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## JOB SATISFACTION AND JOB PERFORMANCE RELATIONSHIP: A LITERATURE REVIEW



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### ABSTRACT

This study is to know about relationship between job satisfaction of employees and their performance. Every organizations run by 4 M's, such as Men, Machine, Money and Method. Each and every sources which are used, managed, Produced, distributed in efficiently and effectively by only resource of an organization, i.e. Human Resource (Men resource). If Human resource has to work efficiently and effectively means, they must satisfied by their needs which are provided by the organization or their employer. The positive feeling towards once job is known as Job satisfaction. There are many aspects to job satisfaction, depending on how each individual person feels about it. Even it is called as 'reward' alone can mean different things to different people, and in this lesson, our goal is to understand job satisfaction, or how content someone is with their job and the sense of accomplishment they get from doing it. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees

**KEYWORDS :** Job Satisfaction, Performance, Factors impact.

### 1.INTRODUCTION:

There are many aspects to job satisfaction, depending on how each individual person feels about it. Even it is called as 'reward' alone can mean different things to different people, and in this lesson, our goal is to understand job satisfaction, or how content someone is with their job and the

sense of accomplishment they get from doing it. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Measuring job satisfaction can be challenging, as the definition of satisfaction can be different for different people.

## **2.THEORETICAL BACKGROUND:**

### **2.1. DEFINITIONS OF JOB SATISFACTION:**

Satisfaction feeling of once job is called as Job satisfaction or Positive attitude towards one's job is known as Job Satisfaction. Job satisfaction refers to how well the job provider fulfills the needs or want, or how well it serves as a means and source of enjoyment. the feeling of pleasure and achievement that you experience in your job when you know that your work is worth doing, or the degree to which your work gives you this feeling.

Job Satisfaction is the level of Contentment or happiness, a person feels about his/her job. The perception of an individual, ability to complete required task, a level of communication in an organization and the way employees treated by the Management defines the level Job satisfaction. It can be divide into two, Affective job satisfaction (person's emotional feelings about the job as a whole) and Cognitive job satisfaction (how satisfied employee feels about the aspects of the job, such as Pay, working hours, benefits etc).

Job satisfaction is also known as employee satisfaction. It has been defined in many ways. Some believe it is simply how content an individual is with his or her job. In other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

Arnett, Laverie and McLane's (2002) is summarized by saying that, job satisfaction is reflected as an employee's general affective assessment of himself/herself in the context of his or her job.

Cranny, Smith and Stone (1992) define job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. Further Robbins (2005) defines job satisfaction as a set of emotions that one feels about one's job and Smith, Kendall and Hulin (1969) define job satisfaction as "feelings or affective responses to facets of the situation."

Many organizations face challenges in measuring job satisfaction accurately; however they realize that, level of workers' job satisfaction can impact on their job performance. Some factors of job satisfaction may rank as more important than others, on the basis of workers' personal needs and professional goals. For measuring & creating job satisfaction needs to create benchmarking. Managers can use the test methods such as Job Descriptive Index (JDI) or Minnesota Satisfaction Questions (MSQ) for assessment of job satisfaction.

### **2.2. FIVE FACTORS CAN BE USED TO MEASURE AND INFLUENCE JOB SATISFACTION:**

1. Pay or total compensation
2. The work itself (i.e., job specifics such as projects, responsibilities)
3. Promotion opportunities (i.e., expanded responsibilities, more prestigious title)
4. Relationship with supervisor
5. Interaction and work relationship with coworkers

The factors that contribute to the level of job satisfaction can be explained with the help of the Baseline

data, the employees satisfied because of opportunities to use skill & abilities (63%), Job security (61%), Compensation (60%), Communication between staff & management (57%) and relationship with immediate supervisor (54%).

