

AN ANALYSIS OF THE IMPACT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract:

When the workers and individuals engaged are able to derive job satisfaction from their job performances and other related elements, an organization is able to succeed. Human resources are recognized as the most important and valuable asset among all the resources of the company, and they are crucial to the effective operation of all the other resources. When the human resources are content with their work, they will do everything in their power to help the organization run smoothly and increase production. Job satisfaction refers to a person's level of contentment with their position; this idea is highly advantageous to both the organization's structure and its employees. This research paper's major goal is to pinpoint the variables that affect job happiness. Theories of job satisfaction, factors that affect job satisfaction and methods for measuring job satisfaction are the primary topics that have been considered.

Keywords: Job Satisfaction, Factors, Organization, Employees, Development, Measurement

Introduction:

The phrase "job satisfaction" describes a worker's overall perspective on his or her position. According to Locke, job satisfaction is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." A person's job will be rewarding to the extent that it satisfies his primary need and is compatible with his expectations and values. In the workplace, job happiness is a crucial component. Employee satisfaction increases output, and the business environment is generally conducive. The contented employees are imaginative and creative. Increased job satisfaction is a result of the same variables that support high morale and a positive attitude. The critical elements play a role in the better level of job satisfaction.

- A difficult and accountable job.
- A lot of promotion possibilities.
- The management's impartial handling.
- Innovation and creativity in employment security concepts.
- Competitive pay and benefits.
- Freedom in the workplace.
- The use of participative management.

- Welfare amenities like a canteen, medical care, and uniforms;
- A pattern of spontaneous "TOP TO BOTTOM" and "BOTTOM TO TOP" communication [1].

A complex combination of intellect, emotion, and inclinations is represented by job satisfaction as well. The degree to which a person is content or unsatisfied with his or her job can be determined in a number of ways, but there is no one precise approach to measure job satisfaction. An employee's satisfaction with the many aspects of their job is measured using a questionnaire, and the total of all the employee's satisfaction scores is used to determine how satisfied they are with their jobs overall. The degree of job satisfaction or unhappiness that a person experiences can be influenced by a variety of factors, almost all of which are work-related [2].

Job Satisfaction: A Literature Review

Theories of Job Satisfaction

Maslow's Theory:

According to this theory, a person has five fundamentals needs which are:

- Physiological: Includes safety and defense against demands that are both physical and mental. Pay, housing, clothing, food, suitable working conditions, etc.
- Security needs: Includes safety and defense against harm to the body and the mind (e.g., fair treatment, defense against threat, work security).
- Affiliation needs: Includes friendship, acceptance, belongingness, and affection. (The requirements of being liked, welcomed, part of a community etc).
- Esteem needs: Includes the need for respect, accomplishment, autonomy, and independence, among other things.
- Self –actualization needs: The highest levels of Maslow's hierarchy of needs involve self-development and realizing one's greatest potential. A need is no longer a need, in accordance with Maslow, after it has been met. Employee behavior is no longer motivated by it; instead, the requirement at the next level up the hierarchy motivates them. Maslow made an effort and provided insights into the theories of motivation, but repeat research fell short of providing a firm foundation for the need-based theories. Studies that looked for evidence to support Maslow's needs hierarchy also came up empty. Despite this, many people still find the hierarchical paradigm to be quite appealing.

Herzberg et al. 's two factor theory:

Due to Herzberg, Mausner, and Snyderman's (1959) concern in the most effective ways to satisfy workers, a large portion of their two-factor theory is centered on need fulfillment. In order to better understand what makes white-collar workers happy or unhappy, researchers conducted a number of studies. The results of their study demonstrated that the characteristics that, when present, contribute to job satisfaction are distinct from those that, when absent, contribute to job unhappiness. As a result, they viewed job satisfaction and discontent as separate factors. They referred to the environmental elements that lead to unhygienic conditions as hygiene factors.

According to Herzberg et al., the existence of these characteristics does not lead to satisfaction, which is why they failed to improve the performance of workers in white-collar positions. The hygiene variables are related to job content and include firm administration and policy, technical supervision, pay, relationships with coworkers and supervisors, and working environment. According to Herzberg et al., these conditions are seen to be necessary but insufficient for worker satisfaction. They defined motivational factors as those elements that encourage employees to put forth extra effort. They said that these elements are connected to the context of the employment or what individuals actually accomplish while at work, categorizing them as follows:

Accomplishment, acknowledgement, the task itself, accountability, and advancement. The will to succeed, the urge for advancement, and the need for growth reflect an achievement.

