



RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE IN WORK PLACE ENVIRONMENT

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Abstract

The topic of the paper is job satisfaction and job performance at the work place. The aim is to express the factors for job satisfaction and to examine the relationship between job satisfaction and job performance and the effect of job satisfaction on job performance. This study tries to determine the level of job satisfaction & job performance and to know the relationship between job satisfaction components (pay, promotion, the work itself, supervision, & co-workers) and job performance among employees. The relationship between job satisfaction and employee's performance has permanently been conferred in organizational behavior and human resource management literature. A highly satisfied employee need not certainly be a thoughtful performer. Still, an employee, who is dissatisfied, can cause lasting damage to the organizational success. Performance management system ought to be based on conceptual reinforcement and a complete framework by establishing the relationship among the key components such as performance planning, performance execution, performance appraisal, acknowledgement and reward, and performance improvement on an uninterrupted source. The study uncovered that there was a positive relationship between job satisfaction components which were promotion, work itself, supervision and co-workers bar for pay towards employee job performance.

Introduction

Job satisfaction of employees plays an essential factor in defining job performance. Human resource in any organization is its most exclusive but important resource. Accordingly, the future of any organization is determined by more on its staff than any other factor. If the authorities have a tendency to think of their services nearly alone, it is very likely that these services cannot efficiently be provided without the authorities give expected weight age to those who bring these. Mostly, employees' satisfaction primes to distribute better products for their customers who subsidize to attain customers' loyalty and having a loyal found of satisfied customers within such an aggressive environment, increases revenues, decreases costs and builds market share.

Review of literature

In a reexamination of the meta-analytic relationship between job satisfaction and performance, Judge, Thoresen, Bono, and Patton (2001) recently argued that "the time has come for researchers to reconsider the satisfaction–performance relationship" (p. 393). They especially encouraged examining moderators of this relationship, noting that the large variability in correlations across studies



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necessitates a better understanding of “the conditions under which job satisfaction and performance are related” (p. 390). A great deal of previous literature aimed at identifying these conditions has focused on the nature of performance, resulting in some evidence that job satisfaction may be more strongly related to some aspects of performance than others (e.g., Bateman & Organ, 1983; Isen & Baron, 1991; Moorman, 1993; Motowidlo, 1984; Organ & Ryan, 1995). According to Wicker (1969) research evidence did not suggest a strong correspondence between attitudes and behaviour. In fact, a person’s opinions, thoughts or emotions in regard to someone or something appeared to be very weak indicators for how that person would eventually act. Therefore Wicker advocated the proposition to abandon the entire idea of attitudes as predictors for behaviour (Arnold et al 1998 p. 200). Job satisfaction is described as the feelings of employees resulting from the assessment of their job. It can be negative, positive, or moderate. Edwards, et al. (2008, p 442) refers to job satisfaction as “an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both the affective and cognitive components”. Aamodt, (2009) defines job satisfaction as “the attitude an employee has toward his job.” Moser and Galais (2007) highlighted that employee’s ability and opportunities aid to improve their satisfaction of the job level. Herzberg, et al. (1959) formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate, and sometimes even unrelated phenomena. Intrinsic factors named ‘motivators’(that is, factors intrinsic to the nature and experience of doing work) were found to be job ‘satisfiers’ and included achievement, recognition, work itself and responsibility. Extrinsic factors which they named hygiene’ factors were found to be job ‘dissatisfiers’ and included company policy, administration, supervision, salary, interpersonal relations and working conditions. Herzberg and Mausner’s Motivation-Hygiene theory has dominated the study of the nature of job satisfaction, and formed a basis for the development of job satisfaction assessment.

Job satisfaction

Job satisfaction or employee satisfaction has been described in many different paths. Some rely on it is just how satisfied an individual is with his/her job, in other words, if or not they like the job or individual presences or planes of jobs, such as nature of work or supervision.

Measuring Job Satisfaction

Many organizations look challenges to exactly measuring job satisfaction, as the description of satisfaction can vary for different people through an organization. Still, most organizations understand that a worker's level of job satisfaction can influence their job performance.

Even though general trust, studies have express that high performing employees do not certainly feel satisfied with their job as of high-level titles or rise pay. This is a clear anxiety for organizations, as studies also concern that the implementation of positive HR practices results in financial gain for the organizations. Thus, there is a direct relationship between flexible work environments and increased shareholder value.

Mostly, the five factors that can be used to determine and effect job satisfaction are:

- Pay or total rewards
- The work itself (i.e., job specification such as projects, duties)
- Promotion chances (i.e., job enlargement, more prestigious title)
- Work relationship with supervisor
- Communication and work relationship with coworkers.

To create a target for determining and eventually, making job satisfaction, managers in an organization can hire verified test methods such as the Job Descriptive Index (JDI) or the Minnesota Satisfaction Questionnaire (MSQ).



