



A THEORETICAL STUDY OF EMPLOYEES' JOB SATISFACTION AND ITS IMPACT ON THEIR PERFORMANCE.

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Abstract : Organisations face strong pressures in competitive environments to be efficient and at the same time produce products of value. By ensuring that their workforce is optimal at all times most organisations can gain competitive advantage. Satisfied employees form a bond with the company and take pride in their organisational membership, they believe in the goals and values of the organisation. Therefore, these employees display high levels of performance and productivity. Dissatisfied employees display characteristics of low productivity, absenteeism, and turnover. These traits are highly costly for the organisation. Therefore, it is crucial that research is done to determine the relationship between job satisfaction and employee performance.

Keywords: Job Satisfaction, Employee Performance, Productivity, Motivation.

1. Introduction

Job Satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job. Job Satisfaction is an emotional response to a job. Job satisfaction as an individual's mental state about their job. Job satisfaction refers to how content an individual is in his/her current position. Job Satisfaction is a general expression of workers' positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work-environment are called job satisfaction. The components of job satisfaction include employees' thoughts, feelings, interactions and performance. Understanding these components and its correlation to job performance can assist organisations to evaluate their current practices in terms of employees.

The Concept of Job Satisfaction

Job satisfaction is one of the most researched areas of organisational behaviour. Researchers have argued that job satisfaction is the most significant factor in understanding worker motivation, effectiveness, retention and performance. Job satisfaction has been linked with enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout. Dissatisfied employees may cause undesirable job outcomes by stealing, moonlighting and demonstrating high rates of absenteeism. As a result, these employees may withdraw from the position psychologically, and display disruptive behaviours, such as, not being punctual, not attending meetings or wandering about trying to look busy. Dissatisfaction produces a series of withdrawal cognitions in which employees examine the costs and benefits associated with leaving their jobs, hence this type of thinking causes them to slip on productivity. An individual's choice of employment helps shape their view of themselves, broaden their daily life, and help to give meaning to their existence. Therefore, if there is poor satisfaction with work, the individual questions him/herself in more aspects than just work factors. Also, it has been demonstrated that satisfied employees have better health and live longer, and satisfaction on the job carries over to the employees life outside the job. From a management point of view, a satisfied workforce translates into higher productivity due to fewer interruptions caused by absenteeism, or good employees quitting.

Job satisfaction emphasizes the specific task environment of the employee. It is also the individual's effective attitude or Orientations for work. Job satisfaction is a pleasurable positive state resulting from one's job and job experience. Individuals show pleasurable positive attitudes when they are satisfied with their job. Job satisfaction is a general attitude which is the result of many specific attitudes.

Job satisfaction – Definition and extent

Job satisfaction

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desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work-environment are called job satisfaction.

Besides its answering the individual needs of physiology and security, if job also effects the person's feelings and values in positive way, then it can be said that there is a job satisfaction[5].

As it is known, job satisfaction has been a subject to scientific researches with “Hawthorne” studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences [16]. Churchil, Ford & Walker (1974) describe the term of “job satisfaction” for salesmen as a state relating with being satisfied with the emotional devotion, conferment (rewarding), all characteristic features constituting the job environment and the job itself[22].

Job satisfaction is a concept which has a close relationship with motivation and activity. Therefore, this topic will be studied under the unit of motivation or unit that contents motivation. The main cause for that is the assumption that workers satisfied with their jobs are more productive, effective, and in a better approach about their jobs compared with those who aren't satisfied with their jobs [11].

Owing to this assumption, job satisfaction studies are incited first in order to increase the effectiveness and productiveness of workers. These studies carried out with sponsorship of managers and enterprise owners, have especially emerged in USA. However, the idea that there is a positive relationship between job satisfaction and the productiveness of workers doesn't confirm by all scientific studies. For instance, Brayfield and Crockett, in their studies, have proved that there is not an admirable relationship between the behaviors and attitudes of staff and their performances[10]. Even though it can be said that there are some studies, which prove no relation between job satisfaction and productiveness of workers, generally, conditions in practice opposite that. Because the positive effect of satisfaction on motivation and effectiveness cannot be denied.

Objectives of the Study

The objective of the study is as follows:

- To identify the factors which influence the job satisfaction of employees.
- To identify the impact of employees' job satisfaction on their performance.
- To identify the factors which improve the satisfaction level of employees.

Factors Influencing Employee Job Satisfaction

Policies of Compensation and Benefit: This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their paypackets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Following points may be delineated under this category:

- Salaries or wages
- Bonus
- Incentives such as medical allowance, educational allowance, HRA etc.

Job Security: Job security is an employee's assurance or confidence that they will keep their current job.

Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities inherently have better job security than others; job security is also affected by a worker's performance, success of the business and the current economic environment. Following points come under this category:

Facility of transfer

- Accessible / reasonable target
- Leaves

Working conditions: Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. Following these points come under this category:

- Feeling safe and comfort in working environment.
- Tools and equipment.



- Working methods.
- Security guards and parking facility.
- Well ventilated with good light fans and air- conditioning.
- Neat and clean office place, rest area and washrooms.

Relationship with Superior authority: A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. Following these points come under this category:

- Relationship with immediate supervisor.
- Communication between employees and senior management.
- Treatment to employee.

Promotion and Career Development: Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. The opportunity for promotion determines the degree of satisfaction to the employee. Following points come under this category:

- Opportunity for promotion.
- Equal opportunity to grow despite being male or female.
- Training program.
- Opportunity for use of skills and abilities.