Theory X & Y (Douglas McGregor) (1960)

- External threat and control are not the main tools for motivating action. In order to accomplish goals, people might use self-direction and self-control.
- The size of the benefits associated with achievement determines how committed an individual is to their goals.
- In the right circumstances, people learn and not only take on responsibility but also.

Theory of needs – Achievement theory (McClelland, David 1961)

According to McClelland and Associates, some people have a strong desire to succeed and so aim for personal success rather than the benefits of success itself. They enjoy tough work and act like high achievers because they want to accomplish better than they did previously. This theory emphasizes the accomplishment. Although motivation is known as achievement theory, it is based on affiliation, power, and achievement motives:

- Achievement: This is the desire to surpass expectations and attain greatness.
- Power: It alludes to the desire to affect, sway, and exert influence over people.
- Affiliation: It is the need for warm and intimate interpersonal connections.

ERG Theory (Alderfer, Clayton P.) (1969)

Maslow's idea was examined by Clayton Alderfer (1969), who connected it to actual research. In order to create the ERG theory, he reorganized Maslow's hierarchy of needs into three categories: existence, relatedness, and growth. He incorporates Maslow's categorization of requirements into three categories: existence (physiological and security needs), relatedness (social and esteem needs), and growth (self-actualization). Instead of hierarchical tiers or two elements, Alderfer proposed a continuum of needs. Alderfer, unlike Maslow and Herzberg, does not advocate that a need be satisfied at a lower level before it can be satisfied at a higher level and that deprivation is the only method to activate a need.

Process theories

Process theories are more interested in the process of motivation? Similar to this, the cognitive theory's idea of expectation dominates the process theories of job satisfaction. These theories therefore aim to describe how wants and goals are met and cognitively accepted. Many hypotheses

based on processes have been put forth. Researchers have evaluated several of these theories as hypotheses and found them to be thought-provoking. The following are some prominent process motivation theoretical models:

➤ Equity theory (J.Stacy Adams) (1963)

According to this notion, employees should compare their input-output ratio to that of other workers by weighing their contributions to a task against the results they receive from it. A situation of equity is considered to exist if they discover this ratio to be equal to that of the pertinent others.

➤ Vroom's Expectancy Theory (1964)

According to Victor H. Vroom, people are driven to work towards a goal if they think it is worthwhile and there is a chance that what they do would aid them in accomplishing their aims. The three main factors that make up Vroom's theory are valance, expectation, and instrumentality. Value is the degree to which a person values (or values, incentives, attitudes, and expected utility) a specific output. Expectancy measures how likely it is that a given effort will result in a specific first-level result; whereas instrumentality measures how likely it is that a first-level result will result in a desired second-level result.

➤ Porter/Lawler Expectancy Model (1968)

This model is a widely used justification of how the job satisfaction process works. Porter and Lawler emphasize that achievement is not necessarily a direct result of effort (force or intensity of motivation). The skills, personality quirks, and role perceptions of an employee serve to moderate it. Furthermore, the likelihood of receiving just rewards determines contentment rather than performance.

➤ Goal-Setting Theory (Locke, 1968)

Intentions, according to Edwin Locke (in the late 1960s), can be a significant source of motivation and fulfillment. Some specific goals (intentions) result in stronger performance than others. For instance, tough goals (when accepted) provide better performance than simple ones, and feedback produces better performance than no feedback.

➤ Job Characteristics theory (Hackman & Oldham) (1975-76)

Job characteristics are qualities of a worker's responsibilities and job that affect how that worker sees his or her specific role in the organization. The initial articulation of the work characteristics hypothesis by Hackman and Oldham (1980) contended that a number of moderators affected the results of job redesign. These moderators take into account the varying degrees to which individual employees seek personal or psychological development. Greater task clarity results in higher job satisfaction because it attracts a workforce that is more likely to produce the intended results.

Reinforcement theories:

Theories of reinforcement presuppose that people's behavior is influenced by whether they believe their actions will have positive or negative results. The results of behavior can be material, like money, or immaterial, like acclaim. Regarding incentive and reward systems, reinforcement theory has a significant impact on the concepts that are used in the majority of organizations today. As a result, it served as the foundation for the idea that rewards ought to be linked to specific

productivity units [3].

Factors Affecting Job Satisfaction:

Monetary Benefits: When an employee meets or surpasses expectations, they may be awarded a monetary benefit as a form of incentive or reward. When an employee receives this kind of award as a result of their achievement, it goes without saying that this will boost their self-esteem and motivate them to do more excellent work.

