

An effectiveness of Employee Job Satisfaction on Employee Performance: A study on Academic Institution of Higher Education

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ABSTRACT

Purpose

The objective of the study is to investigate the effectiveness of the employee job satisfaction on the employee performance in the academic institutions; to investigate the various factors for employee job satisfaction and also to critically examine which factor has a great impact on employee satisfaction.

Methodology

The study included samples of 50 employees from all the academic staff of the college collected through a well-defined questionnaire. The data collection has been done by using simple random sampling .

Findings

The study reveals that the employees of an academic institutions are motive and more satisfied with salary rather than the other monetary incentives/benefits.

Practical Implications

The study demonstrates that the monetary incentives have a direct impact on the motivational and satisfaction level of an employees' which will boost most of them to work hard.

Social Implications

The management of the selected college of study needs to identify the better form of monetary incentive for their employees so that the employees will be highly motivated and satisfied which will encourage them to put their best effort in completing their jobs which might, in turn increase their loyalty towards the organization.

Research Limitations/Implications

The study was restricted to the employees of academic institution with the sample size of 50. The study could be extended to know the impact of various other factors on employee satisfaction and performance.

Keywords: Job Satisfaction, Factors affecting employee satisfaction, Academic Institutions, Impact of employee satisfaction on their performance.

I.INTRODUCTION

In the scenario of this cut throat competition where every educational institutions focus on the delivery of quality education it is very important to have the quality employee. As per today's believe the quality of work of an employee is reflected through their performance and to meet that quality every institute should focus on the qualitative manpower and for that institutions must provide the sense of satisfaction among their employees so as to enhance their performance in their work. Employees are the essential component of an organisation in the process of achieving their mission and vision. Therefore employee satisfaction and performance are very important and a major determinant of the academic institutions. Thus the main objective of this research paper is to analyse the effectiveness of employee job satisfaction on their performance.

II. JOB SATISFACTION

Satisfaction is an inner feeling or a positive state of an employee towards their job and organisation. The main purpose of higher education is to provide and enhance in-depth knowledge, seek academic development, educate students, as well as to meet the national demands for high educated human resource. All physical and human factors should be taken into account if higher education institution aim to achieve their goals. According to Vroom (1964) Job satisfaction is a direction of employees emotions that focuses towards employees role they are performing at the work place. Job Satisfaction is an essential component for employee motivation and encouragement towards better

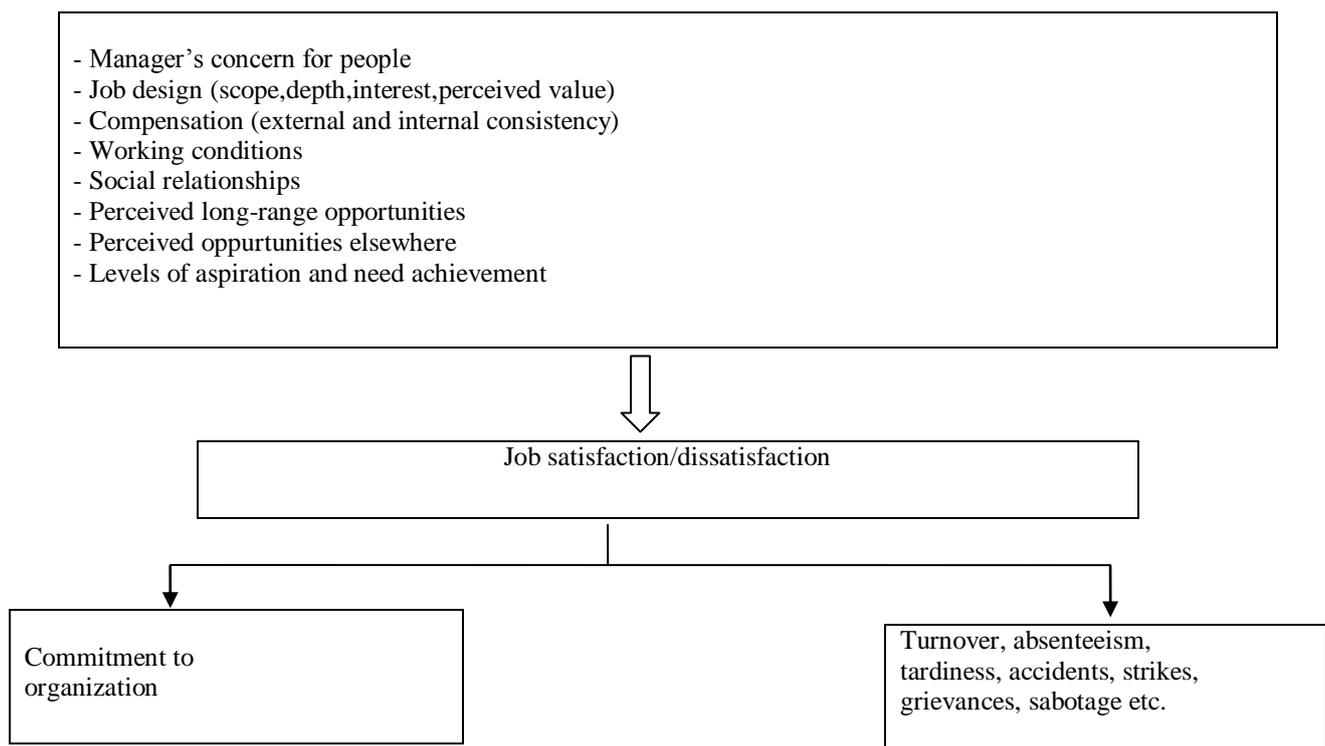
performance. Many people have defined job satisfaction over the years. Hoppok & Spielgler (1938) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee performance within the organization.

