

# A startup module on human resource services related to perception of job satisfaction and employee performance

A. Shanodhini<sup>1</sup>; S. Srividhya<sup>2</sup>

<sup>1</sup>Department of Management Studies, Anna University Regional Campus, Coimbatore, Tamilnadu, India.

<sup>2</sup>Department of Management Studies, Anna University Regional Campus, Coimbatore, Tamilnadu, India.

Corresponding author: S. Srividhya

Emailid: ssautcbe@gmail.com

## ABSTRACT

Organizations face strong pressures in insistent environments to be well-organized and at the same time produce goods of value. By ensuring that their workers are optimal at all times mainly organizations can gain viable advantage. Satisfied employees form a bond with the company and take satisfaction in their organizational relationship, they consider in the goals and values of the organization. Therefore, these employees show high levels of performance and efficiency. Dissatisfied employees display personality of low productivity, absenteeism, and proceeds. These personalities are highly expensive for the organization. Therefore, it is fundamental that research is done to determine the relationship between job satisfaction and employee performance.

**Keywords:** Job satisfaction, employee performance, efficiency, motivation.

## INTRODUCTION

Job satisfaction refers to how satisfied an individual is in his/her current location. Job satisfaction is an extremely basic power which is much of the time measured by associations keeping in mind the end goal to ensure that their representatives are generally positive. Representative execution can be characterized as the productivity and quality of work of a personality employee. Studies have discovered that job satisfaction enhances employee presentation. Employees are shifting; they no longer stay in jobs that do not stimulate or satisfy them. Fair salaries are no longer strong adequate incentives to keep them devoted. In fashionable times, organizations must do more to make sure that they preserve aptitude. Research has suggested that perceptive job satisfaction, as a management idea is fundamental to administration an organization and improving its overall performance.

The workings of job satisfaction include employees' judgment, feelings, communications and performance. In the last few decades, thousands of academic studies have used worker approval as a central research erratic. But this flood of research has accessible little support to the intention that a contented worker is a greater maker. The studies have themselves been subject to essential analysis in that distance of time.

#### **OBJECTIVES OF THE STUDY:**

1. To study the over view of employee performance and job satisfaction.
2. To study the overview of difference between job satisfaction and employee performance.

#### **THE CONCEPT OF JOB SATISFACTION**

Job satisfaction is one of the most researched areas of managerial behavior. Researchers have argued that job satisfaction is the most considerable factor in understanding worker motivation, value, maintenance and performance. Job satisfaction has been connected with upgraded work execution, empowering work esteems, abnormal amounts of representative inspiration, and lower rates of malingering, income and suffers exhaustion. Therefore, it is important that managers be disturbed with the level of fulfillment in their organization. Dissatisfied employees may cause unwanted job outcomes by stealing, moonlighting and representative high rates of absence. As a result, these employees may extract from the position expressively, and display disruptive behaviors, such as, not being prompt, not attending meetings or traveling about annoying to look busy. Dissatisfaction produces a series of taking out cognitions in which employees observe the costs and benefits connected with leaving their jobs, hence this type of judgment causes them to slip on efficiency. A person's decision of business helps plot their perspective of themselves, make more extensive their day by day life, and help to offer hugeness to their subsistence. Thusly, if there is poor fulfillment with work, the individual inquiries him/herself in a larger number of angles than simply work factors. Moreover, it has been affirmed that fulfilled representatives have improved wellbeing and live more, and delight at work continues to the worker's life external surface the activity. From a management point of view, satisfied personnel translate into higher effectiveness because of less interferences caused by malingering, or great representatives stopping.

Job satisfaction stresses the particular undertaking environment of the representative. It is additionally the person's moving mentality or introductions for work. Job satisfaction is a pleasing positive state important from one's activity and occupation learning. People indicate fulfilling uplifting states of mind when they are happy with their activity. Job satisfaction is a general attitude which is the result of many precise attitudes. Many factors affect employees' job satisfaction. Researchers consider that personal attributes and environment play major role in influencing job satisfaction. As mentioned, fulfilled representatives are more anticipated that would work harder and give better administrations through hierarchical residency practices. Representatives who are satisfied with their occupations have a tendency to be more involved in their utilizing associations, and more dedicated to conveying administrations with an abnormal state of prevalence. Going before explore has additionally suggested that dedicated representatives are more eager to and more capable of conveying a more elevated amount of service value.

## **DIMENSIONS OF JOB SATISFACTION**

The idea of job satisfaction is very problematical and aggressive. Over the years researchers have recognized the following magnitude of job satisfaction: work, remuneration and reward systems, promotions, working situation, administration and co-workers.