Appreciation: Everyone enjoys being recognized for their efforts. The enthusiasm and confidence of the employee are always increased by expressions of appreciation. Receiving praise in front of other people always inspires the person to perform their work better.

Being Fair: The fairness of the boss has a big impact on how satisfied a person is with their employment. The level of satisfaction among employees rises if the supervisor treats every worker fairly. Dissatisfaction with one's employment is caused by partial behavior, which leads to numerous disagreements and confrontations among the staff. Fair behavior is therefore essential to an employee's job happiness.

The feeling of belongings: Most organizations are unable to recognize this crucial element on which they must focus their efforts. Half of an employee's day is spent at their place of employment. The likelihood that a person will be satisfied with their employment rises if they believe they play a significant role in the company. Sending birthday messages via text or email, paying attention to their concerns and coming up with solutions, and going above and above to make their festival memorable are all actions that make employees feel more like they belong, which improves job happiness.

Credits: If an employee completes a project that is presented at a conference or seminar and accomplishes it effectively, the organization must offer the employee some credit for it; otherwise, a sense of dissatisfaction develops.

A mixture of formal and informal approach: The management is having a very tough time deciding on the best course of action. "Formal or informal approach." Maintaining a balance between the two techniques is preferable because adopting just one strategy always results in losses for the company. Increased employee satisfaction is brought on by a balance between the two methods.

Anticipated Growth: All employees desire personal development in their work environments. There will be a certain level of unhappiness among employees if they stay in the same position for an extended period of time or if they don't learn anything from their work. As a result, an employee's personal development is crucial to their ability to be happy at work.

Promotion chances: Because employees view promotion as the pinnacle of success and because it comes with a better compensation, more freedom, and a more difficult job, it has an impact on job satisfaction.

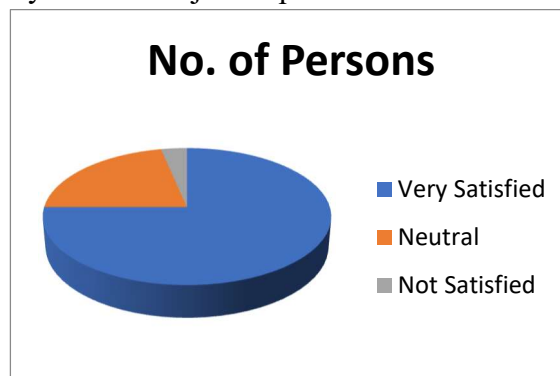
Adequate working conditions: For a job to be satisfying, financial rewards are insufficient. For an employee to work in a company, adequate working circumstances are also crucial. A worker's performance may suffer or they may become dissatisfied with their position if the workplace

environment is poor.

Addressing Grievances: Conflicts and complaints inevitably develop when a large number of employees work together in one location. This is the circumstance where the company occasionally is unable to satisfy the demands made by the employees. However, if management pays attention to the issues that employees are having, this will help to restore the employees' faith in the company. Whatever the situation, if management pays close attention to employee grievances, workers will feel at home in the company and will stay put [4].

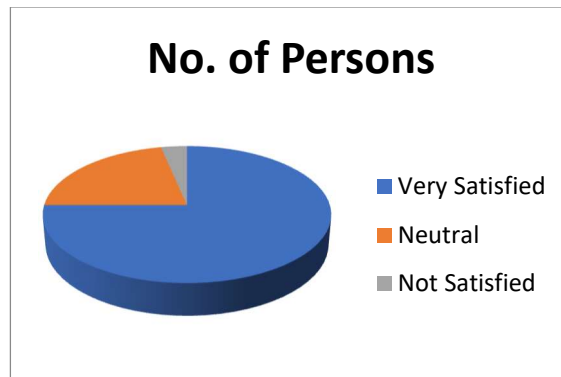
Data analysis and Interpretation

- How satisfied are you with your current job responsibilities and tasks?



The above data shows that many persons are satisfied with their current job responsibilities and tasks.

