Influence of Job Satisfaction on Employees' Performance – A general Perspective

Kamala Saranya*

*Research Scholar, Vels University, Pallavaram, Chennai, Tamil Nadu, India.

Abstract

This study takes a dynamic multilevel approach to examine how the relationship between an employee's job satisfaction trajectory and subsequent turnover may change depending on the employee's unit's job satisfaction trajectory and its dispersion. In particular, in the presence of a negative unit-level job satisfaction trajectory and low dispersion, a positive change in individual-level job satisfaction does not affect the odds of a person leaving an organization. Put differently, an employee's being out of step with prevailing unit-level attitudes appears to alter the relationship between his or her job satisfaction trajectory and turnover propensity. Further, unit-level job-satisfaction change and its dispersion jointly influence the overall turnover rate in a unit. The results indicate unit-level and individual-level job satisfaction trajectories have unique multilevel influences on turnover above and beyond static levels of job satisfaction. Accounting for these dynamics substantially increases the explained variance in turnover behaviour. Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Keywords: Job Satisfaction, Motivation, Turnover Behaviour, Productivity.

1. Introduction

The term "Job Satisfaction" refers to an employee's general attitude towards his job. **Locke** defines job satisfaction as a "Pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." To the extent that a person's job fulfils his dominant need and is consistent with his expectations and values, the job will be satisfying. Job satisfaction is an important factor in industrial environment. The satisfied workers produce more; the industrial climate is relatively smooth and conductive. The satisfied workers are creative and innovative. The factors that contribute to the positive morale and attitude also result in higher degree of job satisfaction. The important factors contribute to the higher level of job satisfaction.

1. Challenging and responsible job.
2. Numerous promotional opportunities.
3. Impartial treatment by the management.
4. Creativity and innovative ideas of job security.
5. Attractive salary and perks.
6. Freedom in work situation.
7. Participative management.
8. Welfare facilities like medical, uniform, canteen etc;
9. Spontaneous "TOP TO BOTTOM" and "BOTTOM TO TOP" Communication pattern.

Every human being has his own needs and desires of them, some are conscious and some are unconscious. These needs become strong in the individual and create tension, which stimulate behaviour towards fulfilling those needs. But all needs never completely of permanently satisfied entertains extraordinary high hope and needs which are beyond his capacity to fulfill.

Need for the study:

- To provide a Specific work environment to achieve specific targets.
- To build Capacity of an individual towards the job.
- To measure one's performance through targets and other yardsticks.
- To provide better Compensation package by analyzing their performance.

Objectives of the study:

- To analyze whether the employees are satisfied with their job.
- To find out the employee's level of satisfaction association with nature of job and working atmosphere.
- To study management-employee relationship.
- To assess the level of satisfaction of the employee on what type of training undergone in the company.
- To analyze the employee's grievance in the organization.
- To study about the motivation level of employees.

2. Review of Literature:

Different authors have defined job satisfaction differently. Job satisfaction is nothing but the individual's general attitude towards his or her job. The person with the high level of job satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his or her job holds only negative attitude about the job.

According to **P.C.Tripathi** the term "job satisfaction refers to an employee's general attitude towards his job." The job will be satisfactory if the individual's job fulfils his dominant need and if it is consistency with his expectations.

According to **KEITH DAVIS**, "job satisfaction expresses the attitude towards one's job, the difference between the amount of rewards workers receive and the amount that they believed that should receive." Thus job satisfaction represents an attitude rather than behaviour. It is related to human needs and their fulfillment throughout the work. In fact, job satisfaction is generated by individual's perception of how well his job satisfies his basic needs on the whole. The m need for satisfaction is it brings high productivity.

According to **CORNELL** in his studies said, "A satisfied worker is a productive worker". Out of this study, he concludes that if the needs of the worker like pay, promotion etc, are satisfied in the above said job, he will be a productive worker. He will be motivated to work out of his needs are satisfies and production would be increased. Lawrence and Porter have developed a model suggesting that "Productivity leads to job satisfaction".