Application of Job Satisfaction in the Workplace

The application of job satisfaction in the workplace is a hard model to hold due to its individualistic and contingent nature. What one employee appeals from their work, another may not. Unfortunately, one aspect lonely will most likely not end an employee's job satisfaction.

- Company Policies
- Salary/Benefits
- Interpersonal/Social Relations
- Working Conditions
- Achievement
- Recognition
- Autonomy
- Advancement
- Job security
- Work Life Balance

Company Policies

Policies that are clear, reasonable and applied in the same way to all employees will decrease dissatisfaction. So, justice and clearness are important and can go a long way in increasing employee attitude.

Salary/Benefits

Providing sure employee salaries and benefits are similar to other organization salaries and benefits will help to increase satisfaction. In addition, this can help to decrease turnover, as employees will frequently be more satisfied when waged competitive wages as different to being underpaid.

Interpersonal/Social Relations

Allowing employees to improve a social part to their job may raise satisfaction in addition to develop a sense of teamwork. Co-worker relationships may also help the organization as an entity; set that, teamwork is a very essential feature of organization productivity and success.

Working Conditions

Charge up to date facilities and equipment and making sure employees have sufficient personal workspace can reduce dissatisfaction.

Achievement

Creating sure employees are in the suitable positions to use their talents may improve satisfaction. When employees are in the accurate role and manipulate an intellect of achievement and challenge, their talents will be in line with the goals best suited for them.

Recognition

Enchanting the time to recognize a job well done can raise the possibility of employee satisfaction. Positive and constructive feedback increases an employee's morale and farms them working in the right direction.

Autonomy

Providing employees the freedom of rights of their work may help increase satisfaction. Job satisfaction may result when an individual identifies they are in charge for the result of their work.

Advancement

Allowing employees, who deliver high performance and loyalty, room to advance will help to increase satisfaction.



Job Security

Notably in times of economic insecurity, job security is a very high factor in defining an employee's job satisfaction. Providing an employee the statement that their job is secure will most likely increase job satisfaction.

Work Life Balance Practices

In times where the usual household is varying it is becoming more necessary for an employer to know the weak balancing act that its employees attain between their personal life and work life. Policies that return to common personal and family needs can be essential to keeping job satisfaction.

Methods for Increasing Job Satisfaction

To conform if employees are actually satisfied to the work they do, organizations frequently conduct surveys to define employees' level of job satisfaction and identify areas -- on boarding, job training, employee incentive programs, etc for step-up and job enrichment.

Social information administration is recognized on the view that people form ideas based on information strained from their instantaneous environment, and the behavior of coworkers is a very relevant component of an employee's environment. Accordingly, the individual is expected to redo this 'normal' behavior. This reveals that people know from their environments and that corporate culture plays a major part in creating job satisfaction. Larger cultural norms also affect workers' view toward their job and how they rank it in essential compared to other life areas such as family and personal hobbies

Job performance

Job performance is if a person executes their job well. Job performance is deliberated in industrial and organizational psychology, the branch of psychology that transacts with the workplace. Job performance is also part of human resources management. Performance is a vital condition for organizational outcomes and success.

Researchers were positive about the chance to define and measure job performance. Though, soon enough they started to understand that defining the dimensions of a job and its performance requirements was not a straightforward process. At the present time it is generally agreed that job performance consists of complex series of interrelate variables relating to appearances of the job, the employee and the environment

Factually, there have been three approaches to determine the dimensions of job performance

- as a function of outcomes;
- as a function of behavior;
- as a function of personal traits.

Behavior versus outcomes

From an employee's point of view job performance is fundamentally the result of a series of behaviors.

From a supervisor's perception, on the other hand, outcomes are the key features for job performance appraisal. Subsequently all, at the end of the day results are more important to an employer than the activities leading to those results