## **REWARD AND BENEFITS**

Employees don't work for free; most businesses are not volunteer services, so employers have to give back them in some way for their time and exertion. It used to be called "pay" and then became "remuneration" is today frequently termed "reward" and it's refers to all of the financial, nonfinancial, and emotional payments that an organization provides for its employees. There are extrinsic rewards, which cover the basic needs of income to endure (to pay bills), a feeling of strength and consistency (the job is safe), and gratitude (my workplace values my skills). In Maslow's *Hierarchy of Needs*, these are at the lower end. One could also call these the monetary rewards. Alternatively, there are essential rewards, the most important of which is perhaps job satisfaction, a feeling of completing challenges adeptly, enjoyment, and even maybe the social communications which occur from the workplace. These are at the upper, self-efficacy end of the need hierarchy. One could also call these emotional rewards. Reward systems have three main objectives:

1. To attract new employees to the organization
2. To elicit good work performance, and
3. To maintain commitment to the organization.

A reward system is projected to attract and maintain suitable employees. An employer who develops a standing as “cheap” is implausible to be attractive in the job market, because prospective employees will think it does not reward exertion. Such an organization is likely to end up with the people that nobody else requires. Rewards are also planned to maintain and develop performance.

## **EMPLOYEE PERFORMANCE**

The inquiry about worker properties and execution has customarily dwelled in the area of hierarchical brain research, not operational management. However, as operations managers are increasingly involved in service management, they find employee attributes potentially a vital factor for operational efficiency. On the other hand, the relationship between employee attributes and performance has long been of interest to behavior researchers. Regardless of many years of research, the discoveries have stayed subtle. Most scientists trust that representative fulfillment has minimal direct effect on business execution in many occasions. Albeit much research has been effectively led to correspond representative fulfillment with singular work practices, for example, turnover, truancy, delay, sedate utilize, and damage, the connection between worker fulfillment and operational execution is less express as meager thorough observational research has been directed.

Albeit much research in operational administration has been led to research the connections between quality, consumer loyalty and business execution, inquiry about on the effect of representative fulfillment on operational execution is moderately rare. Over the most recent couple of decades, the significance of HR to operational execution has been noted by a couple of scientists. This is a weird idea as hierarchical learning dwelling in representatives is the essential determinant of prevalent administration quality, impacting market execution. A committed workforce may fill in as an important, rare, non-imitable asset to improve productivity from a key point of view.

## **THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE**

The study of the relationship between job satisfaction and job performance has a controversial history. Shortly after the Hawthorne thinks about, analysts started investigating the thought that an "upbeat specialist is a profitable laborer". The greater part of the prior surveys of the writing proposed a powerless and fairly conflicting relationship between Job satisfaction and execution. In this way, it was reasoned that the assumed connection between Job satisfaction and execution was an administration prevailing fashion and fanciful. This examination importantly affected specialists, and sometimes, on associations, with a few chiefs and HR professionals inferring that the connection between Job satisfaction and execution was unimportant. In other studies reveal that highly satisfied workers have a higher efficiency rating as well. Being well adjusted on the job, the satisfied worker is sure to perform better. In other words, a worker with better job satisfaction tends to be better adjusted on the job, in his home and in social and emotional areas. On the other hand, discontentment with working life is likely to affect the worker's job adjustment and also in social, emotional and domestic life. Results of a study showed that the rate of absenteeism increased down the ladder of hierarchy, with managers having the lowest absence rate, technical workers having the highest absence rate and supervisors occupying the intermediate position.

Managers were the most satisfied employees with their jobs, followed by the supervisors, and technical staff. Absenteeism was positively correlated to job satisfaction and to the feeling of insecurity. Also, absenteeism was negatively correlated with achievement motivation. A satisfied worker has a positive attitude towards his work and will try to avoid being absent from work. This does not mean that workers who are highly satisfied with their jobs would almost never be absent. However, absenteeism would be less among those who are satisfied than those who are dissatisfied with their jobs.

## **MODERATORS OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE**

It is significant to retain information that the relationship between job satisfaction and employee performance is moderated or regulated by many other variables. One of the most common of these variables is the opportunity of gaining a reward. In other words, individuals who place a high value on recompense or rewards would be fulfilled in their jobs most important them to perform better because of the possible occurrence of them in receipt of a reward or compensation from a improved or higher performance. Some individuals on the other hand do not place much importance on damages as a motivator (extrinsic motivation) and would place higher value on factors that fundamentally motivate them. Variables such as, for example: the nature of work itself, job difficulty, and a sense of accomplishment and achievement that individuals derive from their work, lead to job satisfaction and as a result, improved performance at work. Hence, motivating and interesting jobs are more satisfying than tedious and monotonous jobs. As a consequence, the above factors provide an essential satisfaction to the individuals who assessment them, as compared to recompense which provides an extrinsic satisfaction. Studies have on the other hand found that the relationship between job satisfaction and performance is stronger in cases somewhere pay or compensation is linked to the employee's performance as opposed to cases where there was no opportunity of pay being connected to performance. Other variables that restrained the relationship between satisfaction and performance consist of: Self-esteem of the individual, Organizational tenure, Cognitive ability, Need for achievement, Career development, Affective disposition and situational constraints. Unfortunately, not much research has been conducted on the consequence or significance of these variables for that reason further research is required in these areas to estimate the validity and strength of these variables in the satisfaction-performance relationship.

