

A Study on Impact of Job Satisfaction on Employee Performance

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Abstract: *Employee Performance is a major concern for all competitive business organizations in the world today. Leading organizations today's viable requirement is high performance work system. It is true to say that different employees in an organization yield different levels of performance under the various circumstances according to their satisfaction level, motivation level, behavior and many other reasons contribute in yielding various levels of performance by various individuals (Arif & Chohan, 2012).. Employee performance may assess through two parameters ie Qualitative and Quantitative. There is a belief that satisfied employees' performance would be higher. This paper highlights how far Job satisfaction makes impact on employee performance.*

Keywords: Employee performance and Job satisfaction

Introduction

Researchers have argued that job satisfaction is the most significant factor in understanding worker motivation, effectiveness, retention and performance (Bashayreh, 2009). Job satisfaction has been linked with enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Ngo, 2009).

Job performance is of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984). In general, employee job satisfaction has been defined as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering" (Portoghese, Galletta, & Battistelli, 2011). Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2010). According to Kalpana (2013), Job satisfaction and motivation are considered as some of the most essential components of work life, and one of the major factors that have influence on the individual's performance at the work place.

Job satisfaction has been repeatedly and constantly prized in both humanistic and financial terms. It has been observed that the employees who do quality work are usually the ones who are satisfied with their job. Satisfied employees tend to have high retention rates; they are more dedicated to the organization and tend to yield higher job performances (Arif & Chohan, 2012).

Research has suggested that understanding job satisfaction, as a management philosophy is essential to managing an organization and improving its overall performance (Putman, 2002: 1). The components of job satisfaction include employees' thoughts, feelings, interactions and performance (Zain, Ishak and Ghani. 2009: 1).

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Well satisfied employees will influence the productivity of the organization and will lead to achieving the organization's vision and goals (Hussin, 2011).

Review of Literature

Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction.

Job performance is one of the most important work outcomes and an extremely vital criterion that determines organizational success or failure. Campbell (1990) defined performance as a behavior which consist of directly observable actions of a worker, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of set goals.

HRM practices can develop the performance of an organization by contributing to employee satisfaction (Zakaria, Zainal & Nasurdin, 2012).

Job satisfaction lead to higher productivity, organizational responsibility, physical and mental health, so person will work with better mood and will learn more skills and finally promotion in his performance (Coomber, barriball, 2007).

Researches were done by Yi Han (2008), lee, Javalgi, Olivia (2010), Chen, colin (2008), Zimmerman, Todd (2009) and positive relation between job satisfaction and job performance confirmed.

There are many reasons that show job satisfaction is the result of job performance and awards have significant role in that. Internal awards are because of job results (i.e. feeling of success) and external ones because of gratitude from job (income and salary). These awards will satisfy employees, specifically workers (Gholipour, 2001, p.76).

Bhatti and Qureshi (2007) found out that there is a positive relationship of job satisfaction with employee participation, employee commitment and employee productivity. This finding also adds to the advantages of the job satisfaction of employees by adding that at the same time it has a positive effect on three factors like productivity, commitment and participation in work activities.

According to Anonymous2 (2006), happy workers may not necessarily be productive workers, because at the individual level, the evidence suggests the reverse to be more accurate, that productivity is likely to lead to satisfaction. If one moves from the individual level to that of the organization, there is renewed support for the original satisfaction – performance relationship. Studies have however found that the relationship between job satisfaction and performance is stronger in cases where pay or compensation is linked to the employee's performance as opposed to cases where there was no possibility of pay being linked to performance. Other variables that moderate the relationship between satisfaction and performance include: self-esteem of the individual, organizational tenure, cognitive ability, need for achievement, career development, affective disposition and situational constraints (Judge, Thoreson, Bono & Patton, 2001).

