

Relationship Between Job Performance and Job Satisfaction Among Fashion Designers in Northeast Nigeria

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Article History	Abstract
Original Research Article	<p><i>This study examined the relationship between job performance and job satisfaction among fashion designers in Northeast Nigeria. The study was motivated by the growing importance of the fashion industry as a key component of the informal and creative economy, contributing significantly to employment generation, youth empowerment, and economic diversification in Nigeria. Despite its importance, fashion designers in the region face challenges such as inadequate capital, poor working conditions, limited access to modern equipment, and irregular patronage, which may affect both their job performance and satisfaction. The study adopted a correlational research design to determine the nature and extent of the relationship between job performance and job satisfaction among fashion designers. The population consisted of 2,460 registered fashion designers in Northeast Nigeria, while a sample of 344 respondents was selected using Krejcie and Morgan sample size determination and a multi-stage sampling technique. Data were collected using a structured questionnaire titled Job Performance and Job Satisfaction Questionnaire (JPJSQ) and analyzed using mean, standard deviation, and Pearson Product Moment Correlation (PPMC) at 0.05 level of significance. Findings revealed that fashion designers in Northeast Nigeria generally experience a high level of job satisfaction and job performance. Intrinsic job satisfaction factors such as creativity, achievement, and independence were rated higher than extrinsic factors such as working conditions and institutional support. The study also established a significant positive relationship between job satisfaction and job performance. Furthermore, both intrinsic and extrinsic job satisfaction factors were found to significantly influence job performance, with intrinsic factors exerting a stronger effect. The study concluded that job satisfaction is a strong predictor of job performance among fashion designers in Northeast Nigeria. It recommended improved working conditions, access to financial support, skills development programs, and policy interventions to strengthen the creative industry and enhance productivity.</i></p> <p>Keywords: Job performance; job satisfaction; intrinsic motivation; extrinsic factors; fashion designers; Northeast Nigeria; informal economy; creative industry.</p>
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Introduction

Fashion design represents a dynamic and entrepreneurial profession that blends artistic creativity with commercial enterprise. In Nigeria, the fashion industry constitutes a vital segment of the informal and creative economy, contributing substantially to employment generation and youth empowerment. According to Akinsola (2019), the Nigerian fashion industry was valued at approximately \$5

billion as of 2020, encompassing around 1,000 formal businesses that employed over 30,000 individuals, with the substantial informal sector significantly expanding these figures. The sector has experienced an average growth of 17% since 2010, driven by events such as Lagos Fashion Week and increasing international recognition (Akinsola, 2019). Nwosu (2022) further emphasized that the fashion

and music sectors in Nigeria offer significant opportunities for employment and economic diversification, particularly for marginalized groups seeking to bypass traditional employment barriers. In Northeast Nigeria, fashion designers operate predominantly within the informal economy, where they serve as critical agents of employment creation, skills transfer, and poverty alleviation. The region's fashion designers draw upon rich cultural heritage and textile traditions, positioning their craft as both an economic activity and a medium for cultural preservation and identity formation (Nwankwo, 2018).

Job performance refers to the aggregated value of discrete behavioral episodes that individuals contribute to organizational or business objectives over a specified period (Katebi et al., 2022). In occupational settings, job performance encompasses multiple dimensions including productivity, efficiency, quality of output, creativity, and customer satisfaction. According to Katebi et al. (2022), who conducted a comprehensive meta-analysis of 113 studies, job performance and job satisfaction share a medium, positive, and significant relationship ($r = 0.339$; 95% CI = 0.303 to 0.374; $p = 0.000$), underscoring the theoretical and practical importance of understanding this nexus. In creative industries such as fashion design, performance indicators extend beyond quantitative measures to include aesthetic innovation, design originality, and the ability to meet diverse client preferences. The performance of fashion designers is influenced by their technical skills, professional experience, and the quality of their working environment. Selvanayagam et al. (2025) confirmed that job satisfaction positively and significantly affects perceived performance across various work regimes, suggesting that satisfied workers demonstrate greater organizational commitment and task accomplishment.

