

THE DYNAMICS OF JOB SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE

Saransh Kumar Srivastav¹, Mahima Habil², Pooja Thakur³, Mayank Kharya⁴

^{1,2,3}Research Scholar, Department of Commerce, Dr. Harisingh Gour Vishwavidyalaya, Sagar (M.P.), India.

⁴Research Scholar, Department of Commerce, Maharaja Chhatrasal Bundelkhand University, Chhatarpur (M.P.), India.

DOI: <https://www.doi.org/10.58257/IJPREMS35668>

ABSTRACT

This research paper investigates the impact of job satisfaction on job performance and demonstrates that there is a positive relationship between job performance and job satisfaction through an extensive assessment of the literature and empirical analysis. The study's conclusions are based on an employee survey that found a significant positive association between job performance and job satisfaction ($r = 0.751$, $p < 0.01$). The high mean scores for job performance ($M = 4.0437$) and job satisfaction ($M = 4.0651$) indicate that respondents generally reported good performance and satisfaction levels. The standard deviations for job performance ($SD = 0.62649$) and job satisfaction ($SD = 0.69548$) show that there is variety in the replies, which highlights the necessity for a nuanced approach to evaluating and managing employee performance and satisfaction. These findings' implications emphasize how crucial it is for businesses to put employee satisfaction first in order to improve work performance. A more engaged and effective staff can result from tactics like creating chances for skill development, competitive pay, and the promotion of a positive work environment.

Keywords: Job Performance, Job Satisfaction, Productive Workforce

1. INTRODUCTION

Organizations are continuously looking for strategies to increase performance and create sustainable growth in the cutthroat business world of today. Employee work satisfaction is one important element that has been found to be a major driver of organizational performance. The concept of job satisfaction is intricate and multidimensional, encompassing a range of elements related to an individual's experience at work, such as their opinions of organizational rules and practices, their relationships with coworkers, and their sentiments about the work itself. Job performance and job satisfaction are strongly positively correlated, according to numerous research. Job satisfaction has been shown to increase employee engagement, motivation, and commitment, which in turn boosts output and performance. On the other hand, unhappy workers are more likely to be disengaged, unmotivated, and less committed, all of which can have a detrimental effect on their performance and, eventually, the performance of the company as a whole. There are still a number of unexplored topics in the plethora of research on the connection between job performance and job satisfaction. The fundamental processes by which job satisfaction affects job performance is one such field. Even though the two factors clearly have a link, it is unclear exactly how job satisfaction influences job performance and through what channels. The part that individual characteristics play in influencing the relationship between job performance and job satisfaction is another topic that needs more research. Individuals' perceptions of their professions, as well as their levels of performance and satisfaction, can be influenced by a variety of factors, including personality traits, values, and work preferences. Organizations can better fulfil the requirements and preferences of their employees by customizing their methods for increasing job satisfaction and performance by taking into account these individual variances.

Additionally, more study is required to determine how various aspects of job performance are impacted by job satisfaction. A increasing body of research has acknowledged that job performance is a multidimensional concept that includes many characteristics like task performance, contextual performance, and adaptive performance, but much of it has concentrated on total job performance. Organizations can gain important insights into how to better support and motivate their employees to attain maximum performance by understanding how job satisfaction influences these many aspects of job performance.

This study intends to fill in these gaps in the literature by investigating the underlying mechanisms and individual characteristics that influence the link between job satisfaction and job performance. This study aims to give organizations useful insights and suggestions for raising employee work satisfaction and boosting organizational performance by carrying out a thorough assessment of these variables.

Background of the Study

A number of organizational contexts have examined the important relationship between work satisfaction and performance. These research' findings have been inconsistent. Regarding this relationship, Cummings (1970)

distinguished three main points of view. Performance results from satisfaction, and incentives result from both performance and satisfaction. Numerous studies back up each of these three perspectives. The study conducted by Mirvis and Lawer (1977) yielded definitive results about the correlation between job satisfaction and performance. Their suggested justifications are that bank tellers were less likely to exhibit shortages and to quit their positions when evaluating their performance in terms of cash shortages.

More than thirty studies have been carried out by Kornhanuser and Sharp (1976) to determine the relationship between performance and satisfaction in the industrial sector. Numerous research investigations have demonstrated a positive correlation between job satisfaction and job performance. It was shown by Katzell, Barret, and Porker (1952) that there was no correlation between job satisfaction and either turnover or output quality. After reviewing the literature, Smith and Cranny (1968) came to the conclusion that performance, along with effort, dedication, and intention, are all related to satisfaction. Evidence from the Relay Assembly test room in the Western Electric Studies (1966) shown a striking tendency for higher worker productivity to be correlated with higher job satisfaction.

