A Conceptual Review of Relationship about Job Satisfaction on Job Performance

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Abstract — Success of an organization depends on the human factor named as employees. A Satisfied worker is a good performer. Performance of an employee in a particular job depends on the satisfaction level towards his job. In today’s highly competitive market, organizations need to analyze that how employees feel about their jobs. Highly Satisfied employees tend to work more which in turn results in higher productivity. The Common facets of Job Satisfaction are Pay, Promotion Opportunities, Working Conditions, Supervision, Interpersonal Relationship, Communication, Nature of work itself and so on. The objective of this paper is to investigate the factors that contribute to Job performance by examining the three variables of Job Satisfaction namely Individual Variables, Organizational Variables and Situational variables with the help of theoretical models and literatures.

Keywords — Job Performance, Job Satisfaction, Pay, Promotion Opportunities and Working Conditions

I. INTRODUCTION

Job Satisfaction is a pleasant feeling that employees have about their job. It is the favourableness or unfavourableness with which the employee views his work. The level of job satisfaction plays a significant role in job performance. If the employees are highly satisfied with their work then the productivity and quality of work increases, which in turn results in higher level of job performance. If there exists a low level of satisfaction, the organization will face consequences like Absenteeism from work, higher turnover rate, Labour unrest and so on. There is a need for organisation to measure the level of satisfaction of employees. Job Satisfaction can be analyzed based on two different approaches namely global approach and facets approach. Global approach measures the job satisfaction as an overall feeling of employees towards his job. Facets approach gives a detailed view of job satisfaction by focusing on different aspects of job such as pay, promotion opportunities, job conditions, nature of work itself and so on.

According to Shaikh, M. A., Bhutto, N. A., & Maitlo, Q. [1] Nature of work itself, pay, supervision, coworkers and promotion have a strong impact on Job satisfaction. These five facets influence performance level of employees. He also identified that task performance and contextual performance are the weak predictors of job satisfaction. The purpose of this paper is to theoretically analyze the relationship about job satisfaction on job performance and how Job satisfaction influences Job performance. This paper addressed with the following: Herzberg’s Duality Theory of Job Satisfaction, Determinants of Job Satisfaction and its impact on Job Performance, Assessment of Job satisfaction, Effects of Job Dissatisfaction and relationship between Job Satisfaction and Job Performance. Finally, summary of factors influencing job performance were used to conclude this paper.

II. HERZBERG’S DUALITY THEORY OF JOB SATISFACTION

Herzberg investigated 200 engineers and accountants from twelve similar organisations to find out what makes them satisfied with their job. The analysis made by Herzberg about job satisfaction leads to two different dimensions namely satisfiers or motivators and Dissatisfiers or hygiene factors. Motivators of Job satisfaction include achievement, opportunities for personal growth, promotion opportunities, career advancement and responsibility. Dissatisfiers include poor supervision, pay, company policies, interpersonal relationship, job security and working conditions. Presence of these factors at higher level leads to Job satisfaction whereas absence of these factors does not leads to job dissatisfaction but it cause less satisfaction.

Smerek, R. E., & Peterson, M. [2] analyzed the relationship between personal characteristics, job characteristics and perceived work environment of employees for assessing job satisfaction. They found that work itself, opportunity for advancement and responsibility towards his job to be the motivators and supervision, pay and effect senior management to be the hygiene factors influencing job satisfaction. Accordingly, Noell, N. H. [3] identifies that job satisfaction somehow increases worker productivity. Job enrichment programmes can be accomplished from the basis of Job satisfaction increases employees productivity. He also suggests that this theory is not restricted to any kind of work or organisation. Employees with higher level of Job satisfaction on both motivators and dissatisfiers would be the top performers and those who are having lesser level of job satisfaction on both the factors would be the poor performers [4]. This clearly indicates that both the motivators and dissatisfiers of Herberg’s duality theory of job satisfaction are highly correlated with Job performance of employees.
III. DETERMINANTS OF JOB SATISFACTION AND ITS IMPACT ON JOB PERFORMANCE

Performance is an important criterion in determining the success of organisation. Job Performance helps in assessing the level of performance of employees in his job to determine whether he performs well or not. Satisfied employees perform well and his productivity is also higher. Employees do not have the same level of satisfaction for the same job at different situations in same working environment. There are also some other variables that influence the level of Job satisfaction. There are three different categories that determine job satisfaction. They include individual variables, organisational variables and situational variables. Individual variables include level of education, age, personality and gender. Organisational variables include wages, nature of work, job content, occupational level and leadership. Situational variables include Working conditions, supervision, rewards, promotion opportunities and work group.

Daud, N. [5] investigates the determinants and found that salary, maturity level, opportunities for growth and size of the organization contributes to job satisfaction. According to Javed, M., Balouch, R., & Hassan, F. [6] Job satisfaction have positive association with Job loyalty, workplace environment, employee empowerment and Job performance. Pham, H. [7] study reveals that promotional opportunities inside the organisation and the training provided to employees to perform their job, compensation and job security have an impact on job satisfaction. Higher the opportunity for promotion and job security then the level of job satisfaction is also higher which in turn results in higher level of job performance.

