

IMPACT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE: A COMPARATIVE ANALYSIS

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ABSTRACT

The success of any organisation largely depends on the employees job satisfaction when an employee get satisfied for his/her reward then definitely he or she can contribute better for organisation. Because job satisfaction is an important concern of professional commitments. There are various factors that bring the job satisfaction but at the same time, the lack of them is responsible job dissatisfaction. Employee's job satisfaction is very essential concerning about the company's constant growth. So the job satisfaction of the employees is much more important than other components of the organisation. As we know, the behaviour of employees depending on their level of job satisfaction that will affect the functioning and activities of the organisations progress. Job satisfaction may serve as an indicator of organisational activities and its evaluation system will boost the performance of employees as well as organisations. Employee performance is an instrumental tool to organisational growth and profitability which is a major challenge in organisational management. The current study find out the level of job satisfaction of both public and private organisation employees where people and Government increasing their concern about privatisation. Moreover, Job satisfaction is a complex matter as it depends on various factors like work environment, various policies related to job and intellectual realities etc

KEYWORDS: *Employee, Job, Performance, Productivity and Satisfaction etc*

INTRODUCTION

Job satisfaction is a pleasurable emotional response of a person to his current situation that may be linked to performance and organisational productivity etc. As we know dissatisfaction employees are prone to absenteeism and excessive turnover where as worker satisfaction may improve productivity, performance, creativity, enhance commitment and reduce employee turnover. In an organisation, job satisfaction is crucial that desires its workforce to be productive. In these competitive times, organisations are being faced with lots of burning issues in regards employee performance enhancement. By creating motivational measures among the employees that are capable of enhancing employee job satisfaction is playing vital role to every organisation. Moreover, the physical environment where employee works has a great deal on determining level of employee job satisfaction on performance of an employee. As we know performance and productivity of an employee is seen an issue of momentous vitality for employers, managers and the entire organisation as well. Employee performance embodies all encompassing belief of the personnel in relation their conduct that aids in the direction of the achievement of the organisation.

Due to persistent competition among different organisation, employers have realise the significance of employee performance so as to strive in today's global market with the realisation that as employee performance increases so does

the firm's overall performance along with profitability also rises. Today, most of employees have a high degree of job dissatisfaction that creates attitudes that are not desirable on the job which in turn degenerate their performance ability in their work place. Employees that realise perceived equity have higher chances for job satisfaction that lead lower intention to leave as well as leading to higher level of commitment to the organisation. In an organisational progression employee performance is contributory and considered as the foremost business assets that expedite the regular accomplishments and task of an establishment. Employer's ability to comprehend employee's satisfaction level and attitude of work as it relates to the level of perceived equality and how the physical work environment influence that will impact greatly on employee productivity and performance. Employee performance is a challenging task in management of an organisation, devising an operational method to motivate an individual employee to deliver qualitative job performance as well as the organisational competency level that is the central objective of every business organisation.

In a simple way we can say job satisfaction is nothing but employee satisfaction that is linked with the aptitude, attitude and general behaviour of a person towards their job. It is very clear that the multidimensional psychological responses of a person towards their job give them happiness. So for this, there is a combination of multidimensional psychological and personal responses such as cognitive, affective and behavioural components affect one's job satisfaction. Besides working environment and promotional opportunities, the other main contributors of job satisfaction are age, gender and tenure etc. Furthermore, appreciation of the work done by any employee also creates job satisfaction. For any human being, a job is a basic need to meet the day to day expenses so satisfaction with the job leads an employee towards family satisfaction also. Adopting effective way to motivate employees to achieve and deliver higher job performance as well as increase the organisational competitiveness. As the employees are consider as the major business resources that facilitate day-to-day activities and operations of an organisation so for this in order to achieve higher employee's performance , effective motivational tools should be adopted by managers of organisations because performance of employees determine the level of organisational performance.

LITERATURE REVIEW

Some recent research works were included in this section as evidence in relation to job satisfactions of employees:

Zafarullah Sahito and Pertti Vaisanen (2016) observed in their study that the job satisfaction level and its dimensions of teacher educators – who are working at the departments, faculties and institutes of education. The observed staff members to cope with their problems as they work for their satisfaction and to bring radical reforms through proper implementation of policies and procedures , that will lead them towards quality education in their respective institutions.

Mohammed Inuwa (2017) in his study adopts job equity as an independent variable and employee performance as a dependent variable with the aim analysing how perceived job equity enhances employee performance . Moreover, this paper will serve as a guide towards ensuring organisational justice and also contribute to the field organisational behaviour and management. According to him job equity plays a great role in enhancing employee's performance in the work place.

Another survey administered by Salma (2012) from September 2010 to December 2010 on 105 full-time academic staff from two public and two private universities in Pakistan show that, private university lecturers were more contented with their work than public university lecturers. However, both groups of lecturers exhibited significant variation in the level of overall job satisfaction they derived from their jobs in terms of pay, supervision, relationship with colleagues, promotion and job security. The private university lecturers were more satisfied with pay, promotion and

supervision. However, except for job security and relationship with coworkers, the majority of public university lecturers were found to be dissatisfied with other aspects. The findings failed to establish a relationship between job satisfaction and turnover

Hassan Abubakar Indris and ABD Rahim Romle (2015) in their study examine the relationship between intrinsic factors and job satisfaction among the lectures of Bauchi State University Gadau, Nigeria. The Findings reveal that there is a positive and significant relationship between intrinsic factors and job satisfaction where responsibility, work itself are positively related to job satisfaction and found that staff training needs to be upgraded and improved in order to increase the level of job satisfaction of lecturers of Bauchi State University Gadau, Nigeria.