### 3. SOURCES OF JOB SATISFACTION:

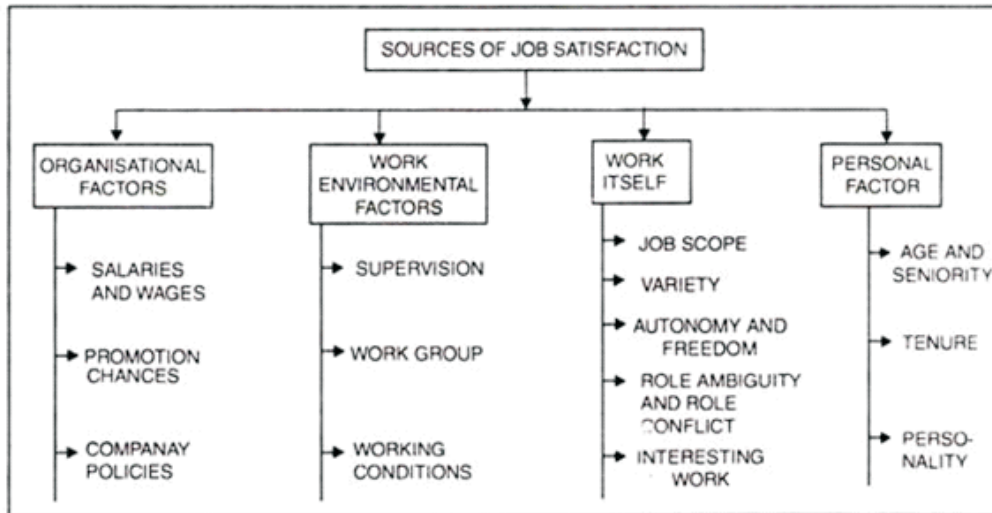


Figure.1.Sources of Job satisfaction, [http://cdn.yourarticlelibrary.com/wp-content/uploads/201505clip\\_image00290.jpg](http://cdn.yourarticlelibrary.com/wp-content/uploads/201505clip_image00290.jpg)

#### 3.1. THE KEY ISSUES IMPACTING ON JOB SATISFACTION:

According to the survey of TINY pulse Employee Engagement and Organizational Culture Report (2014), They collected data from 500+ organizations & 2, 00,000 responses all the corner of the world and they found that, 7 key issues which impacting on work place & satisfaction such as

- 1) Nearly two-thirds (64%) of all employees reported that, working at organizations that lack in strong work culture.
- 2) About half (49%) of all employees are highly satisfied with their direct supervisors.
- 3) About 66% of all employees said that, there are no strong opportunities for professional growth in their current role.
- 4) 26% of employees don't trust they have the instruments to succeed.
- 5) Organizations are failing to meet expectations with regards to demonstrating how esteemed representatives are, with just 21% of workers saying they feel firmly esteemed.
- 6) 44% of all employees will organically give each other recognition on a consistent basis when organizations offered an opportunity.

#### 3.2. WAYS TO BOOST EMPLOYEE SATISFACTION LEVELS:

- ✓ Employees must be respected by their manager, supervisor & co-worker.
- ✓ Managers should maintain an open door policy, and encourage staff to approach them to ask questions, share ideas, and voice concerns.
- ✓ Try to minimize the daily hassles to make working environment as modern office.

- ✓ Making mistakes in initial stage is nature of Human being, so accept it.They learn from it.
- ✓ Supervisor should be transparent in nature for what employees gives respect.
- ✓ Always gives an opportunity for creativity.
- ✓ The right way for developing skill, knowledge, morale training is needed.
- ✓ Parameters and guidelines are better than scripts, so respect personality.
- ✓ Beware of bureaucracy
- ✓ Create a wonderful environment
- ✓ Care about rewards, such as Pay, perks, benefits, bonuses & promotion and pay early.
- ✓ Helps the employees to bond with each other.
- ✓ Give recognition for achievements
- ✓ Banish fear and never undermine employees in public.
- ✓ Monitoring and coaching of staff.
- ✓

**4. DEFINITIONS OF PERFORMANCE:**

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract

The work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement.

Job Performance is the way how an employee performs his/her given task or work. As we know that performance are most important criteria for organizations’ success. The job performance assesses whether an employee performed job well or not. .

**5. JOB SATISFACTION AND PERFORMANCE:**



Figure:2. Conceptualized Model of job satisfaction and performance.

Many organizations have same kind of organization structure and objectives and these could be coupled to an organization’s social mission, profitability objectives, or governmental practices of bureaucracy. An effective understanding of the relationship between job attitudes, organizational attitudes, and organizational performance will helps to identify variables of importance within an

organization.

In the same way knowing the relationship between how people satisfied with their job and their actual job performance is also an important. It's hard to correlate these two aspects because when people are asked if they get job satisfaction from working, some percentage will say yes just because of they think if they say no, there could be a negative result. So, while understand the correlation between satisfaction and performance, it's tough to define without some sort of survey and error being present. There are two basic views of satisfaction and performance, and they are upturned each other. Somebody believes that, satisfaction leads to performance, while other believes performance leads to satisfaction. With this consequence, we are saying if someone is happy with their job they will perform better, but in order to be satisfied himself or herself, they have to perform best in their job. It is hard to define whether satisfaction drives performance or performance drives satisfaction.

