

**IMPACT OF JOB SATISFACTION ON EMPLOYEE'S PERFORMANCE**

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Abstract

The statement 'a happy worker is a productive worker' stir up inquisitiveness, who is a happy worker? There is only one answer that happy worker is a worker who is satisfied with the job. If the employees are satisfied with their jobs, they will be definitely more sincere and dedicated to their work accomplishment. This study tries to indicate the need and importance of employee's job satisfaction in improving their performance. This study will also unearth the various prevailing and latent constraints pertaining to job satisfaction among the workers and will also explore the measures to be followed by the human resource administration of the organization to enhance the employee's satisfaction with their job.

Key words : *job satisfaction, job performance, organization*

Introduction: Among of all the factors of production, human resource is always having a very important position in an organization. It is the only resource, which appreciates with time and experience. Organisations taking more care of its human resources are becoming more dynamic, utmost important, powerful. Indispensable and prosperous .Hence it is required that utmost attention should be paid to this factor of production.

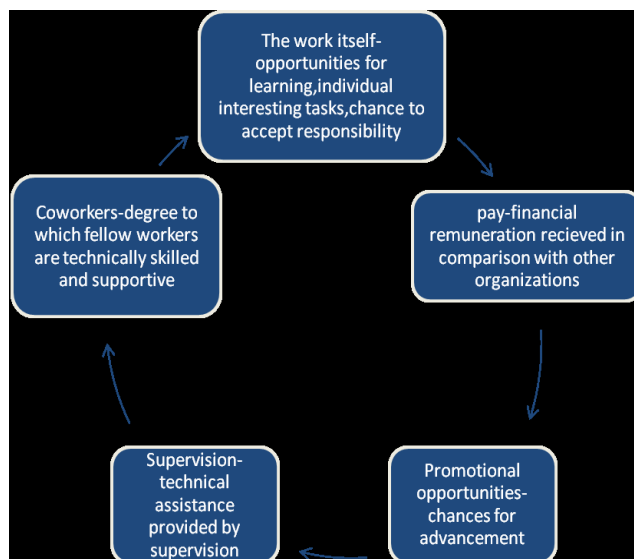
The relationship between human capital and his work outcome has always been of great concern to the psychologists, social reformers, researchers and corporate world.

According to Sekaran, "Job satisfaction is an attitudinal response to the job and denotes the extent of positive and happy feeling that one derives from doing the job .In other words ,it is an emotional response to the tasks that one performs." The relationship between the organisation and its members is normally governed by what motivates these employees to work and the

satisfaction they derive from it. The nature of the organisation and the type of jobs can have a significant effect on the job satisfaction of the staff and on the level of organisational performance. However, while trying to understand the nature of job satisfaction and its effects on productivity or performance of the employees is not a easy task. Although the motivation to work well is normally related to job satisfaction, but the nature of this relationship is not very clear. The level of job satisfaction may have an impact on the strength of motivation but this is not always the case. According to the content theories of motivation (especially Herzberg's two-factor theory) there is a direct relationship between motivation, job satisfaction and work performance. But, expectancy models (for example, that of Porter and Lawler) gives a more complex view of motivation, and that job satisfaction does not necessarily lead to improved work performance and productivity.