Mohammed Inuwa and Abdullahi Muhammad (2016) in their study examines the impact of job satisfaction on the performance of non-academic staff of Bauchi State University Gadau, Nigeria with physical working environment as the moderator variable. The non-academic staff of Bauchi State University play an important role towards achieving the goals and target of the University, which makes it important to conduct the study and devise a means that will further enhance their performance. On significance, the study will serve as a policy guide to the management of the Nigerian Universities in areas relating to employee performance improvement and it will also further make an impetus the field of organisational behaviour and human resource management.

NEED OF THE STUDY

The study is limited to the workers of public sector as well as private companies and therefore the findings of the study cannot be extended to other areas. Results of the study may not be generalised as one of the major factors limiting the study is the fact that is conducted in a single geographical area and the sampling size is not large enough to validate the study.

Objectives

To find out whether there is a relationship between job satisfaction and employee performance among employees of both public and private sectors.

METHODOLOGY

Data Source and Method of collection

The primary source includes observation in depth interview with different grade of management, the people of the community around which the company operates of both private and public sector. In this present study, a self developed questionnaire in the form of statements also used as the tool for primary data collection. And from leaflets, magazines and journal in relate to this, secondary data were collected.

Sample size and Sampling

The collected data was analyzed appropriately. The researcher study is regarding Job satisfaction on employee performance. For the purpose of this study, the samples are selected from different strata of employees on random basis. The sample consists of 40 respondents from different hierarchy levels in different department of both private and public organisation respectively. Proper attention has been paid in selection of the sample.

Tools and Techniques used

The important statistical tools and techniques used in the study: Mean, Standard deviation and t-test etc.

RESULTS AND DISCUSSION

The study found out the job satisfaction level of both private and public organisation employees. This is very relevant issue in a current situation where job satisfaction as a complex matter that depends on various factors like working environment, issues and policies related to job and professional realities etc. The results obtained from this research work can be represented in the following tables:

Table 1: Public Organisation Employees' Attitude towards Job at a Glance

SI No.	Public Organisation Employees		
	Cumulative Score(X_1)	($X_1 - X_1$)	($X_1 - X_1$) ²
1.	73	5.4	29.16
2.	65	-2.6	6.76
3.	68	0.4	0.16
4.	48	-19.6	384.16
5.	51	-16.6	275.56
6.	76	8.4	70.56
7.	75	7.4	54.76
8.	74	6.4	40.96
9.	87	19.4	376.36
10.	65	-2.6	6.76
11.	72	4.4	19.6
12.	71	3.4	11.56
13.	64	-3.6	12.86
14.	45	-22.6	510.76
15.	74	6.4	40.96
16.	73	5.4	29.16
17.	56	-11.6	134.56
18.	68	0.4	0.16
19.	76	8.4	70.56
20.	71	3.4	11.56
	$\sum X_1 = 1352/20$ = 67.6		$\sum (X_1 - X_1)^2 = 2086.84$

Table 2: Private Organisation Employees' Attitude towards Job at a Glance

SI No.	Private Organisation Employees		
	Cumulative Score(X_1)	($X_1 - X_1$)	($X_1 - X_1$) ²
1.	78	17.9	320.41
2.	65	4.9	24.01
3.	71	10.9	118.81
4.	44	-16.1	259.21
5.	54	-6.1	37.21
6.	39	-21.1	445.21
7.	47	-13.1	171.61
8.	56	-4.1	16.81
9.	73	12.9	166.41
10.	76	15.9	252.81
11.	62	1.9	3.61
12.	66	5.9	34.81
13.	58	-2.1	4.41
14.	38	-22.1	488.41

Table 2: Contd.,

15.	60	-0.1	0.01
16.	77	16.9	285.61
17.	47	-13.1	171.61
18.	55	-5.1	26.01
19.	72	11.9	141.61
20.	64	3.9	15.21
	$\sum X_1 = 1202/20$ = 60.1		$\sum (X_1 - \bar{X}_1)^2 = 2983.8$

Table 2: Statistical Test of Job Satisfaction of Both Public and Private Organisation

Sample Type	Sample Size	Mean	Standard Deviation	Degree of Freedom	Level of Frequency	t-Value
Public	20	67.6	10.4801	38	0.05	2.05
Private	20	60.1	12.531			

From this research work, the following results obtained. The result indicates that, the t- value of the job satisfaction of the employees was 2.05 that were higher than the tabulated value. So our null hypothesis was rejected. That means there was relation between the attitude of private and public employees. Both are satisfied with their respective organisation. As job satisfaction has a wide scope of implication such as working environment, policy matter, context of job etc. So policy maker in both organisations need to be concentrate to design an effective policy by considering employee motivation, promotion, sponsorship etc. Though there was no mentionable difference between job satisfaction of both public and private employees but somewhat their attitude was differ.

SUGGESTION

- Policy makers of both government and private organisation need to be concentrating to make good policy and that should be really effective one.
- Continuous training for the employees
- Design better policies that incorporate employee in decision making as well as standardize working conditions.
- Give attention in order to increase higher job satisfaction and motivation of employees at all levels.

CONCLUSIONS

Working environment, policy matters and job content etc. are wide area of job satisfaction implication. High level of employee performance denotes to be more efficient and effective in carrying out their respective roles. This study will make organisations to recognise the significance of employees in the workplace and ensure that employees with their jobs are highly satisfied. Moreover, both private and public organisations should always think about what compensation packages motivate and excite their employees to get optimum performance and high productivity from them. Statistical test of job satisfaction of both private and public organisation employees shows that as there was no such difference between job satisfaction of both private and public employees but there was attitude differences between them. But as the findings revealed some gap between private and public employees that will help policy makers of both organisations to develop employee friendly policy in the future.

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