International Journal of Hospitality Management*, *97*, 102994. https://doi.org/https://doi.org/10.1016/j.ijhm.2021.102994

Padmanabhan, S. (2021). The impact of locus of control on workplace stress and job satisfaction: A pilot study on private-sector employees. *Current Research in Behavioral Sciences*, *2*, 100026. https://doi.org/https://doi.org/10.1016/j.crbeha.2021.100026

Palma Cardoso, E., Caycedo Riaño, M., Guzmán, R. A., Varón Giraldo, O., & Ruíz Conde, S. (2019). Estrategias de mejoramiento a partir de la responsabilidad social y ambiental en los procesos de producción en la agroindustria arrocera del sur oriente del Tolima. *Aglala, 10*(2), 38-59. http://revistas.curnvirtual.edu.co/index.php/aglala/article/view/1431

Raut, R. D., Gardas, B. B., Jha, M. K., & Priyadarshinee, P. (2017). Examining the critical success factors of cloud computing adoption in the MSMEs by using ISM model. *The Journal of High Technology Management Research*, *28*(2), 125–141. https://doi.org/https://doi.org/10.1016/j.hitech.2017.10.004

Snell, A., Stüber, H., & Thomas, J. P. (2018). Downward real wage rigidity and equal treatment wage contracts: Theory and evidence. *Review of Economic Dynamics*, *30*, 265–284. https://doi.org/https://doi.org/10.1016/j.red.2018.06.001

Teimori, G., Monazzam, M. R., Nassiri, P., Golbabaei, F., Dehghan, S. F., Ghannadzadeh, M. J., & Asghari, M. (2020). Applicability of the model presented by Australian Bureau of Meteorology to determine WBGT in outdoor workplaces: A case study. *Urban Climate*, *32*, 100609. https://doi.org/https://doi.org/10.1016/j.uclim.2020.100609

Trivellas, P., Reklitis, P., & Platis, C. (2013). The effect of job related stress on employees' satisfaction: A survey in health care. *Procedia-Social and Behavioral Sciences*, *73*, 718–726.

Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, *45*, 10–22. https://doi.org/https://doi.org/10.1016/j.jhtm.2020.07.002

Wiegand, J. P., Drasgow, F., & Rounds, J. (2021). Misfit matters: A re-examination of interest fit and job satisfaction. *Journal of Vocational Behavior*, *125*, 103524. https://doi.org/https://doi.org/10.1016/j.jvb.2020.103524

Yakın, M., & Erdil, O. (2012). Relationships between self-efficacy and work engagement and the effects on job satisfaction: a survey on certified public accountants. *Procedia-Social and Behavioral Sciences*, *58*, 370–378.