
A Study on the Relationship between Job Satisfaction and Work Performance

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ABSTRACT

This research is carried out to find out whether there is a relationship between job satisfaction and employees work performance. There are many factors influence employees' work performance, researcher considered four dimensions in determining job satisfaction, such that, promotion, pay, work itself and working condition.

To conduct this research, peoples' bank in Muthur branch was selected and the data were collected from 30 employees (the total employee population except manager), were selected as population sample. The data were presented and analyzed by using statistical software SPSS 22 version. The analysis was used to find out the relationship between the dimensions of the independent variables and dependent variables, and the impact of independent variables on dependent variable.

Analysis of the results showed a positive correlation between promotion and work performance. The correlation between pay

and work performance was high positive. The correlation between work itself and work performance is moderately positive. A positive correlation between working condition and work performance exist. Further F test, ensured that there is a relationship between two variables. This result is true with 95%. Therefore, it was found that job satisfaction of employees has positive impact on their work performance. All dimensions of job satisfaction; promotion, pay, work itself and working condition lead to enhancement of employees' work performance. T test is proved that these job satisfaction is significant at 5%.

Since researcher only considered limited sample and limited dimensions of job satisfaction, it is necessary to conduct further research including other dimensions for use and complete understanding.

Key words: Job satisfaction, work performance, correlation

1. INTRODUCTION

Every organization tries to achieve their objectives. In this connection they must concentrate in many aspects. As human resource of an organization is considered as an importance resource, organizations need to keep well trained and effective work force. Employees, who satisfy with their job, may exert high effort to organization wish to satisfy their employees for getting effective more work done.

To make the best use of people as a valuable resource of the organization attention must be given to the relationship between staff and the nature and content of their jobs. The organization and the design of jobs can have a significant effect on staff. Attention needs to be given to the quality of working life. The manager needs to understand how best to make work more satisfying for staff and to overcome obstacles to effective performance.

1.2 Identification of the problem

In overall job satisfaction in organization rival's various levels a found by empirical research. And job satisfaction of employees can be earned by several parts are meted by The relationship between job satisfaction and performance has been critically assessed in a variety of organization settings. Results of these studies has been mixed. Cumming (1970) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both

1.1 Background of the study

Nowadays competition is very high. Therefore every organization has to compete with other organization. In this connection in order to achieve competitive advantage the organization has to retain work force, an organization expects that satisfied employees are performing more. Therefore, there is a need for the organization to satisfy their employees to achieve organization objectives.

For the employee's point of view, job satisfaction leads to several benefits such as, reducing moral stress, create new thinking and innovation which lead them to high level, fresh mind good relationship, with co-workers, and supervisor. The research study focuses on job satisfaction and work performance of employees. For the research purpose, the employees of people's bank of Muthur were selected.

it organization to perform perfectly the level of satisfaction of employees' and impact on work performance to be measured.

performance and satisfaction. All of these three views are supported by various researches. Mirvis and Lawer(1977) produced conclusive findings about the relationship between job satisfaction and performance.

This job satisfaction can be caused by several factors. Such as promotion, pay, working condition and the work itself, etc. Job satisfaction has a great impact on the

1.3 Research Questions

The main research questions

1. What is the level of job satisfaction in the Peoples bank of Muthur branch?
2. What is the relationship between job satisfaction and work performance in the Peoples bank of Muthur branch?
3. What is the impact of job satisfaction on work performance in the Peoples bank of Muthur branch?

The sub research questions

1. What is the level of the promotion and work performance of Peoples bank in Muthur branch?
2. What is the level of the pay and work performance of Peoples bank in Muthur branch?

1.4 Objectives of the study

Employees are important resource in any organization in order to achieve their objectives. Further organization needs to have well trained and effective work force. In this connection, the organization provides several benefits to satisfy and retain their employees.

This study focuses to achieve the following objectives.

Main objectives

performance. In this research, main problem was assumed that job satisfaction affect employees' work performance.

3. What is the level of the working condition and work performance of Peoples bank in Muthur branch?
4. What is the level of the work itself and work performance of Peoples bank in Muthur branch?
5. What is the relationship between promotion and work performance of Peoples bank in Muthur branch?
6. What is the relationship between pay and work performance of Peoples bank in Muthur branch?
7. What is the relationship between working condition and work performance of Peoples bank in Muthur branch?
8. What is the relationship between work itself and work performance of Peoples bank in Muthur branch?

1. To find the level of job satisfaction in the Peoples bank of Muthur branch.
2. To find the relationship between job satisfaction and work performance in the Peoples bank of Muthur branch.
3. To find the impact of job satisfaction on work performance in the Peoples bank of Muthur branch.