3. Research Methodology:

Research in common parlance refer to a search for knowledge, one can also define research as a scientific and systematic search for pertinent information on a scientific topic. According to Clifford woody research " comprises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluation data, marking deductions and reaching and conclusions, and at last carefully testing the conclusions of determine whether they fit the formulating hypothesis".

Research Design:

For this research study a descriptive research design was used the factors that are affecting the employees in work environment is studies and the findings were described in detail. The statistical tools like Chi-square test were applied for data analysis.

Types of Sampling:

Non-Random Sampling:

Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgement sampling.

Judgement Sampling:

In judgement sampling the researcher's judgement is used for selecting items, which he considers as representative of the population. The researcher has used judgement-sampling method for selecting 80 respondents. Judgement sampling is used quite frequently in qualitative research where the desire happens to be, to develop hypothesis rather than to generalize to large population.

Data Collection Method:
Questionnaire Method:

The researcher used a questionnaire, which was self-developed so as to measure the job satisfaction of the employees in the organization. Questionnaire to be used must be prepared very carefully so that it may prove to be effective in collecting the relevant information.

SCALING TECHNIQUE:

The questionnaire measures four dimensions of the job satisfaction with the help at itemized, graphic rating scale techniques. The graphic rating scale is quite simple and is commonly used in practice. Under it the various points are usually put along the line to form a continuum and rather indicate this rating by simply making a mark.

STATISTICAL TOOLS USED:

The data collected were carefully analyzed & interpreted statistical technology chi- square test is applied to draw meaningful references. A chi-square distribution method is used for judging the significant different between observed and expected frequencies. As a non-parametric test, it can be used to determine if categorical data shows dependency or the two classifications are independent.

4. **Data analysis and interpretation:**

Table 1 depicts Classification based on Relationship between Management and Union.

S.No	Opinion	No. Of Respondents	Percentage (%)
1.	Highly cordial	21	26.25
2.	Cordial	28	35
3.	Low	12	15
4.	Non – cordial	7	8.75
5.	Better cordial	12	15
	Total	80	100

Interpretation:

The above table shows that 26.25% of the respondents were in the relationship between management and union are highly cordial. 35% of the respondents were in the relationship between management and union of cordial. 15% of the respondents were in the relationship between management and unions are low. 8.75% of the respondents were in the relationship between management and unions are not cordial. Remaining 15% of the respondents were in the relationship between management and unions are better cordial.

Table 2 depicts Classification based on Types of training undergone by the employee when joining the company.

S.No	Opinion	No. Of Respondents	Percentage (%)
1.	Technical	14	17.5
2.	Soft skill	23	28.75

3.	On job	21	26.75
4.	Management	14	17.5
5.	Others	8	10
	Total	80	100

Interpretation:

The above table shows that 17.5% of the respondents were in the types of training undergone by the employee in technical. 28.75% of the respondents were in the types of training in soft skill. 26.25% of the respondents were in the types of training of on-job. 17.5% of the respondents were in the types of training in management. Remaining 10% of the respondents were in the types of training of others.

Table 3 depicts Classification based on Level of satisfaction

S.No	Opinion	No. Of Respondents	Percentage (%)
1.	Highly satisfied	23	28.75
2.	Satisfied	36	45
3.	Average	11	13.75
4.	Dissatisfied	5	6.25
5.	Highly dissatisfied	5	6.25
	Total	80	100

Interpretation:

The above table shows that 17.5% of the respondents were in the level of satisfaction of highly satisfied.45% of the respondents were in the level of satisfaction of satisfied. 13.5% of the respondents were in the level of satisfaction of average. 6.25% of the respondents were in the level of satisfaction of dissatisfied. Remaining 6.25% of the respondents were in the level of satisfaction of highly dissatisfied.

Table 4 depicts to test the classification based on educational qualification and the relationship between management and employee.

Qualification	Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied	Total
Highly Satisfied	4	7	3	2	1	17
Satisfied	8	15	5	2	1	31
Average	3	3	2	2	1	11
Non cordial	3	3	2	2	1	11
Better Cordial	3	3	2	1	1	10
Total	21	31	14	9	5	80

Null Hypothesis (H0):

There is no association between the classification working condition and the classification based on relationship between management and employee.