Through this we realize that if someone has a high level of job satisfaction, they will probably have a high level of performance. On the other hand, if someone is not satisfied with their job, they probably will not have the same high level of performance. Employees are satisfied with their job but not by doing the job to the level the organization wants, they are happy with his or her job and gets satisfaction from doing it, but that does not mean their performance is what the organization wants.

**6. THEORIES OF JOB SATISFACTION:**

Many organizations have defined level of job satisfaction differently in their views but it should turn better indication regarding organizational changes and which should boost performance. With the help of following models of job satisfaction can understand how job satisfaction works in an organization.

Christen, Lyer and Soberman Model of Job satisfaction (Christen et al, 2006), which includes Job related factors, Role perceptions, Job performance and Firm performance.

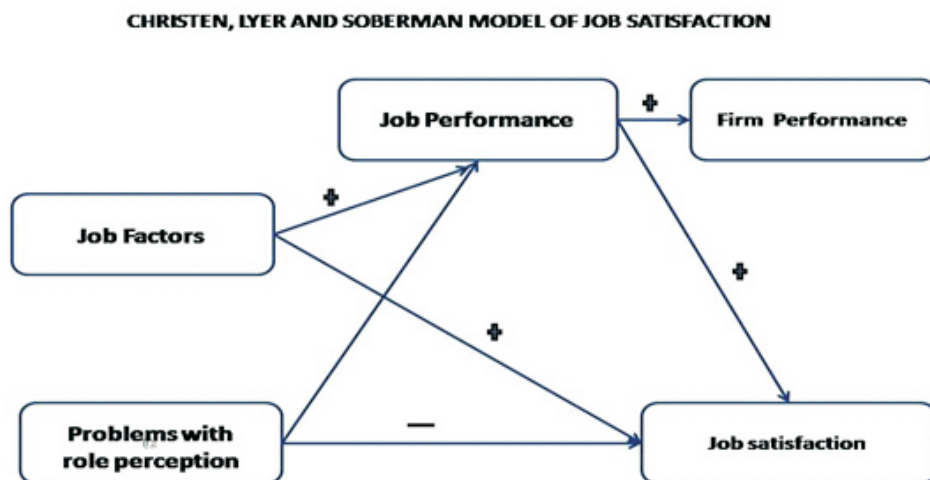


Figure: 3. Christen, Lyer and Soberman Model of Job satisfaction (Christen et al, 2006)

Lawler and Porter (1967) model of job satisfaction which unlike the earlier model places a special importance on the impact of rewards on job satisfaction, According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employees

perceptions regarding the deserved level of pay.

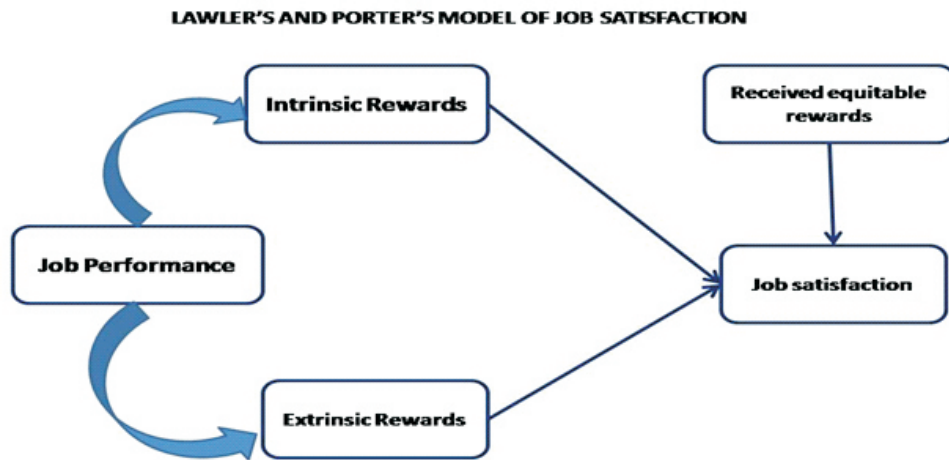


Figure: 4. Lawler and Porter (1967) Model of job satisfaction

Locke and Latham (1990) have given a different model of job satisfaction. They carry on an assumption that, the objectives set at the highest level and high potential for success in work provides achievement and success in performing tasks. Success is analyzed as a factor that creates job satisfaction.