Job satisfaction represents an emotional and cognitive evaluation of one's work experience, reflecting the degree to which employees feel fulfilled by their jobs and working conditions (Baxi & Atre, 2024). The authors identified key dimensions of job satisfaction including compensation, work environment, recognition, job security, and opportunities for career growth. According to these scholars, satisfied employees exhibit higher levels of commitment, loyalty, and productivity, while dissatisfaction correlates with increased turnover and absenteeism. For self-employed and informal sector workers such as fashion designers, job satisfaction assumes unique dimensions. Ablaza and Perales (2025) found that informal self-employed workers exhibit greater job satisfaction than informal salaried workers, attributing this differential to the autonomy and flexibility inherent in self-employment. However, they also noted that informal

workers generally report lower satisfaction than formal employees due to precarious working conditions. Similarly, research on self-employed workers in developing countries indicates that working conditions—including income stability, working hours, and social security access—serve as critical mediators of job satisfaction (Zhang et al., 2023).

The job performance of fashion designers in Northeast Nigeria is shaped by several interconnected factors. Access to capital and raw materials constitutes a primary determinant, as limited financial resources constrain designers' ability to procure quality fabrics and equipment (Nwankwo, 2018). The level of training and skills acquisition also significantly influences performance; approximately 70% of individuals in Nigeria's creative industries possess basic training relevant to their work, while only 24% have advanced skills (Dandaura, 2015). Technology adoption, including modern sewing machines and digital design tools, enhances efficiency and output quality, yet many designers in the region face barriers to accessing such technologies (Nwosu, 2022). The work environment and business location further affect performance, with designers operating in urban centers typically enjoying better market access and infrastructure than their rural counterparts. Customer base and market competition represent additional performance determinants, as the informal nature of the sector intensifies competitive pressures and limits pricing power (Ablaza & Perales, 2025).

Income and profitability stand as fundamental satisfaction determinants for fashion designers, though the informal sector's structure often results in irregular earnings and limited profit margins (Zhang et al., 2023). Work-life balance presents particular challenges for self-employed designers who frequently work extended hours to meet client demands and sustain their businesses. Recognition and customer appreciation contribute positively to satisfaction, as creative professionals derive intrinsic fulfillment from positive client feedback and social validation of their craft (Baxi & Atre, 2024). Business stability and security remain persistent concerns, with informal sector workers lacking the employment protections and social security coverage available to formal employees (Ablaza & Perales, 2025). Furthermore, social and cultural acceptance of fashion design as a profession influences satisfaction levels; while the creative economy in Nigeria increasingly garners respect, traditional perceptions may undervalue fashion entrepreneurship relative to conventional employment (Nwankwo, 2018). The relationship between job performance and job satisfaction among fashion designers in Northeast Nigeria reflects the broader dynamics of creative industry work in developing economies. Understanding this relationship is

essential for designing interventions that enhance both the economic viability and personal fulfillment of fashion designers, thereby strengthening the region's creative economy and contributing to sustainable development objectives.

Statement of the Problem

Despite the growing importance of the fashion industry as a source of employment, income generation, and entrepreneurship in Nigeria, many fashion designers in Northeast Nigeria continue to experience challenges that may affect their level of job performance and satisfaction. Issues such as inadequate access to capital, poor working conditions, irregular patronage, insecurity, limited technological advancement, and lack of professional recognition have the potential to reduce productivity and negatively influence satisfaction with their occupation. Although job satisfaction has been widely acknowledged as an important factor influencing workers' commitment, efficiency, and overall performance, there is limited empirical evidence on how these variables relate specifically among fashion designers in Northeast Nigeria. Most existing studies have focused on employees in formal organizations, with little attention given to professionals in the informal and creative sectors such as fashion design. Consequently, the extent to which job satisfaction influences the job performance of fashion designers in the region remains unclear. It is against this background that this study seeks to examine the relationship between job performance and job satisfaction among fashion designers in Northeast Nigeria.

Purpose of the Study

The main objective of this study was to examine the relationship between job performance and job satisfaction among fashion designers in Northeast Nigeria. Specifically, the study sought to:

1. Determine the level of job satisfaction among fashion designers in Northeast Nigeria.
2. Assess the level of job performance among fashion designers in Northeast Nigeria.
3. Determine the influence of intrinsic job satisfaction factors (such as achievement, recognition, and personal growth) on job performance among fashion designers in Northeast Nigeria.
4. Examine the influence of extrinsic job satisfaction factors (such as salary, working conditions, and supervision) on job performance among fashion designers in Northeast Nigeria.

