

An Empirical Relationship between Employee's Job Satisfaction and Job Performance

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ABSTRACT

This study aims to identify the factors influence the job satisfaction of employees and to identify the factor improves the performance level of employees. The researcher used percentage analysis and regression analysis to find the result. The results shows that the Automobile industry relaxed the policies which are framed for the employees' increased the interest and involvement of the employees. Finally it concludes that there is a positive correlation between the employee's job satisfaction and job performance. To increase the productivity and job performance the Automobile industry provide all these factors of job satisfaction.

Keywords: Job satisfaction, Job Performance, Monetary benefits.

INTRODUCTION

The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985).

Employee job satisfaction is associated with how people perceive, think, and feel their jobs (Spector, 1997). The investigators have defined job satisfaction as the general behaviour and employees attitudes towards his job (Robbins et al., 2010). Keeping morale high among white collar workers can be of great value for every business, how happy employees are more likely to produce more with fewer days off and stay true to the company. There are many elements involved in enlightening and retaining the employee satisfaction high, which intellectual employers would do fine to execute.

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences

of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc.

Factors Determining Job Satisfaction

- Monetary Benefits
- Rewards
- Promotion
- Status
- Worker's participation in Management
- Welfare Measures
- Perquisites
- Company Policies
- Job Security
- Working conditions
- Career Development

Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal with the organization and dissatisfaction with a job may lead to high staff turnover. Hanif and Kamal (2009) asserts that happy employees are more likely to be welcoming and attentive which attracts customers and the employees who are not satisfied with the job can lead to customer unhappiness. Şirin (2009) suggests more factors affecting job satisfaction

as follows: A feeling of success, relations with the management, relations with employees, job safety, more responsibility, being recognized, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, trade unions, and perceived work stress.

The most important process in an organization, satisfaction is linked with communication on a personal as well as on an organizational level. Communication in the organization motivates and stimulates employees to meet the organizational goals. Professional communicator should always link the diverse communication dimensions to the organizational strategies and the outcomes. Lack of communication creates a ripple effect in the organization and ultimately jeopardizes the business goals. Lack of communication from the superiors also results in a plethora of problems. The work situation also matters in terms of job satisfaction and organization impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself—often called “intrinsic job characteristics.”

This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organisations to determine which human resource strategies meet its needs and objectives. This study of the relationship between job satisfaction and job performance has a controversial history. In this study the researcher find the factors determine job satisfaction of employees and how this is related to their performance.

REVIEW OF LITERATURE

Lise M. Saari and Timothy A. Judge(2004), EMPLOYEE ATTITUDES AND JOB SATISFACTION. HUMAN RESOURCE MANAGEMENT, Winter 2004. This article identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in

knowledge and for evaluating implemented practices⁵. Neeraj Kumari (2011) Job Satisfaction of the Employees at the Workplace, European Journal of Business and Management, ISSN 2222-1905, The study examines different aspects of job satisfaction like culture, leadership communication, commitment, job content, training, rewards and recognition opportunities, teamwork, superior subordinate relationship and delegation, at Badarpur thermal power station, NTPC Ltd. The research done is descriptive study involving survey and enquiry. The analysis was carried on a software SPSS and stated satisfaction level of different parameters. The overall job satisfaction showed people were satisfied with their current job but still measures should be taken to improve the satisfaction level⁴.

Brikend Aziri(2011), Job Satisfaction: A Literature Review, Management Research and Practice Vol. 3 Issue 4 (2011) Pp: 77-86, 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 organizations².

Mosammod Mahamuda Parvin, M M Nurul Kabir (December-2011), Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector, Australian Journal of Business and Management Research Vol.1 No.9 [113-123], This study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. Hence this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. This paper presents a comprehensive diagnosis of job satisfaction

indices of pharmaceutical business, the factors causing the dissatisfaction & suggestions to improve them⁸.

Sadegh Rast, Azadeh Tourani (April 2012), Evaluation of Employees' Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran, *International Journal of Business and Social Science*, Vol. 3 No. 7; April 2012. This purpose of this study is to determine level of employees' job satisfaction and to investigate effect of gender on employees' job satisfaction. Important factors that have an impact on job satisfaction are supervision, relationship with co-workers, present pay, nature of work, and opportunities for promotion. Data for this study was collected from employees of three private airline companies in Iran. Descriptive analysis performed to determine level of employees' job satisfaction. In addition, independent-sample t-test was utilized to empirically test relationship between employees' job satisfaction and their gender. Findings suggest that employees are moderately satisfied with their job and there is no significant difference between male and female employees' job satisfaction¹⁰.

Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal (oct 2012), Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization. *IOSR Journal of Business and Management (IOSR-JBM)* ISSN: 2278-487X. Volume 5, Issue 1. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described. This paper also deals the various ways by which one can improve employee satisfaction¹.