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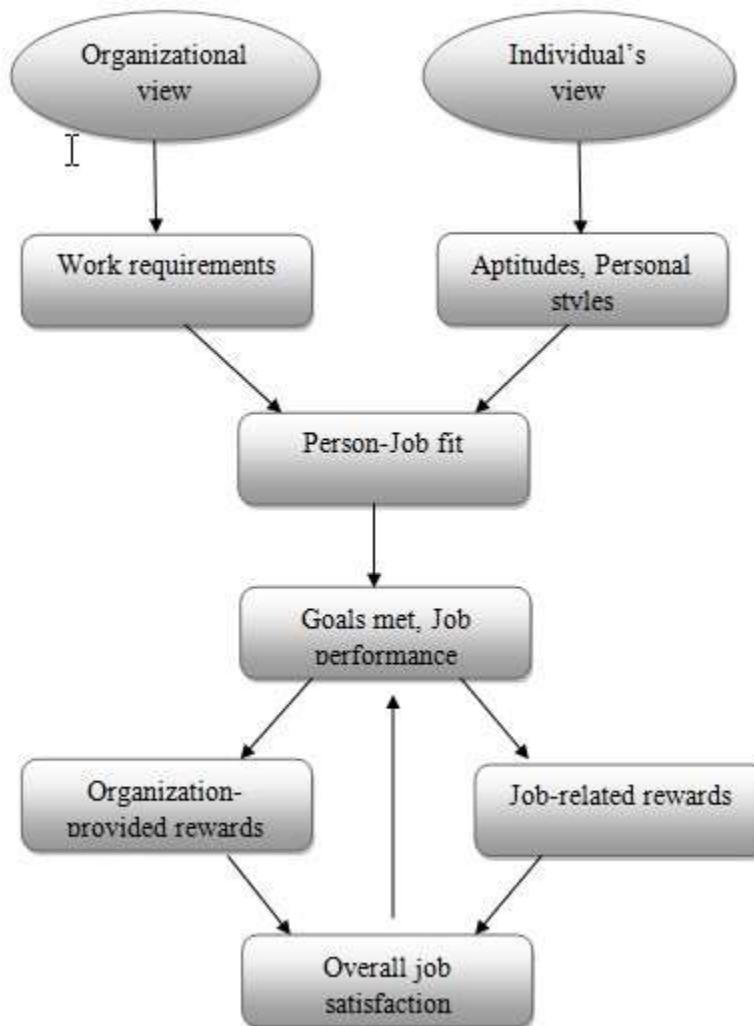


Figure 1: Individual and Organizational Analysis



Conceptual frame work

After the cautious study of literature review, the expressed conceptual model is formulated to determine the relationship between job satisfaction dimensions and job performance.

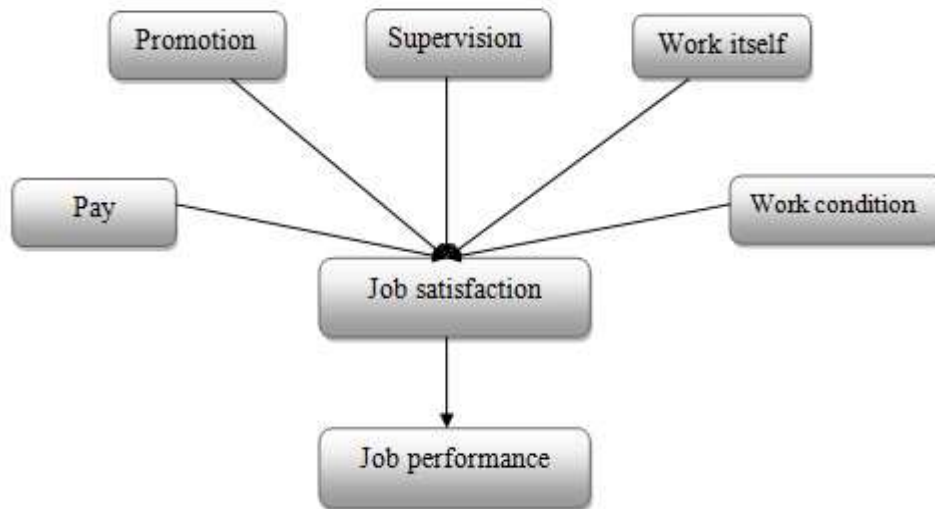


Figure 2: Framework of Job Satisfaction and Job Performance

Analysis

The analysis has surveyed the relation between age, job performance and job satisfaction. The goal was to define how employee productivity and satisfaction changes with age, so as to help understand why older workers come out to be retiring earlier over time. There is very little support for the opinion that earlier retirement is the result of declines in job satisfaction and/or productivity. Job satisfaction is one of the norms of founding a healthy organizational structure. Employees have a tendency to desire jobs that give them chances to use their skills and talents and offer a variety of tasks, freedom, and feedback on how well they are doing. These features make work mentally difficult. Jobs that have too little challenge create tedium, but too many challenges create prevention and feelings of failure.

Discussion

The impact of others on job satisfaction was sported as direct and indirect. The effect of personal characteristics on job satisfaction was personal according to natural characteristics, affective personalities, age and gender. Appropriate training and promotion should be given to all employees regardless of their sex. Employees should be given chances to advance in their field of work so that they could agree to take responsibilities delivered to them. The suggestion shows that straight knowledge may be correct: older workers are similarly if not more healthy, satisfied and productive employees than their younger colleagues.



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Conclusion

This paper found the correlation has a significant, positive effect on the employee's job satisfaction and performance. This study also reveals that employee opportunities for promotion will utilize an influence on job satisfaction and performance. In conclusion the study found that when chances are given to employees to improve in their field of work, it will develop job satisfaction and performance. Performance planning and development structure in any organization should target at identifying and determining the key performance areas for the employees at the individual level; offer role simplicity and direction to the employees across these key performance areas; endow performance feedback about the potential of employees for higher jobs in the organization; and rotation of jobs as a method for increasing employees potential in new areas. Once the factory employees are satisfied, they like to endow effective works which will increase the job performance in the organization.

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