Clark (1997) stated that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, non co-operation of co-workers, supervisor is not giving them respect and also they are not considered in the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in today’s scenario it is very difficult for the firm to exist where employees are dissatisfied because dissatisfied employees will not perform up to the standards or the expectations of their supervisor. So, it is valuable for the firm to provide better working condition to the employees so that they feel valued and do well in the organisation.

There are numerous things which influences the satisfaction level of an employee which are considered as a factors. These factors are: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions.

When talking about factors of job satisfaction the one should also keep in mind that the fact that it can also cause job dissatisfaction. Herzberg’s Two Factor Theory is probably the most often cited point of view. In fact the main idea is that there are number of factors influences the employees in their work environment that cause job satisfaction and dissatisfaction.

Regarding the factors of Job Satisfaction there is a somewhat different approach provided by Rue and Byars, in the below Figure.



DETERMINANTS OF SATISFACTION AND DISSATISFACTION (RUE AND BYAES, 2003)

The study has suggested the understanding of job satisfaction, as it is essential for managing an organization and improving employees overall performance (Putman, 2002: 1). The components of job satisfaction include employees’ thoughts, feelings, interactions and performance (Zain, Ishak and Ghani. 2009: 1). Well satisfied employees will influence the productivity of the organization and will lead to achieving the organisational goals (Hussin, 2011).

Objectives of the Study

In order to understand the effectiveness of employee job satisfaction on employee performance in an organization it is necessary to focus on following objectives:

- To identify the factors of employee job satisfaction
- To assess the effectiveness of the factors on employee job satisfaction

To establish the relationship between employee job satisfaction and employee job performance.

Employee satisfaction seems to be very important in every organisation whether in industry or academic. Satisfied employees can contribute into the productivity of the organisation which enhances the organisation goodwill in the market.

Factors of Employee Job Satisfaction

There are many variables affecting employee job satisfaction 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.

Apart these there are also a numerous factors which are responsible for employees satisfaction such as,

- Top management support to the employees
- Job Design
- Compensation
- Working conditions
- Social relationships
- Perceived long-range opportunities
- Levels of aspiration and need achievement
- Recognition etc.

Therefore in order to satisfy employees almost every organisation basically need to consider these factors as these all are the major factors of employee satisfaction in an organisation. These all has its direct or indirect impact on employee satisfaction and their performance in an organisation. Apart some demographical variables also affect the employee satisfaction such as, age, experience, sex, gender, marital status etc.

However, for the relevance of this study, we will be concentrating on the effectiveness of Job satisfaction and its relationship with employee performance in an organization (Wentzel & Wigfield, 2009).

Variables Effectiveness

In this study the above factors are taken into consideration while identification of job satisfaction of an employee. Pre and Post study revealed the effectiveness of the employee job satisfaction on their performance by conducting the survey on academic institutions. Pre studies revealed the effectiveness of job performance of the employees towards their work and the same has been done after providing the benefits.