Accordingly, Ashraf, M., Ahmad, N., Shaikh, O., Bhatti, S., & Soomro, A. [8] study reveals that there exists high level of satisfaction among employees to demographic variables such as age, gender, education and task given. Environmental variables such as task identity, task performance, skills diversity and working condition have positive impact on job satisfaction. Also other variables such as compensation, organisation policy, interpersonal relationship and employee empowerment are highly correlated with job satisfaction. Linz, S. J. [9] identified that employee individual characteristics, job characteristics and attitude towards the work place is strongly correlated with job satisfaction. He also states that there exists positive relationship between organizational commitment and job satisfaction.

Green, C. P., & Heywood, J. S. [10] investigate the influence of performance related pay on several dimensions of Job Satisfaction. In cross-sectional estimates, performance related pay is associated with increased satisfaction. And it is also associated with pay, job security and satisfaction with hours. It appears to be negatively associated with the work itself and the results suggest that job satisfaction of all workers will not increase when the firm adopt performance pay. Diaz-Serrano, L., & Cabral Vieira, J. A. [11] results indicate that low pay workers report a lower level of job satisfaction when compared with their higher paid counterparts and this is consistent with the existence of good and bad jobs. In addition, some of the determinants of job satisfaction widely used in the study such as gender, hours of work differ significantly between lower and higher pay. Highly paid employees are motivated to work more which in turn results in higher level of job performance whereas employees with lower pay tends to feel lower level of satisfaction.

Kamal, Y., & Hanif, F. [12] has taken salary as a dependent variable and various other factors like promotions, job stress, job security, learning and work environment are considered as the independent variable. Findings states that changes in organizational variables such as pay scales, employee input in policy development and work environment could be made in an effort to increase organizational commitment which in turn lead to employee satisfaction, workers who are dissatisfied with their bosses are more sensitive to their pay in deciding on whether they are satisfied with their job. Clark, A. E., Kristensen, N., & Westergård- Nielsen, N. [13] finds that job satisfaction is highly correlated with own wages and also with the average wage of all other workers within the same establishment. This effect is stronger for men than for women and in the private sector relative to the public sector. These findings are arguably consistent with the status effect of subgroups that are most likely to be promoted and this effect is larger for those who earn less than the establishment wage measure.

IV. ASSESSMENT OF JOB SATISFACTION


V. EFFECTS OF JOB DISSATISFACTION

Job Dissatisfaction is the negative feeling of employees towards his job. It leads to lower level of performance. Dissatisfied employees quit their jobs and search for a new and challenging jobs which increases the turnover rate of organisation. When the turnover rate increases, productivity decreases. Malik, M. I., Gomez, S. F., Ahmad, M., & Saif, M. I. [14] suggests that organizations which want to retain their valued employees are suggested to think more over the issues relating to work life balance and satisfaction of employees. If
the organizations provide better facilities to maintain the balance between the work and non-work activities, the more employees will tend to remain with the same organization. His findings show that when there is a better balance between one’s work activities and life activities, there are more chances that one feels comfortable at work which results in satisfaction at work and it will also raise the level of Job satisfaction. Higher work life balance in the organizations results in higher Job satisfaction.

Whenever there is low level of job satisfaction then employees intentionally quit their job. It shows that Job satisfaction is negatively correlated with Job satisfaction. Whenever Job satisfaction is higher, turnover rate is lower [2]. Absenteeism rate also increases as a result of Job Dissatisfaction. Thirulogasundaram, P., & Sahu, D. [15] suggests that low level of job satisfaction leads to higher level of absenteeism. They also states that low level of job motivation causes employees to absent from their work. Extrinsic factors of job motivation causes more impact when compared to intrinsic factors. They concluded that job satisfaction is highly correlated with job motivation which is associated with absenteeism.

VI. JOB SATISFACTION AND JOB PERFORMANCE

Job Satisfaction and Job Performance are interrelated with each other. Higher level of Job Satisfaction causes higher level of job performance and higher level of performance leads to higher level of Satisfaction. Jones, M. K., Jones, R. J., Latreille, P. L., & Sloane, P. J. [16] identified that males, disabled workers, more highly qualified employees, union members and those working in larger organizations are generally less satisfied. He also suggests that employees are not just concerned with the absolute amount of pay they receive but also about how much pay they received. Generally the higher pay leads to higher level of job satisfaction. He found that training is positively and significantly associated with job satisfaction and that job satisfaction is also positively and significantly associated with the workplace performance on most measures of performance. Depedri, S., Tortia, E., & Carpita, M. [17] identified employee satisfaction is determined exclusively by the level of salary received but it is no longer possible to assume that the wage is the sole variable influencing workers performance. She suggests that job satisfaction is the result of a process that starts from the identification of individual whose natural traits explain her needs and expectations towards the job.

VII. CONCLUSION

Review outcomes reveal that Job satisfaction is highly related with Job performance. Satisfied employees are productive employees, they contributes to the organisation success. Employees with higher satisfaction level perform well in his job and the productivity increases which have a strong positive impact on job performance. On the other hand, employees likely to be absence from work due to the level of dissatisfaction. It is concluded that satisfaction leads to greater performance but there exists other factors like rewards, promotion opportunities, working conditions and level of motivation influence job performance. The greater level of satisfaction leads to greater level of accomplishment and dedication of employees towards their work which leads to greater job performance in the organisation.

REFERENCES