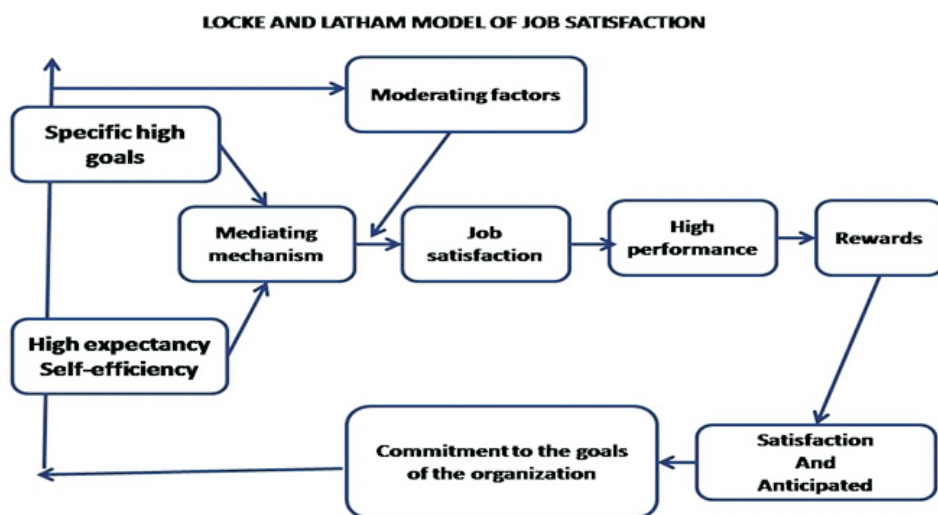


Figure:5. Locke and Latham (1990), Model of job satisfaction

Herzberg's Two-Factor Theory(1959) is also known as Motivation-Hygiene Theory or intrinsic

vs. extrinsic motivation, which views that there are certain factors in the workplace that can cause job satisfaction and a separate set of factors that can cause dissatisfaction. In this regard hygiene and motivational factors makes employees to get satisfied. With addition to this There are top five factors which are contribute to employee job satisfaction (SHRM; 2012) are opportunity to use skills and abilities (63%), Job security (61%), Compensation/Pay (60%), Communication between employees and senior management(57%) and relationship with immediate supervisors (54%).

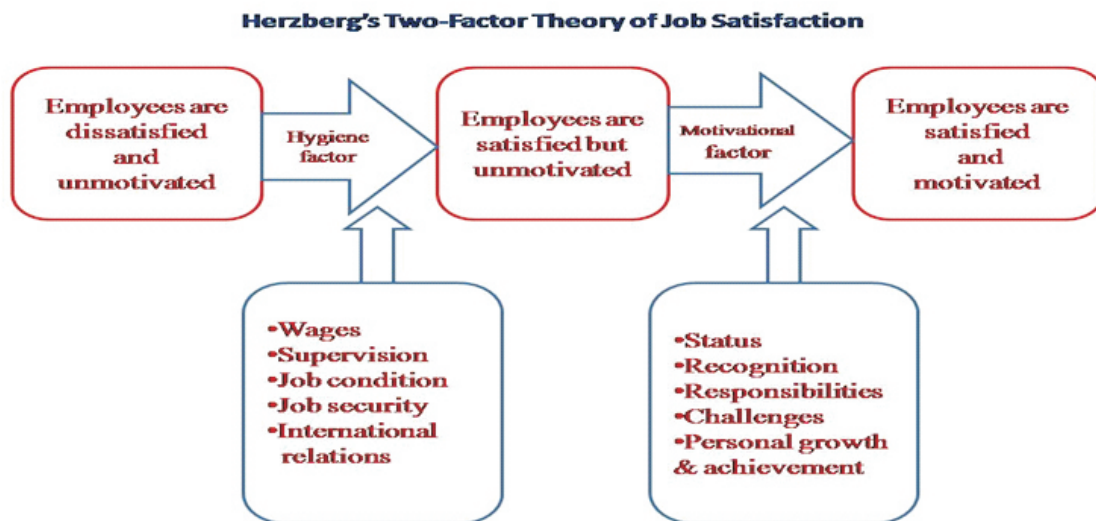


Figure: 6. Herzberg's Two-Factor Theory (1959), Job satisfaction.

**7. CONCLUSION:**

Job satisfaction plays an important role in managing the employees. Job satisfaction has large impact on employees job performance through the motivational factors which are induces performance. The nature of his or her job itself and financial benefits impact on their job satisfaction and which leads performance.

Finally there is a still considerable discuss whether satisfaction lead to performance or performance leads to satisfaction (Luthans, 1998). An increase in the employee salary and compensation motivates the employees; the good pay can be one of the key factors affecting job satisfaction, which increases the quality of work and performance of one’s and organization.

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