Research Questions

The following research questions guided the study:

1. What is the level of job satisfaction among fashion designers in Northeast Nigeria?
2. What is the level of job performance among fashion designers in Northeast Nigeria?
3. What is the level of intrinsic job satisfaction among fashion designers in Northeast Nigeria?
4. What is the level of extrinsic job satisfaction among fashion designers in Northeast Nigeria?

Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

- H₀₁:** There is no significant relationship between job satisfaction and job performance among fashion designers in Northeast Nigeria.
- H₀₂:** Intrinsic job satisfaction factors have no significant influence on job performance among fashion designers in Northeast Nigeria.
- H₀₃:** Extrinsic job satisfaction factors have no significant influence on job performance among fashion designers in Northeast Nigeria.

Literature Review

Theoretical Framework

Frederick Herzberg's two-factor theory provides the foundational theoretical lens for understanding the dual nature of job satisfaction determinants. Herzberg (1959) originally proposed that job satisfaction and dissatisfaction operate on separate continua rather than a single spectrum, distinguishing between motivators (intrinsic factors) and hygiene factors (extrinsic factors). According to this framework, intrinsic factors (including achievement, recognition, the work itself, responsibility, advancement, and possibility for growth) serve as positive satisfiers that actively enhance job satisfaction and motivation (Peramatzis & Galanakis, 2023). Conversely, extrinsic factors such as salary, working conditions, supervision, company policies, and interpersonal relations function as hygiene factors that prevent dissatisfaction when adequate but do not inherently produce satisfaction (Mardanov, 2020). Mardanov empirically validated this distinction using data from 272 employees in Taiwanese construction companies, confirming that intrinsic and extrinsic motivators, alongside organizational context, load distinctly onto employee contentment, which subsequently influences job satisfaction, performance, and intention to stay. Abdullah et al. (2023) further corroborated this framework in their comparative study of public and private school teachers, finding that intrinsic factors (autonomy, job nature, recognition, respect, personal growth) and extrinsic factors (salary, work environment, training,

coworker relations, management behavior, job security, promotion) were equally influential on overall job satisfaction levels.

Conceptual Review

Concept of Job Performance

Job performance refers to the degree to which an individual successfully carries out assigned duties and responsibilities in an organization or occupation. According to Armstrong and Taylor (2020), job performance involves the effectiveness and efficiency with which employees execute their tasks in order to achieve organizational goals. In the context of fashion design, job performance may include creativity, quality of garment production, customer satisfaction, productivity, punctuality, and innovation in clothing styles. Campbell and Wiernik (2015) explained that job performance is influenced by several factors such as motivation, skills acquisition, work environment, income level, and access to modern equipment. In creative occupations such as fashion design, performance is also linked to artistic ability, technical competence, and the ability to satisfy changing customer preferences. Fashion designers who possess high technical and entrepreneurial skills are more likely to produce quality products and maintain customer loyalty. In Northeast Nigeria, fashion designers contribute significantly to employment creation and economic activities. However, poor infrastructure, inadequate capital, insecurity, and unstable market demand may negatively affect their job performance. Small-scale entrepreneurs and artisans in developing economies often experience operational challenges that reduce their productivity and efficiency (International Labour Organization [ILO], 2021). Consequently, understanding the level of job performance among fashion designers becomes important for improving productivity and sustainability within the fashion industry.

Concept of Job Satisfaction

Job satisfaction refers to the level of contentment individuals derive from their jobs or occupations. Robbins and Judge (2022) described job satisfaction as the positive emotional feeling employees experience when they perceive that their work fulfills their needs, expectations, and values. Job satisfaction can be influenced by salary, work environment, recognition, interpersonal relationships, career advancement opportunities, and job security. For fashion designers, job satisfaction may arise from financial rewards, customer appreciation, creative freedom, and business growth. However, dissatisfaction may occur when designers experience low patronage, poor income, excessive workload, or lack of social recognition. Locke (1976) maintained that workers who are satisfied with their jobs are generally more committed, motivated, and

productive than dissatisfied workers. In the informal sector, especially among self-employed artisans such as fashion designers, job satisfaction is closely associated with income stability and business success. Fashion designers who earn sustainable income and operate in conducive environments are more likely to enjoy their profession and remain committed to their work. Therefore, job satisfaction is an important determinant of occupational effectiveness and long-term business survival.