2. LITERATURE REVIEW

The view of literature exams areas related to definition of the job satisfaction, dimensions of job satisfaction, important of job satisfaction factors influencing job satisfaction, two factors theory of job satisfaction, measuring of job satisfaction and consequences of job satisfaction will be identified.

- Zhao, Thurman, and He, (1999). Zhao et al, explored employees job satisfaction not only based on work environment but also in relation to employees' demographic factors. Their study included education level, ethnicity, gender, rank, and year of service.
- According to Mullins (1996), Job satisfaction is more of an attitude, an internal state. It could for example be associated with a personal feeling of achievement either quantitative or qualitative.

2.2 Dimension of Job Satisfaction

In analyzing job satisfaction, a wide range of variables relating to individual, social, cultural, organizational and environmental factors, affects the level of job satisfaction.

There is also a wide range of factors which influence job satisfaction including. For example, Herzberg's hygiene and motivating factors. This means that there are many possible approaches in which to view the subject area. Some of the major Factors, which have a particular influence on job satisfaction, include.

2.1 Definition of job satisfaction

Job satisfaction can be defined in number of ways; it is complex concepts which can mean alternately for different people,

2.2.1 Pay

Wages do play a significant, role in determining. Job satisfaction, and are as significant to white – collar workers as to blue collar workers. Pay is such an important determinant of job satisfaction because it is instrumental in fulfilling so many of the needs we talked about in the last chapter. Money facilitates the obtaining of food, shelter, and clothing and provides the means to enjoy valued leisure interests outside of work.

2.2.2 The work itself

Along with pay, the content of the work itself plays a very major role in determining how satisfied employees are with their jobs. But and large workers want jobs that are challenging they do not want to be doing mindless jobs day after day the two most important aspects of the work if self that influence job satisfaction are variety and control are work method and work pace.

2.2.3 Promotion

Promotional opportunities have a moderate impact on job satisfaction. A promotion to a higher level in an organization typically involves changes in supervision. Job content and pay jobs that are at the higher levels of an organization usually provide workers

with more freedom, more challenging work assignments, and fighter salary.

2.2.4 Working condition

Working condition, too contribute in a modest way to job satisfaction features such as temperature, humidity, ventilation lighting and noise work schedules, cleanliness of the work place and adequate tools and equipment casual affect job satisfaction.

Performance of an individual can be determined by level of job satisfaction.

- The act of performing of doing something successfully; using knowledge as distinguished from merely possessing it; a performance comprises an event in which generally one group of people (the performer or performers) behaves in particular way for another group of people (Ilham, 2009)

2.4 Relationship between job satisfaction and work performance

- Robbins (1994) said that job satisfaction refers to an individual generate attitude towards his or her job. A person with high level of job satisfaction holds positive attitude toward his job, a person who is dissatisfied with his or her job holds negative attitude about the job. When people speak of employee attitudes, more often than they not mean job satisfaction.
- The relationship between job satisfaction and performance has been critically assessed in a variety

2.3 Work performance

The performance is the net result of a person's efforts as modified by his abilities and traits and by his role perceptions. Therefore, performance in a given situation can be viewed as resulting from the interrelationships between effort, abilities and traits, and role perception. The

- Work performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Campbell, Mc Henry, & Wise, 1990)
- Campbell, McCloy, Opper, and Sager (1993), explained that performance was not the consequence of behaviors, but rather the behaviors themselves.

of organization settings. Results of these studies have been mixed. Cummings (1970) identified three major points of views concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction.

- Mirvis and Lawer (1977) produced conclusive findings about the relationship job satisfaction and performance. In attempting to measure the performance of bank tellers in term of cash shortages,

their proposed arguments are satisfied tellers were less likely to show shortages and less likely to leave their job.

- Kornhanuser and Sharp (1976) have conducted more than thirty studies to identified the relationship between satisfaction and performance in industry sector. Many of the studies have found that a positive

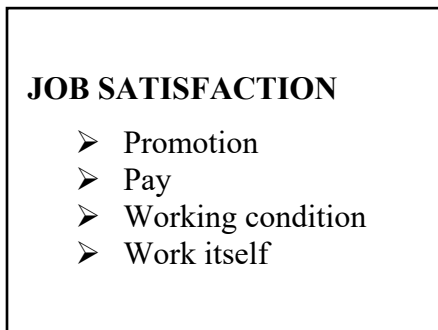
relationship existed between job satisfaction and performance.

3. CONCEPTUALIZATION

The conceptual model is a diagram that describes the variables to be analyzed by the researcher. In this research two variables have been considered by the researcher such as job satisfaction and work performance. The conceptual model has developed as follows.