Leadership Styles: The satisfaction level in the job can be determined by the leadership style. Employee satisfaction is greatly enhanced by democratic style of leadership. Democratic leaders promote friendship, respect and warmth relationship among the employees. On the contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction. Following points come under this category:

- Prefer democratic style of leadership
- Friendship, respect and warmth relationship.

Work group: It is a natural desire for human beings to interact with others. Therefore, existence of group in organization is a common observable fact. This characteristic results in the formation of work group at the work place. Isolated workers dislike their job. The work groups make use of a remarkable influence on the satisfaction of employees. Following points come under this category:

Relationship with the group members.

- Group dynamics
- Group cohesiveness
- Need for affiliation.

Other Factors: There are some other important variables which affect the level of employee satisfaction in organization. Following points come under this category:

- Group outgoing (feel like a part of family).
- Encouragement and feedback.
- Use of internet and other technology for doing job.

Theories explaining job satisfaction

One of the most important theories which explain the job satisfaction is Lawler's theory. He [15] explains job satisfaction in four basic conditions: *The Fulfillment theory* which explains the reaching of the thing needed. *The Discrepancy theory*, difference, contradiction and conflict theory. *The Equity theory*, about equality and the fourth one is *The Two-factor theory*. According to the Fulfillment theory, the basic rule of the happiness of workers is to satisfy their demands and getting their wishes. Workers are satisfied if their demands are totally provided. Namely, the more a worker earns the more he is satisfied and the less a worker earns the less he is satisfied. A higher rank job or an interesting job can satisfy them too.

The Discrepancy theory is concerned on what the workers are expecting and what they are getting. Their expectations, evaluations and hopes of workers about their works are more important than what they are having in real. Difference between expectations and gatherings are the base of this theory in light of these three questions:



1. What do workers wish?
2. What are their expectations?
3. What can they get actually?

Impact of Job Satisfaction on Employee Performance.

Satisfaction and Productivity: “Happy workers are productive workers” is a myth. Various research mentions, “**Productive workers are likely to be happy**”. Satisfied workers are more productive and more productive workers are highly satisfied. Worker productivity is higher in organizations with more satisfied workers.

Satisfaction and Absenteeism: Satisfied employees have fewer avoidable absences, while it certainly makes sense that dissatisfied employees are more likely to miss work.

Satisfaction and Turnover: Satisfied employees are less likely to quit. Organizations take actions to retain high performers and to weed out lower performers.

Satisfaction and Workplace Deviance: Satisfied employees are less likely to create a deviant behavior at the workplace, while dissatisfied employees creates an anti-social kind of behavior at the workplace including unionization attempts, substance abuse, stealing at work, undue socializing and tardiness.

Satisfaction and Organization Citizenship Behaviour (OCBs): Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.

Satisfaction and Customer Satisfaction: Satisfied workers provide better customer service. Satisfied employees increase customer satisfaction because they are more friendly, upbeat, and responsive; they are less likely to turnover, which helps build long-term customer relationships; and they are experienced. Dissatisfied customers increase employee job dissatisfaction.

How to Improve Employee Satisfaction?

Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public.

1. **Clear, Concise and Consistent Communication:** In many organizations, employee doesn't know what is mission, vision, objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. We should keep employees informed on the company's position, progress made, issues/challenges, and how they directly contribute to the success of the business.
2. **Getting to Know Your Employees and Create a Team:** It can be done by hiring the right employee for right job and clearly defined and communicated employee expectations. Every organization should spend time to instill trust and accountability, laying out clear expectation and securing their commitment to the business and build a culture around working together to meet challenges, create new advantage, and propel the business to greater success.
3. **Training and Other Improvement Programs:** Provide necessary education, training and coaching that increases employees skills and shows the employee that you are interested in their success and readiness for new responsibility.
4. **Empower Employees Across the Company:** Step up appropriate levels of new responsibility across the company. Push appropriate decision making and allow people closes to the issue to make the call. Make sure your employee knows that you trust them to do their job to the best of their ability.
5. **Work Itself:** We can increase employee satisfaction by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment. Target should be accessible for employee.
6. **Fair Compensation and Benefits:** Policies of compensation and benefits are most important part of organization. But you should build your policies at “suitability” not “the best”.



7. **Opportunity for Promotion and Career Development:** Develop programs to promote all titles in the organization and build programs for career development of each title. Organization should give opportunity to every employee for using their abilities, skills and creativeness.
8. **Monitor Performance and Reward for Contribution:** People naturally keep score. Use this as advantage by monitoring positive contribution and behavior, rewarding as appropriate. Motivate others to reach new performance levels by knowing how they measure upto expectation. We should build the proper evaluation and fair and encourage employees perform work.
9. **Provide Regular, Honest Feedback:** Don't wait for a crisis situation to give feedback. Instead, give regular constructive input into the employee's performance across a wide variety of issues, build loyalty, challenge to new levels of performance and keep it real.
10. **Provide Best Equipment and Safe Working Condition:** Invest in employees by making sure their tools and equipments don't keep them from being successful. Give them the very best tools to deliver the very best performance to the company, customers and the marketplace. Companies should build occupational health and safety program.

Conclusion

On the basis of above deliberations, we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. Every organization should develop strategies that strengthen the work environment and increase the employee's morale and employee's satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention. Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

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