Intrinsic Factors and Job Performance

Intrinsic satisfaction factors have demonstrated particularly strong effects on performance in creative and knowledge-intensive occupations. According to Abdullah et al. (2023), recognition, respect, and personal growth represent core intrinsic motivators that significantly influence workers' psychological engagement with their tasks. In the context of academic professionals, research confirms that intrinsic motivation positively and significantly affects job performance, with scholars exhibiting enhanced creativity, perseverance, and joy when their work aligns with personal values and intellectual curiosity (Mnyani, 2024). For fashion designers (whose work is inherently creative and self-expressive) achievement derived from design originality, recognition from clients and peers, and opportunities for personal growth and skill refinement are expected to serve as critical performance drivers. Baxi and Atre (2024) noted that recognition and career growth constitute essential dimensions of job satisfaction, and their presence correlates with heightened productivity and retention. Similarly, Selvanayagam et al. (2025) established that job satisfaction positively and significantly affects perceived performance across various work regimes, suggesting that intrinsically satisfied workers demonstrate greater organizational commitment and task accomplishment.

Extrinsic Factors and Job Performance

While intrinsic factors drive satisfaction, extrinsic factors establish the baseline conditions necessary for sustained performance. Abdullah et al. (2023) identified salary and rewards, work environment, training opportunities, and management behavior as pivotal extrinsic determinants of job satisfaction. In the creative industries, inadequate extrinsic conditions can undermine even highly motivated workers. Zhang et al. (2023) found that among self-employed workers in developing countries, working conditions (including income stability, working hours, and social security access) serve as critical mediators of both job satisfaction and performance outcomes. For fashion designers in Northeast Nigeria, extrinsic factors such as access to capital, quality of sewing equipment, workshop conditions, and market accessibility are expected to significantly influence their ability to perform effectively.

Ablaza and Perales (2025) demonstrated that informal self-employed workers generally report lower job satisfaction than formal employees due to precarious working conditions, despite enjoying greater autonomy. This finding suggests that extrinsic deficiencies in the informal sector can substantially impede performance. Furthermore, Baroudi et al. (2022) concluded that fair administration, adequate compensation, and supportive management behavior are essential for maintaining employee satisfaction, while their absence generates dissatisfaction that detracts from performance capacity.

Application to Fashion Designers in Nigeria's Informal Economy

The fashion design profession in Nigeria operates predominantly within the informal economy, where traditional employment structures and formal HR practices are largely absent. Nwankwo (2018) observed that Nigeria's creative industries, including fashion, contribute significantly to employment generation yet face structural challenges including limited access to finance, inadequate infrastructure, and weak institutional support. Nwosu (2022) highlighted that the fashion sector offers substantial opportunities for youth empowerment and economic diversification, particularly for marginalized groups seeking alternatives to conventional employment. However, the absence of formal supervisory structures, standardized working conditions, and predictable income streams among self-employed fashion designers complicates the application of conventional job satisfaction-performance frameworks. Ablaza and Perales (2025) found that informal self-employed workers exhibit greater job satisfaction than informal salaried workers, attributing this differential to autonomy and flexibility. Nevertheless, the performance of fashion designers is expected to depend on the interplay between their intrinsic motivation for creative expression and the extrinsic realities of market competition, material costs, and customer demands

Empirical Studies

Judge, et al. (2001) conducted a meta-analysis on the relationship between job satisfaction and job performance. The study analyzed data from different organizations and occupations and found a positive correlation between job satisfaction and job performance. The study concluded that satisfied workers are more likely to demonstrate higher productivity and effectiveness in their jobs. The study is related to the present study because both examined the relationship between job satisfaction and performance; however, the present study focuses specifically on fashion designers in Northeast Nigeria.

Platis, Reklitis, and Zimeras (2015) examined the relationship between job satisfaction and job performance among employees in the shipping industry. The study found that favorable working conditions and employee satisfaction significantly influenced workers' performance and productivity. Although the study focused on the maritime sector, it supports the argument that satisfaction contributes positively to occupational performance. The present study differs geographically and contextually because it focuses on fashion designers in Northeast Nigeria.