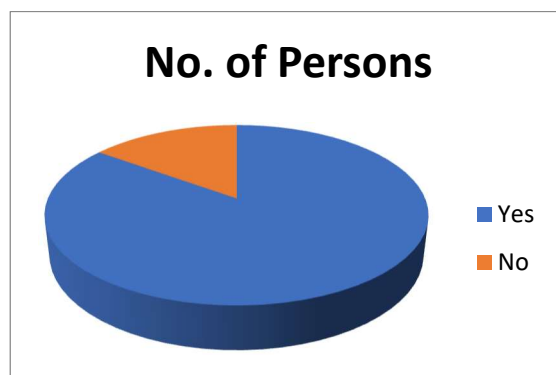
- Out of 300 persons 225 persons said that they are highly satisfied with their current job responsibilities and tasks. They said that tasks are engaging, challenging, and well-suited to their skills and aspirations.
 - Out of 300 persons 65 persons said that they have mixed feelings about their current job responsibilities and tasks. While some aspects are satisfying, there are areas that could be improved to better match their skills and career goals.
 - Out of 300 persons 10 persons said that they are dissatisfied with their current job responsibilities and tasks. The tasks does not align well with their skills and interests, and they found them unfulfilling.
- How satisfied are you with the recognition and rewards you receive for your work performance?



From the above data it is clear that many are satisfied with the recognition and rewards they receive for their work performance.

- Out of 300 persons 245 said that they are highly satisfied with the recognition and rewards they receive for their work performance. They feel appreciated for their contributions and believe that their efforts are appropriately acknowledged.
- Out of 300 persons 35 said that they have mixed feelings about the recognition and rewards they receive for their work performance. While there are instances of recognition, there is room for improvement in terms of consistency and fairness.
- Out of 300 persons 20 said that they are dissatisfied with the recognition and rewards they receive for their work performance. They feel undervalued and believe that their efforts are not adequately acknowledged.

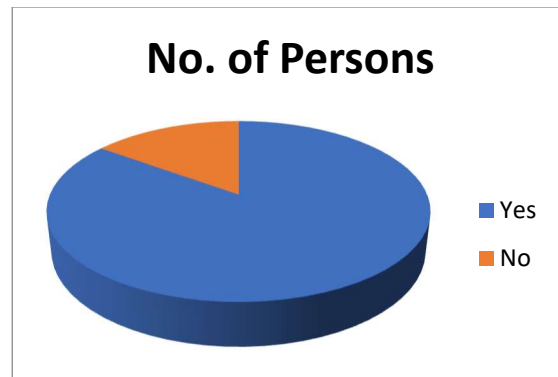
- Have you received any performance-based incentives or bonuses in the past year?



From the above data it is clear that many people have received performance-based incentives or bonuses in the past year.

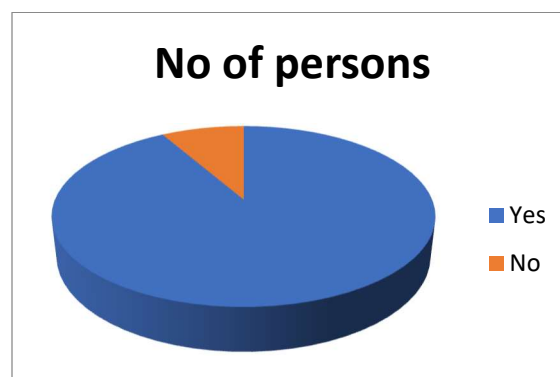
- Out of 300 persons 255 persons said that have received performance-based incentives or bonuses in the past year.
- Out of 300 persons 45 persons said that have not received performance-based incentives or bonuses in the past year.

- Do you believe that higher job satisfaction leads to better job performance?



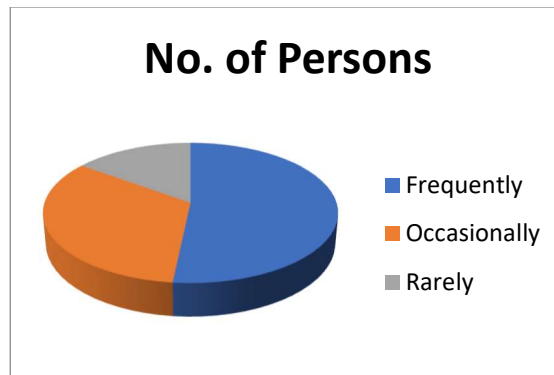
From the above data it is clear that higher job satisfaction leads to better job performance.

- Out of 300 persons 267 people said that higher job satisfaction leads to their better job performance.
- Out of 300 persons 33 people said that higher job satisfaction does not leads to better job performance.
- Are you motivated to put in extra effort beyond your regular duties?