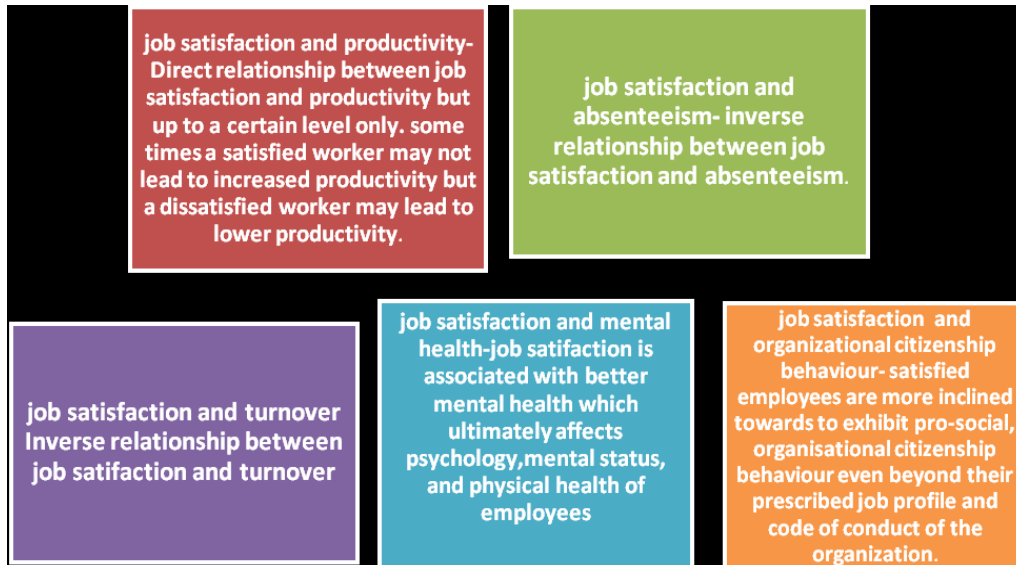
It is important to note that job satisfaction is a complex and multifaceted concept and very difficult to measure objectively. There exist some doubts as to whether there is a single overall factor of job satisfaction or whether it consists of a number of separate dimensions. Hence it can be said that the level of job satisfaction is affected by a wide range of individual, social, cultural, organisational and environmental factors.

Various characteristics of job satisfaction are given below:



It is very important to understand from an individual as well as organizational view point that job satisfaction of employees leads towards increasing interest in their job for better performance. Consequently it will result in achieving goals of the organization.

Need of job satisfaction in some key areas is stated below-



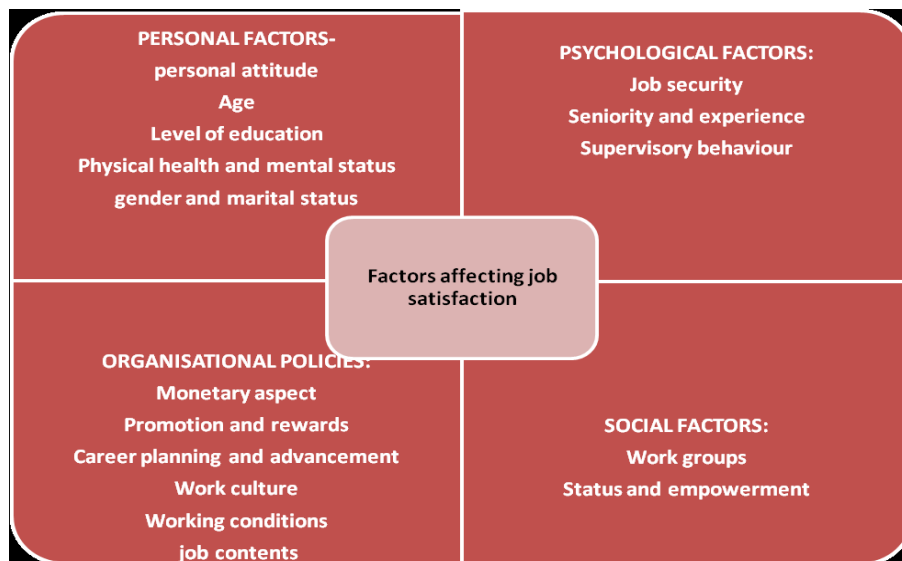
Factors affecting the job satisfaction of employees: During the course of investigation and collection of data, it has been found that there are different factors which do not affect only the formulation of HR policies and their implementation in the organization but also affect the level of job satisfaction of employees to a great extent. These factors have been divided into following categories:

The personal attitude of every human being plays a very important role in every sphere of life, whether they are happy or dissatisfied or frustrated in life .When an employee joins the job the level of satisfaction is very high but as the time passes the level of satisfaction reduces due to insecurities challenges related with the job. Level of education is inversely related with the job satisfaction .Highly educated professionals are normally dissatisfied with their jobs. Job satisfaction being a situation of mental feeling is also affected by physical and mental fitness. The gender and marital status has a positive relationship with job satisfaction. Males are normally less satisfied with their jobs as compared with females due to their different nature. Females are normally soft spoken and more adjustable.

Psychological factors are more intrinsic source of satisfaction which comes from inner core of an individual. Job security for a specific period is a powerful instrument for high satisfaction among the employees. Also the employees working at senior position are more satisfied as they enjoy certain extra benefits by virtue of their positions in comparison with their juniors. Type of supervision also affects job satisfaction .If it is employee oriented then employees are more satisfied as compared with the job oriented supervision.