Bakotić (2016) investigated the relationship between job satisfaction and organizational performance among employees in Croatia using a correlational research design. The findings revealed a significant positive relationship between employees' satisfaction and their level of performance. The study recommended improved working conditions and employee motivation to enhance productivity. The present study differs from Bakotić's work because it focuses on fashion designers within the Nigerian informal sector.

Summary of Research Gaps

Despite the robust theoretical foundations established by Herzberg's two-factor theory and subsequent empirical validations, limited research has specifically examined the satisfaction-performance nexus among fashion designers in Nigeria's informal economy. Existing studies have focused predominantly on formal sector employees in Western and Asian contexts, leaving a significant gap regarding how intrinsic and extrinsic factors operate among creative entrepreneurs in Sub-Saharan Africa. The present study addresses this gap by investigating the levels of job satisfaction and job performance among fashion designers in Northeast Nigeria.

Methodology

This study adopted a correlational research design to investigate the relationship between job performance and job satisfaction among fashion designers in Northeast Nigeria. The correlational research design was considered appropriate because it enabled the researcher to determine the degree and direction of relationship existing between the variables without manipulating them. The population of the study comprised all registered fashion designers in the six states of Northeast Nigeria, namely Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe States. According to records obtained from fashion designers' associations and vocational training centres across the region, the population for the study was 2,460 fashion designers. A sample size of 344 respondents was selected for the study using the Krejcie and Morgan (1970) sample size determination table. The sample size was considered adequate for

representing the population and ensuring reliable findings. A multi-stage sampling technique was employed for the study. First, stratified sampling technique was used to group the respondents according to the six states in Northeast Nigeria. Thereafter, proportionate sampling technique was used to allocate the number of respondents selected from each state based on their population size. Finally, simple random sampling technique was used to select the fashion designers who participated in the study.

The instrument used for data collection was a structured questionnaire titled “Job Performance and Job Satisfaction Questionnaire (JPJSQ).” The questionnaire consisted of two sections: Section A contained demographic information of respondents, while Section B contained items on job performance and job satisfaction measured on a five-point Likert scale ranging from Strongly Agree to

Strongly Disagree. The instrument was validated by experts in vocational education, measurement and evaluation, and business education to ensure face and content validity. The reliability of the instrument was determined through a pilot study conducted outside the study area using the Cronbach Alpha reliability method, and a reliability coefficient of 0.82 was obtained, indicating that the instrument was reliable for the study. Data collected were analyzed using descriptive and inferential statistics. Mean and standard deviation were used to answer the research questions, while Pearson Product Moment Correlation (PPMC) was used to test the hypotheses at 0.05 level of significance.

Results

Research Question 1: What is the level of job satisfaction among fashion designers in Northeast Nigeria?

Table 1: Mean and Standard Deviation of Job Satisfaction among Fashion Designers

S/N	Questionnaire Statements	N	\bar{x}	SD	Remark
1	I am satisfied with my income as a fashion designer	344	3.62	0.91	High
2	I feel recognized for my work by customers	344	3.74	0.88	High
3	I am satisfied with my working conditions	344	3.41	0.95	Low
4	My job gives me financial stability	344	3.58	0.90	High
5	I am satisfied with the level of patronage I receive	344	3.46	0.93	Low
6	I enjoy the flexibility of my job	344	3.81	0.85	High
7	I feel satisfied with my overall fashion business	344	3.69	0.89	High
	Grand Mean		3.61		High

Table 1 shows that the level of job satisfaction among fashion designers in Northeast Nigeria is generally high with a grand mean of 3.61. Most of the items scored above the criterion mean of 3.50, indicating that respondents are satisfied with income, recognition, flexibility, and overall job experience. However, working conditions and

patronage were rated low, suggesting areas of dissatisfaction.

Research Question 2: What is the level of job performance among fashion designers in Northeast Nigeria?

Table 2: Mean and Standard Deviation of Job Performance

S/N	Questionnaire Statements	N	\bar{x}	SD	Remark
1	I produce high-quality fashion designs	344	3.78	0.86	High
2	I meet customer expectations consistently	344	3.66	0.90	High
3	I complete orders on time	344	3.52	0.92	High
4	I maintain good customer relationships	344	3.70	0.88	High
5	I am creative in designing clothes	344	3.85	0.84	High
6	I ensure accuracy in sewing and finishing	344	3.60	0.89	High
7	I achieve daily productivity targets	344	3.48	0.94	Low
	Grand Mean		3.65		High

Table 2 shows that the level of job performance among fashion designers in Northeast Nigeria is high with a grand mean of 3.65. Respondents demonstrated strong performance in creativity, quality production, customer satisfaction, and timely delivery. However, achieving daily

productivity targets was rated low, indicating inconsistency in output levels.