Conceptual Framework:



Job Satisfaction

The concept of job satisfaction is intricate and multidimensional, reflecting an individual's general attitudes and feelings about their place of employment. It covers a wide range of elements related to the workplace, such as the type of job being done, interactions with coworkers and managers, prospects for growth, pay, and company culture. Positive outcomes for both people and businesses, such as improved levels of engagement, motivation, and dedication as well as increased productivity and job performance, are often linked to high job satisfaction. Given its potential to greatly affect job performance, job satisfaction is an important consideration in the context of this study. Satisfied employees are more likely to be driven to deliver quality work, be involved in their work, and favorably impact the company. On the other hand, dissatisfied employees could be less engaged, motivated, and apt to give their best work, all of which could have an impact on the success of the company. Numerous internal and external factors, both internal and external, affect job satisfaction. The nature of the work itself, the chance for one's own development, and the degree of independence and autonomy one has in one's position are examples of intrinsic factors. Conversely, extrinsic considerations encompass elements like pay, benefits, work-life balance, and the culture of the company.

Job Performance

Performance is the sum of an employee's actions and inactions. For the majority of occupations, general employee performance includes quantity, caliber, punctuality, presence, and teamwork skills. Performance is something that is produced at any given time by the indications or functions of a job or profession. Performance is the amount and quality of work that human resources complete while fulfilling their duties in line with the tasks that have been delegated to them. A person's performance is determined by how well and how much they accomplish in relation to the responsibilities they have. Other factors that affect an employee's effectiveness include their degree of education, initiative, work experience, and spiritual leadership.

Feedback from one's job enables one to consistently actively carry out his work well and, ideally, provide high-quality products. Previous researchers identified four elements that make into job achievements: I performance in general, II performance of employees, III performance of technology, and IV performance of the organization. Work achievement is defined by Rubina et al. as the outcome of three factors: the working environment, diligence, and skills. Workplace conditions are the extent to which they support employee performance; employee skills are their knowledge, ability, and competences; and diligence is their degree of commitment to completing the task at hand. Regardless of the circumstances or variables, organizations frequently worry about the performance of their personnel. Employee accomplishment signals their victory and enhances organizational performance.

2. OBJECTIVES OF THE STUDY

1. To understand and explore the interrelationship between Job satisfaction and Employee's Performance.
2. To understand the significance of job satisfaction.

Hypothesis of the Study:

H₀1: There is a no significant relationship between job satisfaction and job performance.

H_a1: There is a significant relationship between job satisfaction and job performance.

Sampling and Data Collection- Using the disproportionate stratified sampling approach, a total of 170 employees were picked as the study's sample to guarantee that workers from different categories within the chosen firm were represented. The data used in this study are empirical. A standardized questionnaire with questions on performance and work satisfaction was used to collect data from respondents for this study. Data was sorted and analyzed using SPSS and MS-Excel.

Profile of the Respondents- Male respondents make up 70.20 percent of the sample, while female respondents make up 29.80 percent. The respondents are young, as evidenced by the data, with 54% of them being between the ages of 25 and 35. Additionally, according to the data, 47% of respondents had less than five years' experience on the job, 35% had six to ten years' experience, and 18% had more than ten years.

Descriptive statistics and Correlation Analysis- The associations between the variables were examined using correlation analysis. Previous studies have indicated that correlation coefficients between 0.10 and 0.29 indicate weak association, 0.30 to 0.49 indicate a moderate relationship, while 0.50 to 1.0 indicate significant correlation. The means, standard deviations, and correlations for the variables under investigation are displayed in Table I.

Table 1: Descriptive Statistics and Correlation Matrix

Correlation analysis shows significant and strong positive correlation between job satisfaction and job performance.

	N	Mean	Std. Deviation	Correlation
Job Satisfaction	170	4.0651	.69548	
Job Performance	170	4.0437	.62649	.751**
Notes: N= 170, **Correlation is significant at the 0.01 level				

(Source: Survey Data)

3. FINDINGS & DISCUSSION

The results of this study shed light on the variables influencing employee behavior and organizational outcomes and offer insightful information about the connection between job satisfaction and job performance. The study found a significant positive connection ($r = 0.751$, $p < 0.01$) between job satisfaction and job performance, which aligns with prior research findings and emphasizes the role of job satisfaction in improving job performance. The high mean scores for both job satisfaction ($M = 4.0651$) and job performance ($M = 4.0437$) suggest that, on average, the respondents reported high levels of job satisfaction and job performance. The standard deviations for job performance ($SD = 0.62649$) and job satisfaction ($SD = 0.69548$) show that there is variation in the replies, which highlights the necessity for firms to take a sophisticated approach to comprehending and controlling employee performance and contentment.

Organizations can boost employee performance by emphasizing work satisfaction enhancement, as evidenced by the high positive association that exists between job satisfaction and job performance. This can be accomplished in a number of ways, including by offering chances for skill improvement and career progression, honoring and rewarding exceptional work, and cultivating an environment at work that prioritizes the satisfaction and engagement of its staff members. The study's overall conclusions add to our knowledge of the connection between job satisfaction and performance, emphasizing the role that job satisfaction plays in motivating workers to perform well at work and achieving organizational success. Organizations may increase employee engagement and productivity, which will boost output and make them more competitive in the market, by putting a high priority on employee satisfaction and well-being. "The study's premise is supported by the findings. We so accept the alternative hypothesis and reject the null hypothesis.

