

## The Relationship Between Job Satisfaction and Employee Performance

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### ABSTRACT

The aim of the present research was to study the relationship between job satisfaction and performance of employees working in a private sector organisation of Surat, Gujarat. For the purpose, fifty participants (N=61) were selected as a sample from private organisations of Surat, Gujarat. Employee were selected through convenience sampling method to measure job satisfaction "The Job Satisfaction Survey (JSS)" was used to measure its impact on the performance of employee "The 5-point Performance rating scale" employee performance scale was used to measure employee performance "Task Performance Scale (TPS), Contextual Performance Scale (CP) is used. This research was conducted on 61 employees and managers ranging from the age group of 24 to 40 years. This research hypothesised that satisfied employees tend to perform more efficiently at work as compared to dissatisfied employees. The result indicates, there has been a positive relationship between job satisfaction and employee performance, correlation coefficient came out to be 0.339 ( $p=0.01$ ).

### *Keywords:*

Contextual performance scale, Counterproductive work behaviour, Employee, Job satisfaction, Performance, Task performance scale,

### INTRODUCTION

Employee satisfaction refers to a collection of positive and/or negative feelings that an individual

holds towards his or her job. Job satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job. Job satisfaction is an emotional response to a job. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997).

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes.

Employees who have a higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998).

There are a variety of factors that influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. The concept of job satisfaction has gained importance ever since the human relations approach has become popular. Job satisfaction involves a complex number of variables, conditions, feelings and behavioural tendencies. (Singh & Jain, 2013)

Attainment of a high-level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that, a highly satisfied workforce is an absolute necessity achieving a high level of performance advancement of an organization. Satisfied worker leads to exert more effort to job performance, then works harder and better thus every organization tries to create a satisfied workforce to operate the well-being of the organization, however the total organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore, every organization places a considerable reliance on their individual employee performance to gain high productivity in organization. Employee effort is an important factor that determines an individual's performance. When an employee feels satisfaction about the job, she/he feels motivated to put greater effort into the job performance. Then it tends to increase the overall performance of an organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the success of the organization. In literature, it is evident that there is a relationship between Job

Satisfaction and Performance of employees. Job satisfaction is the positive and negative feeling of an employee towards his job or it is the amount of happiness connected with a job.

Employees who are highly satisfied are usually regular and punctual, more productive, more committed, and more satisfied in their lives. For that purpose, to boost the level of job satisfaction in order to improve performance, employees should be given opportunities of advancement, i.e., pay scales, participation of employees in policy making, and taking efforts to increase organizational commitment. Similarly, safety and good relationships with supervisors and co-workers are the biggest satisfiers; nature of job, way of supervision, job security, recognition, and advancement are important factors for employees' organization commitment. Likewise, participation of employees in pension, profit-sharing plans, and job security are positively correlated with job satisfaction, whereas many studies have recommended opportunity for professional development as the biggest determinant to job satisfaction.

According to Locke (1976), job satisfaction is defined as "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Lock's definition is the importance of both affect, or feeling, and cognition, or thinking. Cognition and affect are thus inextricably linked, in our psychology and even in our biology. Thus, when evaluating our jobs, as when we assess most anything important to us, both thinking and feeling are involved.

Neuman (1989) found that employees develop and perform better if managers control and motivate their employees with participative rewards. Most scales of job satisfaction (Hackman, Oldham, 1975; Herzberg, 1987, Smith, Kendall & Hulin, 1969; Spector, 1997) includes such facets as the nature of work, promotion opportunities, and social relations.

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employee's productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an effective or emotional response towards work or job and it is influenced by the perception of one's job. J.P. Wanous

and E.E. Lawler (1972) refers to job satisfaction as the sum of job facet satisfaction across all facets of a job.

Abraham Maslow (1954) suggested human need from a five- level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self- actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment.

Job satisfaction not only depends on the nature of the job, it also depends on the expectations of what the job supplies to an employee (Hussami,2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998). Job satisfaction is a complex phenomenon with multi facets and influenced by factors like salary, work environment, autonomy, communication, and organizational commitment (Vidal, Valle and Aragon, 2007). The compensation is defined by the American Association as “cash and non- cash remuneration provided by the employer for services rendered”. Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry in the results of the survey done by Kathawala et al. (1990). The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation.

Compensation is a very valuable tool for retention and turnover. It also works as a communicator when it is given to employees against his services which shows how much an employee is valuable for its organization (Zobal, 1998).

The mentoring is used for development- orientation (Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protege's skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand, a non- supervisor may increase mentee's confidence by providing access to outside organizational change. The immediate supervisor support is very important in organizational change. Although the support of the supervisor is not yet very crucial in satisfaction, it has a positive impact on satisfaction (Griffin, Patterson and West, 2001).

According to Chakrabarty, Oubre, and Brown (2008), “perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that

employees could understand how a job should be done". J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who were engaged in knowledge acquisition activities to examine relationship between leadership styles and knowledge acquisition attributes.