Job Satisfaction and Job Performance Relationship

Job performance has been categorized into two parts by the organizational theorists: one is task performance and other is dispositional performance. In task performance, tasks and responsibilities of each person related directly to all things that must be done by that person such as monitoring absent or present employee. The other one is dispositional which help organizational and social network to survive (Kwong, 2003). Matavidlo (2003) make differences between task performance and dispositional one. The first category include parts that expressed in formal job and the other include those behaviors which effect on psychological, sociological and organizational aspects. Thus Job performance can be studied in two aspects: job creativity and job role.

In-role performance, behaviors related to tasks and responsibilities are included which are expressed in job description. Innovative performance: include creative solutions of employee for solving problems in work environment(Lee, et al 2010)

Westover, (2010) says that 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), satisfied employees tend to be more creative. They generally go out of their way in order to attain some level of innovation at their employment.

Hence 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).

III. LITERATURE REVIEW

Campbell (1990) explained performance as a behavior which consists of directly noticeable 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.

There are many reasons that show job satisfaction is the result of job performance and awards have a 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).

Judge, Thoreson, Bono & Patton, (2001) suggested that 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.

Brief and Weiss (2002) opined 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.

According to Anonymous (2006), happy workers may not essentially 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.

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Bhatti and Qureshi (2007) stated that there is a positive relationship of job satisfaction with employee participation, employee commitment and employee productivity. The finding also adds to the reward 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.

Yi Han (2008), Lee, Javalgi, Olivia (2010), Chen, Colin (2008), Zimmerman, Todd (2009) viewed that Job satisfaction leads to higher productivity, organizational responsibility, physical and mental health, so that a person will work in a better manner and learn more skills which is finally resulted into promotion in his performance (Coomber, barriball, 2007).

According to Westover, (2010), work 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. Higher the level of satisfaction of the employee less time it will take to accomplish an assigned task.

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

RESEARCH METHODOLOGY

Sample

The sample used for analyzing the research problem is total 50 employees from academic institutions were to be selected. The teaching staff has to be considered in academic institutions. All respondents are to be selected randomly and emphasis is given to teaching staff.

Sampling Technique

To conduct the survey a simple random sampling technique has been used. 50 employees from teaching staff were chosen from academic institutions to conduct the survey.

Data Collection

The study is based on the primary data which has to be collected with the help of questionnaire to measure the effectiveness of employees job satisfaction on employees performance in an academic institution. Questionnaire to be used must be set very carefully so that the relevant information prove to be effective.

A field survey is conducted to collect the data. Field studies viewed to be more realistic because they study the natural phenomenon.

Findings and Limitations

The study revealed that most of the employees of academic institution are more satisfied with the salary and on duty allowances rather than other monetary benefits. It will enhances the level of employee job satisfaction which will resulted into a better working performance of an employee. 35% of respondent believe that working conditions and other monetary incentives motivate them and gives them a sense of satisfaction but 65% of respondent believe that better salary provide them a sense of satisfaction.

The study is restricted to the academic institution in which the survey is based on the 50 respondents. Further study can be done on this by taking wide sample size or by taking wider area for research which will give more accurate information in that.

CONCLUSION

From the study it would be concluded that as much as the employees are satisfied from their job as much he will contribute towards its work which will automatically enhance his performance.

Satisfied employee has a positive attitude towards his work. It will enhances the knowledge/ skill/ and commitment to attain organizational goals. Job performance is being effectiveness in job and shows the level of satisfaction from that (Shimon, et.al, 1996). Job satisfaction has a direct impact on employee performance. Hence every organizations must emphasize on these aspect to increase their productivity. Organizations' should motivate the employees which leads to Job satisfaction in turn improves the employee Performance. There are number of factor which directly motivate employees to work hard like positive workplace relation, supportive work environment, peer and co-worker relationship, better incentive plans and policies etc., these all have a great impact on employee satisfaction and hence on work performances. This study is only emphasizes the job satisfaction on performance. But there are other factors also which influence on performance such as leadership, organizational culture, Climate and other external variables. A detailed study considering all these factors would provide a insight to determine the most crucial factor that influence performance of an employee.

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