Jitendra Kumar Singh, Dr. Mini Jain (December, 2013), A Study of Employees' Job Satisfaction and Its Impact on Their Performance, *Journal of Indian Research (ISSN: 2321-4155)* Vol.1, No.4. The objective of the study is to identify the factors which influence the job satisfaction of employees and to identify the impact of employees' job satisfaction on their performance. It concludes that Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees³.

Louise van Scheers Johan Botha (Oct 2014), Analysing relationship between employee job satisfaction and motivation, *Journal of Business and Retail Management Research (JBRMR)* Vol. 9 Issue 1, The aim of this is to analyse perceptions of job satisfaction levels at grocery retailers in South Africa and establish whether there is a relationship between job satisfaction and motivation of retail employees at grocery retailers in Pretoria, South Africa. It is evident from the research that the majority of respondents 43 percent strongly disagree with the statement that employee attitude is commendable, a view that is disputed by management. The research also established that the customer's perception is that there is little empowerment to the frontline staff. The conducted research finally has established that there is a positive correlation between job satisfaction and motivation of retail employees of grocery retailers⁶.

Masooma javed, Rifat Balouch, Fatima Hassan (2014) Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions, *International Journal of Learning & Development* ISSN 2164-4063. The ambition of this research paper is to examine the satisfaction level of the employees and helps organizations to know about the elements that influence job satisfaction. Convenient sampling technique was used and 200 questionnaires were circulated out of which 150 were nominated for further analysis. SPSS is used for data analysis statistically. The results showed significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Furthermore, there is a significant negative relationship between job satisfaction and turnover intention. The findings also demonstrate that there is no significant relation of turnover intention with employee empowerment and job performance⁷.

Robina Odaya Orute, Dr. Shedrack Mbithi Mutua, Dr. Douglas Musiega, Stephen Wekesa Masinde (Oct 2015) Leadership Style and Employee Job Satisfaction In Kakamega County, Kenya. ISSN: 2249-7196, *IJMRR/Oct. 2015/ Volume 5/Issue 10/Article No-10/876-895*. The major objective of the study was to investigate the influence leadership style on employee job satisfaction, Both descriptive and inferential statistical tools were used in data analysis. Cronbach's Alpha of coefficient of 0.873 was attained, implying that the research instruments were reliable since the value attained was way above the recommended 0.7 in social

sciences. The study established that leadership style had a statistically significant positive influence on employee job satisfaction leadership style .The study recommends the government to practice good leadership skills since they have positive effect on employee job satisfaction⁹.

Objective of the Study

The objective of the study is as follows:

- To assess the satisfaction level of employees in Automobile industry.
- To identify the factors influence the job satisfaction of employees.
- To identify the factor improves the performance level of employees.

Hypotheses

- There is no significant difference among factors of Job satisfaction.
- There is no significant difference among factors of performance level of employees
- There is no relationship between job satisfaction and performance level of employees.

RESEARCH METHODOLOGY

The research done is a descriptive study involving survey and fact finding survey. The major purpose of the study is description of the state of affairs as it exists in the present organization, Automobile Industry. The data and records of the employees are also examined to understand the problem well. A systematic research with structured and specified steps in specified sequence was designed.

Influence of Job Satisfaction on Employee’s Performance: After reviewing National and International literature the researcher identified Monetary Benefits, Rewards, Promotion, Status, Worker’s participation in Management, Welfare Measures, Perquisites, Company Policies, Job Security, Working conditions, Career Development. The subsequent verification of these factors of job satisfaction clearly revealed its nature of relationship as well as creative influence over performance of employees. Therefore, In this section the researcher intended to measure the influence of independent variables job satisfaction dimensions on the performance of employees.

Regression coefficients

Determinants	Coefficients	T	Sig.
(Constant)	1.830	5.247	0.000
Monetary Benefits	1.433	1.963	0.078
Welfare Measures	1.835	3.404	0.007
Job Security	1.834	2.309	0.044
Working Conditions	4.804E-02	0.693	0.504
Company Policies	8.310E-06	0.191	0.852
Career Development	0.183	0.312	0.761

The above table shows that the employees are mostly influence by welfare measures provided by the Automobile Industries followed by Job security. The employees also satisfied by the factor of monetary benefits given by the Industry such as salary, bonus, commission, overtime pay etc., the employees least satisfied by the factor of company policies. Hence, too much of rules and regulations irritate the employees and because of this factors they are less concentrate in their works.

FINDINGS AND CONCLUSIONS

This study finds that to improve the employees performance the industry concentrate to the welfare measures of the employees such as educational allowance, medical facility, house rent allowance, etc., The employees are highly influence by these factors. The Automobile industry relaxed the policies which are framed for the employees’ leads to interest and involvement of the employees. The rigid policies leads dissatisfaction to the employees and it also affect the performance of the employees. Finally it concludes that there is a positive correlation between the employee’s job satisfaction and job performance. To increase the productivity and job performance the Automobile industry provide all these factors of job satisfaction.

Conflict of Interest: Nil

Ethical Clearance: Taken From UGC Committee

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