Alternative Hypothesis (H1):

There is association between the classification working condition and the classification based on relationship between management and employee.

Chi-square Test:

$$X^2 = (O - E)^2 / E$$

Where, O = Observed frequency

E = Expected frequency

$$Ei = Rt * Ct / Gt$$

Where, Rt = Row total

Ct = Column total

Gt = Grand total

Table 5 depicts association between the classifications based on working condition and the classification based on the job security.

Expected frequency:

Observed Frequency	Expected Frequency	(O – E)2	(O – E)2 / E2
4	4.47	0.2209	0.0494
7	6.59	0.1681	0.0255
3	2.98	0.0004	0.001
2	1.9	0.001	0.0053
1	1.06	0.0036	0.0034
8	8.14	0.0196	0.0024
15	12.01	8.9401	0.7443
5	5.42	0.1764	0.0325
2	3.49	2.2201	0.6361
1	1.94	0.8836	0.4554
3	2.89	0.0121	0.0041
3	4.26	1.5876	0.3726
2	1.9	0.01	1.0052
2	1.24	0.5776	0.4658
1	0.71	0.0841	0.1184
3	2.81	0.0361	0.0128
3	4.26	1.5876	0.3726
2	1.9	0.01	0.0052
2	1.24	0.5776	0.4658
1	0.71	0.0841	0.1184
3	2.61	0.1521	0.0582
3	3.88	0.7744	0.1995
2	1.8	0.04	0.0222
1	1.13	0.0169	0.0149
1	0.53	0.1764	0.3041
Total			**4.4942**

d.f. = (r-1) (c-1) = (5-1) (5-1) = 4*4 = d.f. = 16
Tabulated value of X2 0.05 d.f at 5% level of significance is 26.3

Interpretation:

Since the calculated value (C.V.) is less than the tabulated value (T.V.), null hypothesis (H0) is accepted. So, we conclude that there is no association between the classifications based on working condition and the classification based on the job security.

FINDINGS:

- 35% of the respondents were relationship between management and union.
- 38.75% of the respondents are satisfied with their working condition.

- 26.25% of the respondents are satisfied with their job security.

SUGGESTIONS AND RECOMMENDATIONS:

Promotion Rearrangement of individual to a job higher rank provides work force with flexibility and mobility. It suggested that the management need to look into the promotion system and necessary steps for the correction and rectification if any. Any organization needs to have Grievance handling system to reduce discontent or dissatisfaction. Since Grievance handling system play a major role in the performance of employees in the organization.

Additional or special attention need to be taken care of by the management so as to have an efficient and effective Grievance handling system. Build employees competence and self-confidence through training, feedback and recognition as there is a very close relationship between high job satisfaction and feelings of effectiveness on the job.

CONCLUSION:

Thus, from the above study it is concluded that the employees were satisfied in almost all except in promotion policy and grievance handling system. Any organization functions with the integration of 4M's i.e., men, machine money and material. Any change in any of the 'M' is reflected in the output. Therefore first 'M 'men need to be looked at constantly for the better performance of the enterprise. Encourage positive workplace relations, and then people will be highly satisfied in their jobs report good feelings about their bosses, peers and co-workers. Encouragement of genuine self-confidence is probably the number one way to achieve higher job satisfaction. An employee's job satisfaction depends as much on the positive mental, spiritual, physical, and emotional resources the employee brings to the workplace.

References:

Locke, E.A.& Latham, G.P. (1990). A theory of goal setting and task performance, Prentice Hall, Pg.4.

Luthans, F. (1998). Organizational Behaviour, 8th Edition, McGraw-Hill/Irwin, Boston, Pg. 147.

Mullins, J.L. (2005). Management and organizational behaviour, Seventh Edition, Pearson Education Limited, Essex, Pg. 700.

Rue, L.W. & Byars, L. (2003). Management, Skills and Application, 10 ed., McGraw-Hill/Irwin, New York, Pg.259.

Spector, P.E. (1997). Job satisfaction: Application, assessment, causes and consequences, Thousand Oaks, CA, Sage Publications, Inc.