4. LIMITATIONS OF THE STUDY

Even though this study's findings offer insightful information, it's critical to recognize its limits. The findings may not be as generalizable as they may be due to the 170-sample size and the potential for bias in the self-reported job satisfaction and performance metrics. Objective measurements of work performance and the use of bigger, more varied samples are two ways that future study can overcome these constraints.

5. CONCLUSION

In order to comprehend how job satisfaction affects performance at work, this research investigates the link between job satisfaction and performance. The study highlights the crucial role that job satisfaction plays in improving employee productivity and overall organizational success by confirming a positive link between job satisfaction and job performance through a thorough assessment of the literature and empirical analysis. The study's conclusions offer important new perspectives on the intricate relationship between job performance and job satisfaction. This pair of

variables shows a substantial positive association ($r = 0.751$, $p < 0.01$), which highlights the importance of job satisfaction in influencing job performance. This finding is consistent with previous studies and theory, which contends that driven, engaged, and devoted workers are more likely to be satisfied, which raises performance levels. The respondents generally reported high levels of job satisfaction and performance, as seen by the high mean scores for both job performance ($M = 4.0437$) and job satisfaction ($M = 4.0651$). Notwithstanding, the standard deviations for job performance ($SD = 0.62649$) and job satisfaction ($SD = 0.69548$) demonstrate the presence of heterogeneity in replies, implying that personal experiences and perspectives significantly influence the relationship between these variables.

These observations have two ramifications. Firstly, they emphasize how crucial it is for companies to put employee satisfaction first in order to improve work output. Organizations can build a more engaged and effective staff by funding efforts that enhance job satisfaction, such as offering chances for skill development, competitive pay and benefits, and cultivating a positive work environment.

Second, the results highlight the necessity of a sophisticated strategy for managing performance and employee satisfaction. Although there is a strong general positive association between job performance and job satisfaction, the degree of this relationship may vary depending on individual variations and contextual factors. Consequently, companies want to customize their tactics to cater to the distinct requirements and inclinations of their workforce, acknowledging that a uniform approach would not yield desired results.

6. REFERENCES

- [1] Abdallah, A. B., Obeidat, B. Y., Aqqad, N. O., Al Janini, M. N. E. K., & Dahiyat, S. E. (2016). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network*, 9(1), 28-53.
- [2] Aranya, N., & Ferris, K. R. (1984). A re-examination of accountants' organizational professional conflict. *Accounting review*, 10(1), 1-15.
- [3] Cummings, K. (1970) Job satisfaction and Performance, *Journal of Social Psychology*, 141(5) 541-563. David, F, Joseph and William, K. (1970) Job satisfaction Commitment, Irwin: Illions.
- [4] Diefendorff, J. M., Richard, E. M., & Gosserand, R. H. (2006). Examination of situational and attitudinal moderators of the hesitation and performance relation. *Personnel Psychology*, 59(2), 365-393.
- [5] Fossey, E. M., & Harvey, C. A. (2010). Finding and sustaining employment: a qualitative meta-synthesis of mental health consumer views. *Canadian Journal of Occupational Therapy*, 77(5), 303-314. <https://doi.org/10.2182/cjot.2010.77.5.6>
- [6] Gunz, H.P. and Gunz, S.P. (1994), Professional/organizational commitment and job satisfaction for employed lawyers", *Human Relations*, 47(7), 801-829.
- [7] Hermawati, A., & Mas, N. (2017). Mediation effect of quality of work life, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and Management*, 59(6), 1143-1158. <https://doi.org/10.1108/IJLMA-08-2016-0070>
- [8] Katzell, A., Barret, C. and Porker (1952) Motivation and Labour Turnover, Irwin Inc. Illions.
- [9] Kazmi, Rubina & Amjad, Shehla & Khan, Delawar. (2008). Occupational stress and its effect on job performance. A case study of medical house officers of district Abbottabad. *Journal of Ayub Medical College, Abbottabad : JAMC*. 20. 135-9.
- [10] Kornhanuser, F. and Sharp, P. (1976) Job Satisfaction and Motivation of Employees in Industrial Sector, *Journal of Social Psychology*, (1983) 145, 323-342
- [11] Lachman, R., & Aranya, N. (1986). Job attitudes and turnover intentions among professionals in different work settings. *Organization Studies*, 7(3), 279-293.
- [12] Mirvis, C. and Lawer (1977) Job Satisfaction and Job Performance in Bank Tellers, *Journal of Social Psychology* (1980), 133 (4), 564-587.
- [13] Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14. <https://doi.org/10.1111/j.1468-2370.2011.00328.X> Smith, D. and Cranny, F. (1968) Job Satisfaction, Effort and Commitment, *Journal of Business management*, 123 (3) 151-164
- [14] Srivastava., S. (2013). Job Satisfaction and Organizational Commitment Relationship: Effect of Personality Variables. *Vision: The Journal of Business Perspective*, 17, 159-167. <https://doi.org/10.1177/0972262912483529>.
- [15] Western Electric Studies (1966) Ohio States University, USA