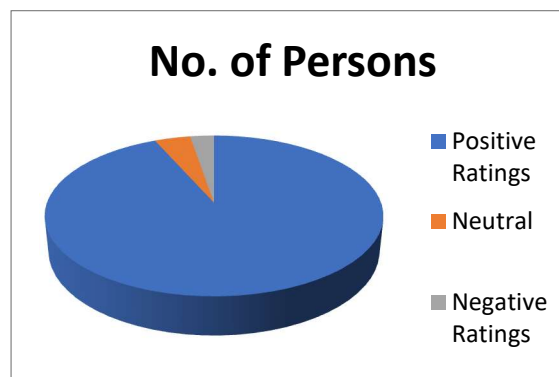
From the above it is clear that many people motivated to put in extra effort beyond their regular duties.

- Out of 300 persons 275 persons said that they are motivated to put in extra effort beyond their regular duties.
- Out of 300 persons 25 persons said that they are not motivated to put in extra effort beyond their regular duties.
- How often do you participate in team activities and contribute innovative ideas?



From the above it is clear that many people participate in team activities and contribute innovative ideas.

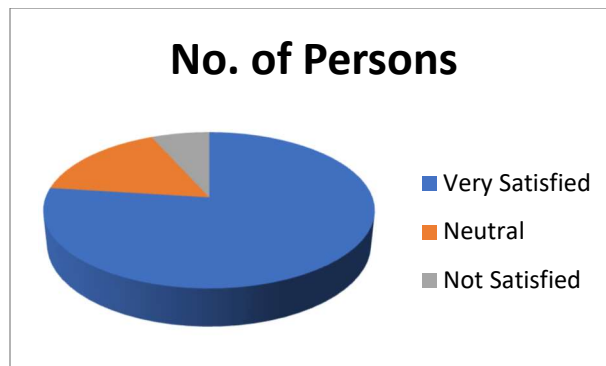
- Out of 300 persons 155 persons said that they frequently participate in team activities and contribute innovative ideas. They actively seek to contribute and collaborate.
- Out of 300 persons 100 persons said that they occasionally participate in team activities and contribute innovative ideas. They engage when opportunities arise.
- Out of 300 persons 45 persons said that they rarely participate in team activities or contribute innovative ideas. Their involvement is limited.
- How would you rate the organization's efforts in promoting a positive work environment and employee engagement?



From the above it is clear that the most persons think that organization is putting efforts in promoting a positive work environment and employee engagement.

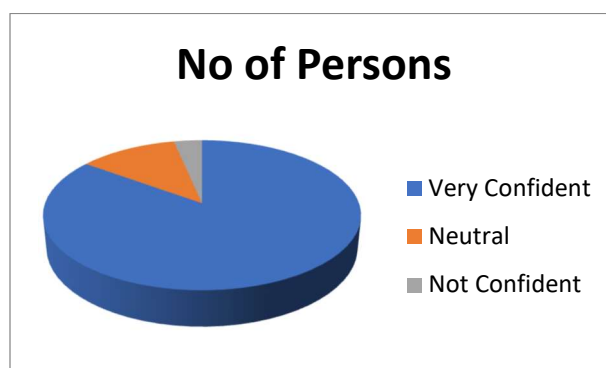
- Out of 300 persons 280 persons said that organization's efforts in promoting a positive work environment and employee engagement are commendable and effective.
- Out of 300 persons 12 persons said that the organization's efforts in promoting a positive work environment and employee engagement are neither exceptional nor lacking.
- Out of 300 persons 8 persons said that the organization's efforts in promoting a positive work environment and employee engagement are severely lacking.

- How satisfied are you with the work environment and the relationships you have with your coworkers?



From the above it is clear that many persons are satisfied with the work environment and the relationships they have with their coworkers.

- Out of 300 persons 231 persons very satisfied with the work environment and the relationships they have with their coworkers. The environment is positive, and they have strong and supportive relationships with their coworkers.
 - Out of 300 persons 49 persons have mixed feelings about the work environment and the relationships they have with their coworkers. While there are positive aspects, there is room for improvement.
 - Out of 300 persons 20 persons not satisfied with the work environment and the relationships they have their coworkers. The environment is uncomfortable, and the relationships are strained.
- Are you confident that your job satisfaction positively influences your overall work efficiency and productivity?



From the above it is clear that most persons are confident that their job satisfaction positively influences their overall work efficiency and productivity.

- Out of 300 persons 255 persons said that they are very confident that their job satisfaction positively influences their overall work efficiency and productivity. They said that when they satisfied with their job, they notice a significant improvement in their work performance.