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with the view of Herzberg (1996) who supported the view that supervision is irrelevant to the level of job satisfaction. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working house, and resource as a part of working conditions. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Arnold and Feldman (1996) show that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

## **METHODOLOGY**

### **Objectives**

The aim of the research was to understand the relationship between Job Satisfaction and Employee Performance.

### **Hypothesis**

There will be a statistically significant relationship between Job Satisfaction and the performance of the employee.

### **Sample**

The present study includes 61 individuals from a private organization of Surat, Gujarat. In the age range of 24-40 years who filled up the google questionnaire. Convenience sampling technique was used to collect the samples. Only employees working in private organizations from Surat were considered for this study.

## **Inclusion Criteria**

- Employees of private organizations were taken into consideration, from the age range of 24- 40 years.
- Employees from the private organization of Surat were taken into consideration.
- English speaking employees were considered.

## **Exclusion Criteria**

- Not to be physically and mentally challenged.
- Employees outside Surat city were excluded.
- People who are not fluent in the English language were excluded.

## **Statistical Tool**

### **1. The Job Satisfaction Survey (JSS)**

The Job Satisfaction Survey (JSS) is a questionnaire used to evaluate job satisfaction related to overall satisfaction. This instrument is well established among the other job satisfaction scales. In order to take the test, the participants are asked to respond to 8 items.

### **2. Employee Performance**

In the process of developing a parsimonious scale to assess employee performance, we followed psychometric theory (Gerbing, & Anderson, 1988; Nunnally, & Berstein, 1994). The first step was to review the available literature and scales on organisational performance, job performance, and employee performance. The available transcript's content analysis yielded nine distinct factors that were discovered to be related to the construct of employee performance. Job role behaviour, conscientious initiative, disciplined effort, dealing with uncertain and unpredictable work situations, interpersonal adaptability, dealing with emergencies and crises, proactivity, citizenship performance, and satisfaction with co-workers are the factors. Keeping these factors in mind, we created the 42 items that correspond to our proposed dimensions. The items developed were then classified and conceptually grouped into three distinct

dimensions: task performance (e.g., "I use to maintain high standards of work"), adaptive performance (e.g., "I use to keep myself updated with new skills and knowledge that help me quickly adapt to changes in my core jobs"), and contextual performance (e.g., "I use to guide my new colleagues beyond my job purview"). These dimensions, as well as their corresponding statements, were cross-checked with subject matter experts and HR practitioners familiar with performance measurement and management. Because one of our goals was to create a measure that could be used in a variety of workplace settings, we tried to avoid jargon and complex terms when defining the dimensions and underlying statements. The first 42-item pools will be reviewed by subject matter experts, academics, and senior HR professionals to ensure content validity. They were primarily asked to evaluate the instrument by examining its representativeness, comprehensiveness, and clarity (Miles, & Huberman, 1994). The items were categorised under their nominated domain to aid their judgment, and operational definitions of the dimensions were provided for their understanding. The content experts were asked to specify how well they recognise each individual item as a representative of the sub dimensions and dimension as a whole. This was accomplished by circling the most appropriate number in a 5-point rating scale for each statement. We used the content validity ratio (CVR) proposed by Lawshe to evaluate the content expert judgments identified for our proposed items (1975). This was calculated as follows: where he is the sum of members who designated an item as "essential," and N is the total number of experts who took part in the survey to assess the comprehensiveness and clarity of the items and dimensions of a proposed scale. Lawshe (1975) established a thumb rule for achieving a minimum CVR value of 0.49 from 15 expert members when considering an item as a scale component. Following our analysis of employee performance dimensions, four items were discarded due to expert disagreement, and finally 38 items with their corresponding three dimensions were retained in the scale with 75 percent expert agreement and a CVR value greater than 0.49 for further analysis.

## Procedure

In order to collect the data a google form was created and circulated among hundred employees working in private organization. The form consisted of 5 parts; informed consent, demographic details, questionnaire, debriefing sections. Basic information about the study was already mentioned in the form and e-mail address of the researcher was provided in case the participants had questions regarding the study before they decided to make an informed choice or if they wanted to withdraw from the study due to any reason. Demographic information including name, gender, age, educational qualification, occupation

and city was collected. The main body of the form was section 3 that it measured the employee performance. Section 4 measured job satisfaction of an employee. Valid psychological tests were used in the above-mentioned test. There were separate instructions provided prior to the beginning of the test. The respondent was asked to answer based on their feelings. It was made sure that the participants' information was kept confidential. The aim of the study and information about the psychological assessment used were provided under the column of debriefing at the end of the questionnaire. Results were sent to participants who wanted them. It was made sure that all the ethics like sharing of results, debriefing, withdrawal from study etc. After the data was collected, a statistical tool of correlation was used and analysis was done using SPSS software.

## Ethics

1. Confidentiality was maintained.
2. Informed Consent from research participation was taken.
3. Participants had all the rights to withdraw themselves from the study whenever they wished to.

## RESULT and INTERPRETATION

To fulfill the objectives of the present research both descriptive and inferential statistics were used. In this statistical tool of correlation were used. In addition to these descriptive statistics were also used to understand the nature of the data.