## **CONCLUSION**

By looking at the information presented in this article, it is evident that there must be a relationship between job satisfaction and employee performance. When one reviews the acknowledged literature, only one ending can be obtained, that job satisfaction has an incontestable influence on employee performance. This article offers many different outlooks on the subject; some theorists consider that there is no relationship between the two variables while others disagree. Organizations must motivate their employees and guarantee job satisfaction as

this satisfaction is compulsory to employees realizing their worth and impending; this realization consequently will have a considerable, positive impact on the efficiency and effectiveness of workers and thus, the productivity of the organization. Organizations need to conduct research in order to remain current on issues such as job satisfaction. It is research like this that will give them the information they desire in order to improve their companies. The usefulness of understanding the relationship between satisfaction and performance is underplayed because of its past popularity, however organizations would do well if they themselves investigate this significant relationship.

## References

1. AL-Hussami M (2008). A Study of nurses' job satisfaction: The relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *Eur. J. Sci. Res.*, 22(2): 286-295.
2. Arnolds, C.A., & Boshoff, C. (2001). The challenge of motivating top management: A need satisfaction perspective [Electronic version]. *Journal of Industrial Psychology*, 27(1), 39-42.
3. Chiu KR, Luk VW, Tang TL (2002). Retaining and motivating employees, Compensation preferences in Hong Kong and China. *Personnel Rev.*, 31(4): 402-431.
4. Chakrabarty S, Oubre DT, Brown G (2008). The impact of supervisory adaptive selling and supervisory feedback on salesperson performance. *Ind. Mark. Manage.* 37: 447-454.
5. R. Hoppock (1935), "Job Satisfaction", *Harper and Brothers*, New York, Pp. 47.
6. T, M. Lodahl & M. Kejner (1965), "The Definition and Measurement of Job Involvement", *Journal of Applied Psychology*, Vol. 49, Pp. 24–33.
7. F. Herzberg (1966), "Work and the Nature of Man", *Staple Press*, London.
8. F. Friedlander & N. Margulies (1969), "Multiple Impacts of Organization Climate and Individual Values System upon Job Satisfaction", *Personnel Psychology*, Vol. 22, Pp. 177–183.
9. J.P. Wanous & E.E. Lawler (1972), "Measurement and Meaning of Job Satisfaction", *Journal of Applied Psychology*, Pp. 95–105.

10. E. Locke (1976), "The Nature and Causes of Job Satisfaction", Editor: M. D. Dunnette, *Handbook of Industrial and Organizational Psychology*, Chicago: Rand McNally, Pp. 1297–1349.
11. Skibba, J S. (2002) .Personality and job satisfaction. Menomonie. Applied Psychology: University of Wisconsin-Stout.
12. Van Der Zee, D. J. (2009).Organisation commitment and job satisfaction: a quantitative study at the Durban office of the department of labour .Durban, South Africa. Masters in Psychology. University of KwaZulu-Natal.
13. Yee. R. W. Y. A...C. L. Yeung\*, T. C. E. Cheng. (2007). The Impact of Employee Satisfaction on Quality and Profitability in High-contact Service Industries. Available from:<http://repository.lib.polyu.edu.hk/jspui/bitstream/10397/627/1/JOM%20%28Accepted%29.pdf> [Date Accessed: 14/10/2013].
14. Zafirovski, M. (2005).Social Exchange Theory under Scrutiny: A Positive Critique of its Economic-Behaviorist Formulations. *Electronic Journal of Sociology*. Available from: <http://www.sociology.org/content/2005/tier2/SETheory.pdf>. [Date Accessed: 14/10/2013].
15. Zain, Z .M.Ishak, R. Ghani, E.K.(2009). The Influence of Corporate Culture on Organisational Commitment: A Study on a Malaysian Listed Company. Available from: [http://www.eurojournals.com/ejefas\\_17\\_02.pdf](http://www.eurojournals.com/ejefas_17_02.pdf). [Date Accessed: 14/10/2013].