Conceptual Model

INDEPENDENT VARIABLE



DEPENDENT VARIABLE



3.1 Operationalization

Operational frame work is a detailed diagram of narrowed down variables in the conceptual model. It also described the indicators and measures relevant to each variable. The following operational frame work is developed by the researcher.

| Concept | Variable | Measure |
|-------------------------|--------------------|-------------------------------|
| Job Satisfaction | Promotion | Likert scale |
| | Pay | |
| | Working conduction | |
| | work itself | |
| Work performance | out put | number of customer they serve |
| | Absenteeism | Number of days |

condition and work performance.

3.2 Hypotheses of the research

Possible hypotheses are to be developed based on the literature review and conceptualization of the research problem in order to conduct research. The hypotheses are tested to rivals in status of acceptance or not. In relation to this research the following hypotheses are formulated as follows.

H₁: There is a positive relationship between promotion and work performance.

H₂: There is a positive relationship between pay and work performance.

H₃: There is a positive relationship between working

In this research researcher consider the Muthur Peoples banks as population to find out the relationship between job satisfaction

4.2 Data collection techniques and instruments

Generally, two types of sources are used by the researcher to collect the data form selected sample such as primary data collection and secondary data collection techniques in this research also both techniques have been used by the researcher to collect relevant data from selected employees who are working in the branches of Peoples bank with in Muthur.

In the primary data collection, Questionnaire and interview method were used by the researcher. A Questionnaire was issued to each employee selected. This Questionnaire consists of two sections, in the first section

H₄: There is a positive relationship between works itself and work performance.

4. METHODOLOGY

To prove the above relationship research, trace out only some variable in the dependent variable side as will. These variables are described in a conceptual frame work in this chapter. This is also described the way which has been used by the researcher in order to select a sample from the population. For the purpose of conducting the research, researcher used some data collection techniques and processing methods.

4.1 Research Sample

and job performance. The total number of employees in the branch amounting to 20 as census was selected for this study

personal details of employees were collected. The selected employees were collected the second section of the Questionnaire consists of 20 Question which here used to measure the level of job satisfaction and work performance of employees. Respondents are asked to mark around the appropriate scale as noted.

Scale Points (Score)

| | | |
|----------------|---|---|
| strongly agree | - | 5 |
| Agree | - | 4 |

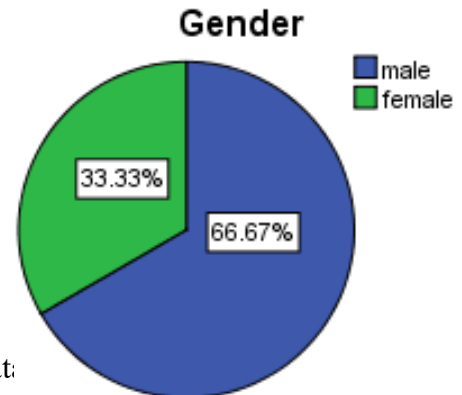
DATA PRESENTATION

Personal Information

In this section, the analysis on personal information conducts on the information collected from 30 respondents. Where, their experience, gender, age, level of education and position was analyzed.

- Gender**

| Gender | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| Male | 20 | 33.33 |
| Female | 10 | 66.67 |
| Total | 30 | 100.00 |

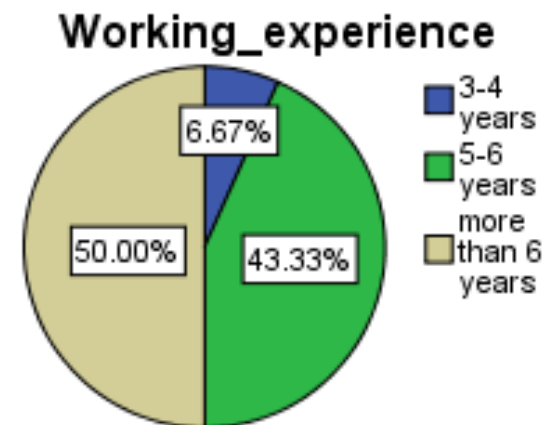


(Source: Survey Dat:

According to the table and chart, out of 30 respondents, majority of the employees are males (66.67%) balance part of 33.33% of employees are females.