**Table 1.1: Descriptive Analysis for effect of job satisfaction on employee performance.**

|        |         | Job Satisfaction | Employee performance |
|--------|---------|------------------|----------------------|
| N      | Valid   | 61               | 61                   |
|        | Missing | 0                | 0                    |
| Mean   |         | 59.4754          | 27.7869              |
| Median |         | 60.0000          | 28.0000              |



|                |  |                    |         |
|----------------|--|--------------------|---------|
| Mode           |  | 51.00 <sup>a</sup> | 27.00   |
| Std. Deviation |  | 11.72974           | 4.05839 |

The sample size for the descriptive analysis is 61 employees. Job Satisfaction has a mean of 59.48 and Employee Performance has a mean of 27.79. Job satisfaction has a standard deviation of 11.73 and employee performance has a standard deviation of 4.06.

**Table 1.2: Correlation Analysis for Job Satisfaction on Employee Performance**

|                      |                     | Job satisfaction | Employee performance |
|----------------------|---------------------|------------------|----------------------|
| Job Satisfaction     | Pearson Correlation | 1                | .339**               |
|                      | Sig. (1-tailed)     |                  | .004                 |
|                      | N                   | 61               | 61                   |
| Employee Performance | Pearson Correlation | .339**           | 1                    |
|                      | Sig. (1-tailed)     | .004             |                      |
|                      | N                   | 61               | 61                   |

\*\* . Correlation is significant at the 0.01 level (1-tailed).

In the correlation table the significance of the present study is 0.339 at the 0.01 level (1-tailed).

## Hypothesis

**There will be a statistically significant relationship between Job Satisfaction and Performance of the**

## Employee.

The hypothesis of this research states that there will be a statistically significant relationship between job satisfaction and the performance of the employee. For this purpose, correlation coefficient was used. After analysis statistically significant correlation was found between two variables. The result shows that there will be a positive correlation between job satisfaction and employee performance.

There has been a positive relationship between job satisfaction and employee performance, correlation coefficient came out to be 0.339 ( $p=0.01$ ). This shows that one variable increases simultaneously while the other variable increases. Review of Literature supports that increases in job satisfaction may lead to increases in employee performance. Satisfied employees have positive attitudes regarding their jobs. Satisfied workers are tend to attend to work on time, more concern about the targets, work speedily, work free of errors and omission, loyalty and commitment to the job, less dependability, 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. The positive attitudes will increase the quality and quantity of employees' performance. Hence such a situation is good for an organization, but some organizations are not concerned about employee satisfaction. If an organization can be more concerned about the job satisfaction of employees, better performance can be expected, because the relationship between satisfaction and performance is positive and significant. This aspect should be given more consideration by the managers in order to improve performance. Macro level managers can be educated on the importance of the concept of job satisfaction.

There is a general understanding that job satisfaction is an attitude towards a job. In other words, job satisfaction is an affective or emotional response towards various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job. Luthans (1985) quotes a comprehensive definition given by Locke. A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of an employee's perception of how well their job provides those things which are viewed as important. There are a number of factors that influence job satisfaction. The major ones can be summarized by recalling the dimension of job satisfaction. They are pay, the work itself, promotions, supervision, workgroup and working condition (Luthans 1985). Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between satisfaction and performance in the industrial sector. Many of the studies have found

that a positive relationship exist between job satisfaction and performance.

According to Locke, job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience. Job satisfaction is the positive and negative feelings of an employee towards his job or it is the amount of happiness connected with the job. It is observed from many studies that when an employee is satisfied, he will perform at his level best to achieve the organizational objectives. Employees who are highly satisfied are usually regular and punctual, more productive, more committed, more satisfied in their lives. For that purpose, to boost the level of job satisfaction in order to improve performance, employees should be given the opportunities of advancement, pay scales, participation of employees in policy making and taking efforts to increase organizational commitment. Similarly, safety and good relationships with supervisors and co-workers are the biggest satisfactions. Likewise, participation of employees in pension, profit-sharing plans and job security are positively correlated with job satisfaction, whereas many studies have recommended opportunity for professional development as the biggest determinant of job satisfaction. Review of Literature and present study concludes that there is a statistically significant impact of job satisfaction on employee performance.

## CONCLUSION

The present research, concluded that the job satisfaction affects employee performance level. Therefore, it is safe to say that job satisfaction and employee performance are interrelated. There is a significant relationship between job satisfaction and performance of employees in private sector organizations.

## LIMITATION

- The sample collected was relatively very small.
- The data was collected only from the employees working in the private sector.
- Convenience sampling technique was used.
- This data is not generalisable as the number of females and males are not equal, the data collected biased towards females.

## FUTURE IMPLICATION

- Based on the information provided by the present study, it may be helpful for the HR department to make strategies regarding job satisfaction and improved employee performance.
- In addition to this difference in male and females can be studied.
- The variables used in the research can be studied with the help of a questionnaire.
- In future researchers may examine the criterion, convergent, and discriminant validity of JSS.
- Future studies might apply JSS Greek version to other samples that will include a diverse population from both the public and private sector and beyond social services, in order to establish valuable results and determine the Norms of the scale for a wide range of professional and organisations.
- In future the research can be applied in different sectors with other variables.

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