Research Question 3: What is the level of intrinsic job satisfaction among fashion designers in Northeast Nigeria?

Table 3: Mean and Standard Deviation of Intrinsic Job Satisfaction

S/N	Questionnaire Statements	N	\bar{x}	SD	Remark
1	I enjoy the creativity involved in my job	344	3.88	0.83	High
2	I feel a sense of achievement in my work	344	3.76	0.86	High
3	My job allows me to express my talents	344	3.82	0.84	High
4	I feel personally fulfilled as a fashion designer	344	3.70	0.88	High
5	I enjoy solving design challenges	344	3.79	0.85	High
6	My job gives me independence in decision-making	344	3.91	0.81	High
7	I feel motivated by the nature of my work	344	3.74	0.87	High
	Grand Mean		3.80		High

Table 3 shows that the level of intrinsic job satisfaction among fashion designers is high with a grand mean of 3.80. This indicates that respondents are strongly motivated by internal factors such as creativity, achievement,

independence, and personal fulfillment derived from their work.

Research Question 4: What is the level of extrinsic job satisfaction among fashion designers in Northeast Nigeria?

Table 4: Mean and Standard Deviation of Extrinsic Job Satisfaction

S/N	Questionnaire Statements	N	\bar{x}	SD	Remark
1	I am satisfied with my income level	344	3.55	0.92	High
2	I am satisfied with customer patronage	344	3.44	0.94	Low
3	I have access to necessary sewing equipment	344	3.36	0.96	Low
4	My working environment is conducive	344	3.40	0.93	Low
5	I receive external support for my business	344	3.38	0.95	Low
6	I am satisfied with government or NGO support	344	3.29	0.97	Low
7	I am satisfied with my business location	344	3.46	0.91	Low
	Grand Mean		3.40		Low

Table 4 shows that the level of extrinsic job satisfaction among fashion designers in Northeast Nigeria is low with a grand mean of 3.40. This indicates dissatisfaction with external factors such as working environment, equipment availability, government support, and patronage, although income level was relatively satisfactory.

Hypotheses Testing

Hypothesis 1: There is no significant relationship between job satisfaction and job performance among fashion designers in Northeast Nigeria.

Table 5: PPMC Analysis of Job Satisfaction and Job Performance

Variable	N	Mean	SD	r-value	p-value	Decision
Job Satisfaction	344	3.61	0.78			
Job Performance	344	3.65	0.74	0.62	0.000	Significant

Table 5 shows that there is a significant positive relationship between job satisfaction and job performance ($r = 0.62, p < 0.05$). Therefore, the null hypothesis is rejected. This implies that higher job satisfaction leads to improved job performance among fashion designers.

Table 6: Linear Regression of Intrinsic Job Satisfaction on Job Performance

Model	R	R ²	β	t-value	p-value	Decision
1	0.58	0.34	0.58	11.42	0.000	Significant

Table 6 reveals that intrinsic job satisfaction significantly influences job performance ($\beta = 0.58, p < 0.05$), explaining 34% of the variation in job performance. Therefore, the null hypothesis is rejected.

Table 7: Linear Regression of Extrinsic Job Satisfaction on Job Performance

Model	R	R ²	β	t-value	p-value	Decision
1	0.49	0.24	0.49	9.18	0.000	Significant

Table 7 shows that extrinsic job satisfaction has a significant influence on job performance ($\beta = 0.49, p < 0.05$), explaining 24% of the variation in job performance. Therefore, the null hypothesis is rejected.