Organizational factors like high salaries, wages, high promotional opportunities and reward system are high morale boosting source for the employees in the organization. Career planning and advancement facilities provided to employees go a long way in generating high level of job satisfaction and belonging ness towards the organization. Also organizational work culture and its policies also have a significant role in establishing conducive environment for satisfaction among employees.

A small work group size leads to happiness, interpersonal communication, mutual trust and understanding among members of that group resulting in higher job satisfaction. Also there exist a direct relationship between status and empowerment and degree of job satisfaction. This could be explained by the fact that the higher status of an individual employee in organizational hierarchy enjoys relatively better working conditions autonomy as well as more empowerment and recognition in the organization as well as outside the organization. And this automatically results in high job satisfaction.



Review of literature: The research examining the relationship between job satisfaction and job performance has been conducted since at least as early as 1945 (e. g., Brody, 1945) .The idea that job satisfaction leads to better performance is first supported by Vroom's (1964) work that is based on the notion that performance is natural product of satisfying the needs of employees. After this the study relating to the relationship between job satisfaction and job performance has become a research tradition in industrial-organizational psychology.

This relationship of job satisfaction and job performance is normally described as the "Holy Grail" of industrial psychologists (Landy, 1989). Many organizational theories are based on the principle that organizations that are able to make their employees happy will have more productive and more satisfied employees. Over the years, researchers examined this idea that a happy worker is a productive and satisfied worker; but, still evidence is not yet conclusive

In the opinion of Verma & Jain (2001) Organizations must meet their commitments by planning, organizing, staffing and controlling but to achieve the results they must motivate employees to create change even when painful sacrifices are required.

Rai (2004) is of the opinion that among other things, motivation is crucial for good performance and hence it is important to study what motivates employees for better performance.

Christen, Cryler and Soberman (2005) viewed a significant positive effect of job performance on job satisfaction They noted that a positive effect of job performance on job satisfaction also has important implications for a firm that wants to motivate and retain talented employees .It means that actions to increase job performance can also increase the job satisfaction of employees. As a result, benefits such as reduced turnover and less absenteeism (the result of higher job satisfaction) may be useful in justifying the cost of a policy even when this policy is primarily directed to improving performance of employees.

Misra (2006) believes that the supervisors and managers should explore the attitude that employee hold concerning factors that motivate them to work, thereby creating an environment that fosters employee motivation. As per a 40 year old survey done on what motivate employees of an organization five factors were considered to be most important that is full appreciation of work done, job security, growth and promotion, wages and interesting work.

Ganesh (2010) conducted a survey of 50 employees of Wipro InfoTech at Bangalore and found that 76%of the employees agree that there is bias free redressal of the grievances at the Wipro. The employees in the organization are well respected .The culture followed is very good

and there is trust among the employees. Thus it can be inferred that the grievance procedure at the Wipro InfoTech has been greatly useful in tackling the problems and providing positive outcomes to the staff of the organization. So the employees hold a high satisfaction level.

Singh (2011) conducted a study of 214 participants consisting 119 from public sector and 95 from private sector and found that career management and self realization were found to be most significant predictors of managerial effectiveness both in public and private sector organizations.

Nadia (2011) opined that Employee motivation and job satisfaction cannot be isolated, but they complement each other and respond to organizational variables like productivity and working conditions. Employee and job satisfaction depends on people's insight and behaviour at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job related and organization related attitudes.

According to Abdulrahman Ahmed Bako (M.B.A) there is significant impact of job satisfaction on performance of employees in organizations. Also satisfied specialists have a tendency to less non-appearance to work than low fulfilled labourer and high satisfaction of employees leads to less turnover of employees. High satisfied employees have tendency of high production than low satisfied workers.

Design/methodology : In this study both primary and secondary data have been used .For collection of primary data, a detailed and comprehensive questionnaire was prepared and for collection of secondary data, published and unpublished data and other related material on the subject available on web sites was consulted.

Measurement of job performance: There are two broad classes of employee behaviour: task performance and contextual performance. Both types of behaviours contribute to organizational effectiveness, but in different ways.