- Out of 300 persons 35 persons said have mixed feelings whether their job satisfaction positively influences their overall work efficiency and productivity. While there may be some impact, it is not consistently evident.
- Out of 300 persons 10 persons said are not confident that their job satisfaction positively influences their overall work efficiency and productivity. They do not see a strong correlation between the two.

Results:

The analysis of employee responses sheds light on the dynamics between job satisfaction and its influence on employee performance within the organization. Among the 300 participants, a substantial proportion, comprising 75%, expressed a high degree of satisfaction with their current job responsibilities and tasks. These individuals reported that their tasks were engaging, challenging, and well-aligned with their skills and career aspirations. Conversely, 21.7% indicated mixed sentiments, highlighting areas that could be enhanced to better match their skill-sets and ambitions. A smaller fraction, 3.3%, conveyed dissatisfaction, underscoring a need for task realignment. In terms of recognition and rewards for work performance, a notable 81.7% conveyed a strong sense of satisfaction. They felt valued for their contributions and perceived their efforts to be suitably acknowledged. Nonetheless, 6.7% reported mixed feelings, suggesting room for improvement in consistency and fairness. Additionally, 20 participants (6.7%) expressed dissatisfaction, feeling undervalued and inadequately recognized. The majority, 85%, of respondents indicated receiving performance-based incentives or bonuses in the past year, underscoring the organization's commitment to rewarding exceptional performance. Furthermore, a significant 89% believed in the positive correlation between higher job satisfaction and enhanced job performance, reinforcing the idea that content employees tend to perform better. Motivation to invest extra effort beyond regular duties was prevalent, with 91.7% indicating a willingness to do so. A smaller fraction, 8.3%, expressed reluctance to go beyond their defined responsibilities. The analysis also revealed that active participation in team activities and contribution of innovative ideas was widespread. Specifically, 51.7% frequently engaged in such activities, while 33.3% participated occasionally. A smaller group, 15%, reported rare involvement. Remarkably, a substantial 93.3% of respondents praised the organization's efforts in cultivating a positive work environment and promoting employee engagement, reflecting a conducive atmosphere that enhances job satisfaction. Regarding the work environment and coworker relationships, 77% expressed satisfaction, highlighting the importance of positive relationships and a supportive context for enhanced job satisfaction. A significant majority, 85%, expressed confidence in the positive influence of job satisfaction on overall work efficiency and productivity. These findings collectively underscore the critical link between job satisfaction and employee performance within the organizational context.

Limitations of the research:

- Limited sample size of 300 participants may affect representativeness.

- Lack of consideration for contextual factors like job roles and culture.
- Cross-sectional design limits understanding of job satisfaction evolution.

Conclusion:

Job satisfaction is thought to be a crucial component, particularly for the workers in the workplace. Employees with higher levels of job satisfaction are less likely to take time off from work, are less likely to change employment, are more productive, resourceful, and industrious, are more likely to show organizational dedication, and are more likely to be content with their lives. There are two types of theories for job satisfaction: content theories and process theories. Maslow's Need Hierarchy Theory, Aldefe-ERG, Herzberg's Two Factor Theory, and McClelland's Need Theory are examples of content theories. Expectancy Theory, Goal-Setting Theory, Equity Theory, and Job Characteristic Theory are examples of process theories.

Job satisfaction is based on how employees evaluate their work and how they behave in the workplace. When determining an employee's job satisfaction, the following are the main considerations that must be made: job security, opportunities for skill and ability use, people management, compensation/pay, supervisor support, working environment conditions, job characteristics, relationships with coworkers, job responsibilities, and flexibility to balance life and work-related issues, and educational qualifications. The aforementioned criteria are crucial in determining the attitude of job satisfaction, regardless of whether the employees have positive or negative thoughts about their jobs. Work role outputs, such as compensation and benefits, working conditions, pay, fringe benefits, task significance, and intrinsic elements of the occupations, are thought to be a result of the balance between work role inputs, such as education, time, and effort, and work role outputs, such as compensation and benefits.

Employees must provide meaning to their work in order to develop a sense of job satisfaction. Whether they work full or part time, employees should always accomplish their tasks with a sincere interest and enthusiasm. There are many aspects of one's employment that can occasionally cause one to feel unsatisfied, but people must learn to be optimistic and find answers to all kinds of issues and challenges. Numerous complex factors, events, situations, points of view, and behavioral patterns have a role in job happiness.

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