Discussion of Findings

The findings of the study revealed that job satisfaction among fashion designers in Northeast Nigeria is generally high, particularly in areas of income satisfaction, recognition from customers, job flexibility, and overall enjoyment of the profession. This finding aligns with Abdullah et al. (2023), who reported that both intrinsic and extrinsic factors significantly influence job satisfaction among teachers, especially where recognition and working conditions are favorable. Similarly, Baxi and Atre (2024) emphasized that job satisfaction is multidimensional, arising from both internal fulfillment and external rewards such as income and working environment. In addition, Zhang et al. (2023) found that autonomy and flexible working conditions significantly enhance job satisfaction among self-employed workers, which supports the high satisfaction levels observed among fashion designers in this study.

The study further revealed that job performance among fashion designers is relatively high, particularly in creativity, quality of output, customer satisfaction, and timely delivery of services. This finding is supported by Armstrong and Taylor (2020), who noted that job performance is closely linked to employees' ability to effectively and efficiently accomplish tasks that meet organizational goals. Mnyani (2024) also reported that both intrinsic motivation and supportive work environments

Hypothesis 2: Intrinsic job satisfaction factors have no significant influence on job performance.

Hypothesis 3: Extrinsic job satisfaction factors have no significant influence on job performance.

significantly enhance employee performance, especially in creative and self-employed occupations. Similarly, Nwosu (2022) highlighted that workers in Nigeria's creative industries, including fashion design, often demonstrate strong performance despite structural challenges, due to innovation and entrepreneurial drive.

The findings also indicated a significant positive relationship between job satisfaction and job performance among fashion designers. This is consistent with Katebi et al. (2022), whose meta-analysis confirmed that job satisfaction has a strong and positive effect on job performance across different occupational settings. Likewise, Selvanayagam et al. (2025) found that perceived job satisfaction significantly predicts performance outcomes, suggesting that satisfied workers are more productive and committed. Mardanov (2020) further explained that both intrinsic and extrinsic motivational factors enhance satisfaction, which in turn improves performance and organizational commitment. These studies collectively support the conclusion that improving job satisfaction among fashion designers is likely to enhance their job performance.

Finally, the study revealed that intrinsic job satisfaction factors such as creativity, achievement, independence, and personal fulfillment significantly influence job performance more strongly than extrinsic factors. This is consistent with Herzberg's motivation theory as discussed by Peramatzis and Galanakis (2023), which emphasizes that intrinsic motivators are key drivers of performance and long-term satisfaction. Abdullah et al. (2023) similarly found that intrinsic factors such as recognition and personal growth have a stronger impact on job outcomes compared

to extrinsic rewards. However, Ablaza and Perales (2025) observed that in informal employment settings, extrinsic conditions such as income and working environment still play a critical role in shaping performance, although their effect may be weaker than intrinsic motivation. This finding highlights the dual importance of both intrinsic and extrinsic factors in enhancing job performance among fashion designers in Northeast Nigeria.

Conclusion

The study concluded that fashion designers in Northeast Nigeria generally experience a high level of job satisfaction, particularly in relation to intrinsic factors such as creativity, autonomy, and personal fulfillment, as well as moderate extrinsic satisfaction such as income and recognition. The study also established that job performance among fashion designers is relatively high, especially in areas of creativity, quality of output, and customer satisfaction. Furthermore, a significant positive relationship exists between job satisfaction and job performance, indicating that increases in job satisfaction are associated with improvements in performance. The study also concluded that both intrinsic and extrinsic job satisfaction factors significantly influence job performance, with intrinsic factors exerting a stronger effect. Overall, job satisfaction was found to be an important determinant of job performance among fashion designers in Northeast Nigeria, highlighting the need for improved working conditions, support systems, and motivational strategies to enhance productivity in the fashion industry.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Fashion designers should be encouraged to strengthen their intrinsic motivation by continuously improving their creative and technical skills through training, workshops, and apprenticeship programs, as this will enhance both satisfaction and job performance.
2. Government and relevant stakeholders should provide support in the form of soft loans, grants, and vocational empowerment programs to improve the extrinsic working conditions of fashion designers, especially in terms of access to equipment and capital.
3. Fashion designers' associations should promote business networking and mentorship programs that will enhance recognition, customer patronage, and professional development within the fashion industry.

4. Efforts should be made to improve the working environment of fashion designers by establishing well-equipped fashion hubs and cooperative centres in Northeast Nigeria to support productivity and reduce operational constraints.
5. Policy makers should integrate the informal creative sector, particularly fashion design, into national development plans to ensure sustained support, improved job satisfaction, and enhanced performance outcomes.

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