According to Werner(2000),Task performance includes patterns of behaviour that are directly involved in production of goods ,services or activities that provide indirect support for the organization's core technical processes. So criteria like quantity, and quality of output were widely used task performance criteria to measure employee job performance.

Whereas Contextual performance is defined as individual efforts that are not directly related with their main task function but are important because they used to shape the organizational, social, and psychological context that serves as the critical catalyst for task activities and processes.

Task performance: It was measured using seven criteria and criterion development was based on the empirical work of Motowidlo and Van Scotter (1994) and the results of job analysis applied for identifying important tasks and behaviours in the organization. In a meeting, the evaluation committee consisted of department directors reviewed the criteria for appropriateness and then came to an agreement for seven criteria. The last four criteria that is Overcoming obstacles to complete a task, Operating equipment, using tools, or both, Working safely, Protecting the resources came from Motowidlo and Van Scotter's (1994) and the others—job knowledge, problem solving, and concentrating to duties were the results of the job analysis. Each and every employee was rated by his supervisor on a five-point Likert scale ranging from (1) inadequate to (5) excellent.

Contextual performance,: Sixteen criteria were adopted from Coleman and Borman (2000) (six items), Motowidlo and Van Scotter (1994) (three items), and the tools in use (seven items). Coleman and Borman's (2000) categorization provided a very useful a three group model for classifying the criteria. Supervisors have to use a five-point scale ranging from 1 ¼ “fails to meet expectations” to 5 ¼ “clearly and consistently exceeds expectations” ‘to rate their employees’ performance. A performance evaluation questionnaire consisting of different criteria’s to assess employee performance, employee name, and job information job identification, job grade, team, and department was designed to collect the information from the employees.

Finding: The finding of this study is that job satisfaction has a direct bearing on the work performance of the employees.

Conclusion: The following conclusions are drawn from this study:

There is a significant impact of job satisfaction on performance of employees

Employees who are in higher positions tend to derive more satisfaction from intrinsic rewards while, employees who are in lower positions tend to derive more satisfaction with extrinsic rewards.

Employees working in highly competitive industries are more satisfied with their jobs than employees who are working in less competitive industries.

Older employees are more satisfiers than the younger employees in private sector organizations.

A high experienced employee tends to have more satisfaction as compared to a less experienced employee. Sex has no significant impact on job satisfaction.

Satisfied workers tend to have less absenteeism from the work as compared to low satisfied workers.

High satisfaction results in fewer turnovers of employees in an organization.

Financial benefits play an important role to satisfy, retain and attract employees in an organization.

Satisfied employees are more committed towards their jobs than dissatisfied employees.

Suggestions and Recommendations: Now it is a fact that satisfied employees have positive attitudes regarding their jobs. They tend to attend to work on time. They are more concerned about the given targets. Satisfied workers work speedily, work free of errors and omissions. Everyone knows of their loyalty and commitment to the job, less dependability. They always try to suggest new ideas, tend to improve knowledge, willing to accept more responsibility, obedience of rules and regulations, less absenteeism and effort to retain in the present job. And these positive attitudes will increase the quality and quantity of employees' performance. Hence such a situation is very good for an organization. But, few organizations do not concern about satisfaction of employees. So it is important for all the organizations to be more concerned about the job satisfaction of employees, because the relationship between satisfaction and performance is positive and very important. This aspect should be given more consideration by the managers in the organization in order to improve job performance. For this, it is required that macro level managers should be educated about the importance of the concept of job satisfaction.

As most of the employees are satisfied with financial rewards, promotional opportunities ,monetary benefits, so it becomes mandatory for the organizations that they should be more concerned about the financial benefits and revised the existing monetary rewards systems to retain and attract employees in this era of high competition.

Another major source of job satisfaction of most employees is related to job content factors. so when organizations do job enrichment and job redesign, employees should be given more autonomy, responsibility challenging and interesting work. Almost all the non- managers are not satisfied with their interpersonal relationships in the organization such as opportunity to get to know others, opportunity to help for others, and opportunity for close friendships. For this organizational culture can be created for providing above mentioned opportunities to increase interpersonal relationships in an organization. It will help in satisfying employees in lower level.

Most of the organizations do not have proper performance evaluation systems for employees. Employees derive job satisfaction, if there is proper feedback on their performance. Therefore, organizations should establish proper performance appraisal system to provide this opportunity to the employees.

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