Objective of the Study

To understand the impact of Job Satisfaction on Employee Performance

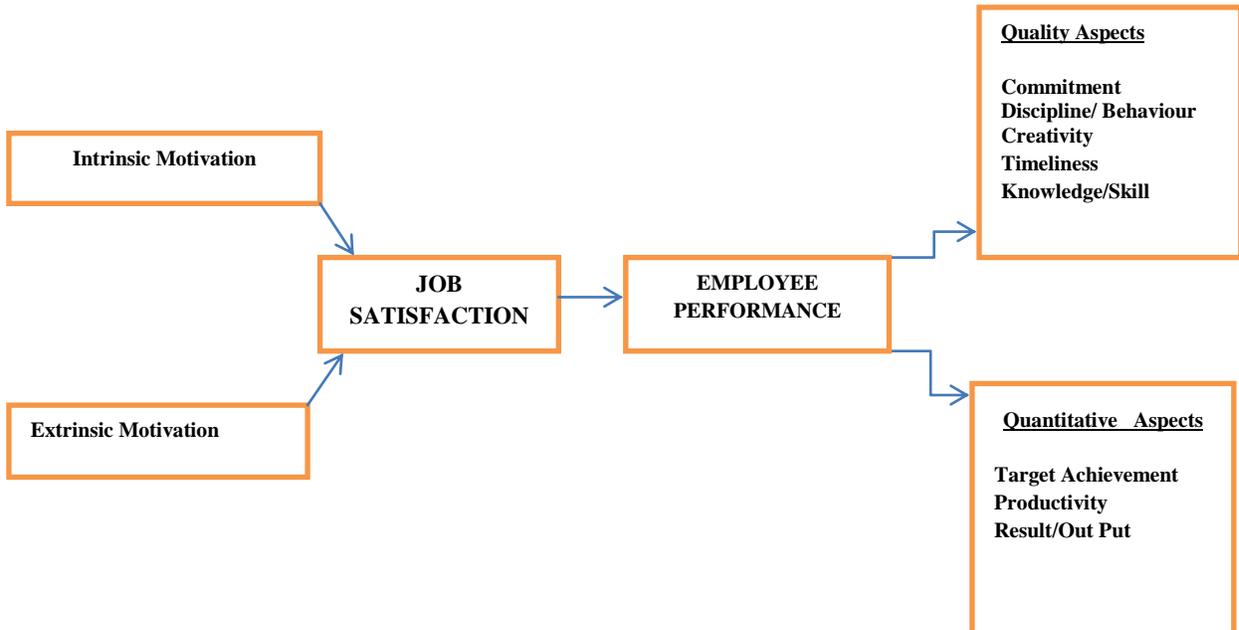


Fig: Relationship between Job Satisfaction and Employee Performance

Many variables like intellectual & physical abilities of the employees, their qualification, experience, training, culture of the organization, reward systems, career progression opportunities, co-workers behavior, authority and responsibility, workload, and structure of organizations, influence the performance of employees. However, for the relevance of this study, we will be concentrating on Job satisfaction and how it impacts on performance of employees in an organization (Wentzel & Wigfield, 2009).

Organizational theorists have divided job performance in two categories: task performance and dispositional performance. Task performance is defined as tasks and responsibilities of each person and related directly to all things that must be done by that person such as monitoring absent or present employee. Proper understanding of this needs definite standards. The other performance is dispositional which help organizational and social network to survive (Kwong, 2003). Matavidlo (2003) make differences between task performance and dispositional one. The first include parts that expressed in formal job and the latter include those behaviors effect on psychological, sociological and organizational aspects. Job performance can be studied by two aspects: job creativity and job role.

In-role performance: behaviors related to tasks and responsibilities which are expressed in job description. Innovative performance: include creative solutions of employee for solving problems in work environment(Lee, et al 2010) and the same as external role of performance which is important in organization success (Janssen, Yperen,2004) .

According to Luthans (1995), research has generally revealed a consistent inverse relationship between job satisfaction and absenteeism. This means that when satisfaction is high, absenteeism tends to be low and when satisfaction is low, absenteeism tends to be high.

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According to Westover, (2010) Quality looks at how well the employee or work unit performed the work they were assigned and the accuracy or effectiveness of the final product.

The higher the employees job satisfaction, the less time it will take them to accomplish an assigned task.

According to Muhammad & Wajidi (2013), employees who are satisfied with their job tend to be more creative. They usually go out of their way in order to attain some level of innovation at their employment.

Job satisfaction and performance can be summarized as: "productivity of a happy worker is higher" (Rabins, 1999, pp.299-300). So one of the most challenging subjects in job satisfaction is its relation with performance (Mirderikvandi, 2000). Job satisfaction leads to higher productivity, organizational responsibility, physical and mental health, so a person will work with a better mood and will learn more skills and finally promotion in his performance (Coomber, Barriball, 2007).

According to Eggemeier (2011), the cost of work performed can also be used as a measure of employee performance and it can be highly influenced by the employee's degree of satisfaction at their job.

Quantity addresses how much work the employee or work unit produced. Quantity measures can be expressed as a number of products produced or services provided, or as a general result to achieve (Washburn, 2009).

In other words, job-satisfaction and productivity may be well having largely separate causal paths: one set of factors (e.g. investment in technology) determines productivity; another set (e.g. perceived equity of rewards) produces job-satisfaction (Westover, 2010).

Inequitable distribution fails to convince the employees of close correlations between hard work and rewards (Muhammad & Wajidi, 2013).

Conclusion

Satisfied employee has a positive attitude to work more and enhances his knowledge/ skill/ commitment to attain organizational goals. Satisfied employee works effectively and efficiently towards the result/ output/ productivity of the organization. Job performance is being effectiveness in job and shows the level of satisfaction from that (Shimon, et.al, 1996). Job satisfaction makes an impact on employee performance. Hence organizations must concentrate on these concepts to increase their productivity. Organizations should motivate the employees which leads to Job satisfaction in turn improves the employee Performance.

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