- Working Experience**

| Working Experience range | No of employees | Percentage of employees (%) |
|--------------------------|-----------------|-----------------------------|
| 3-4 years | 2 | 6.67 |
| 5-6 years | 13 | 43.33 |
| More than 6 years | 15 | 50.00 |
| Total | 30 | 100.00 |

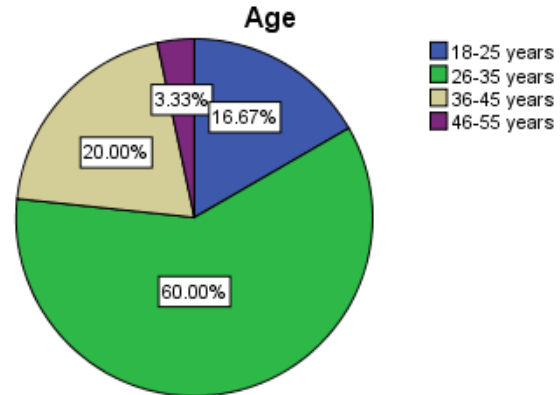


(Source: Survey Data)

According to the table and chart, out of 30 respondents, majority of the employees have more than 6 years' experience.

• **Age**

| Age group | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| 18-25 years | 5 | 16.67 |
| 26-35 years | 18 | 60.00 |
| 36-45 years | 6 | 20.00 |
| 46-55 years | 1 | 3.33 |
| Total | 30 | 100.00 |

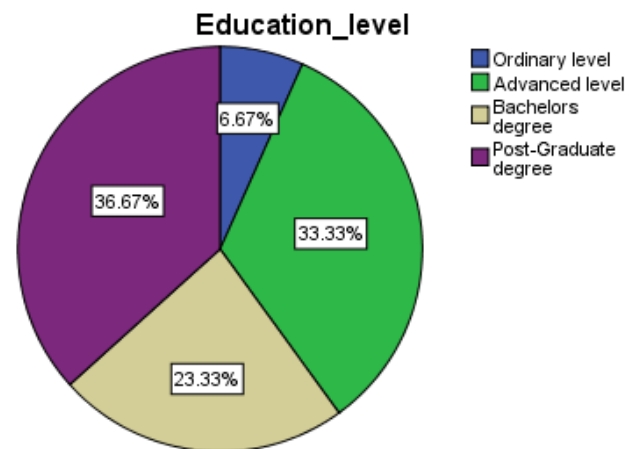


(Source: Survey Data)

Here majority of the employees are belonging the age group 26-35 years.

• **Education level**

| Education level | Frequency | Percentage (%) |
|----------------------|-----------|----------------|
| Ordinary level | 2 | 6.67 |
| Advanced level | 10 | 33.33 |
| Bachelor's degree | 7 | 23.33 |
| Post-Graduate degree | 11 | 36.67 |
| Total | 30 | 100.00 |

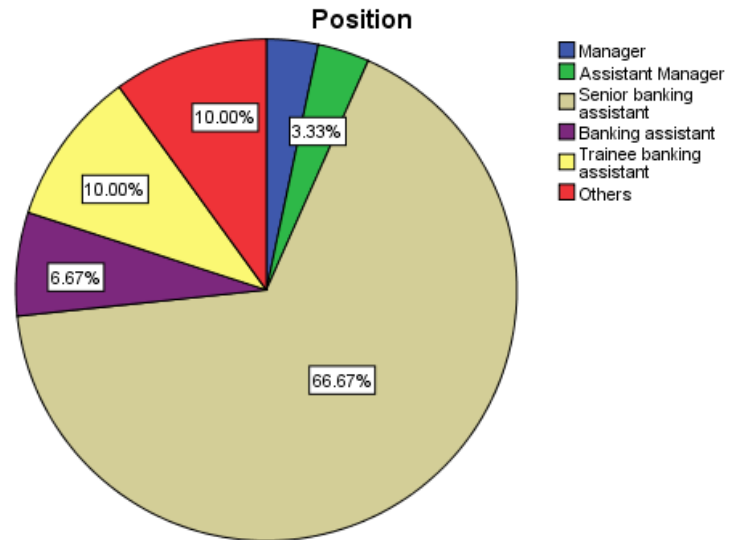


(Source: Survey Data)

According to the table and chart shows that, the majority of the employees' education qualification is Bachelor's degree.

• **Position**

| Position | Frequency | Percentage (%) |
|----------------------------|-----------|----------------|
| Manager | 1 | 3.33 |
| Assistant Manager | 1 | 3.33 |
| Senior Banking Assistant | 20 | 66.7 |
| Banking Assistant | 2 | 6.70 |
| Training Banking Assistant | 3 | 10.00 |
| Others | 3 | 10.00 |
| Total | 30 | 100.00 |



(Source: Survey Data)

According to the table and charts, here the majority of the employees are senior banking assistant.

Statistical results

• **Reliability Analysis**

The reliability of the instrument was measured using Cornbach’s alpha analysis to measure the internal consistency of the instrument as applicable to the research problem. Ducker-Godard, Ehlinger and Grenier (2001) and Malhothra (2005) indicate that the data can be reliable, when the Cronbach’s alpha is more than or equal to 0.7. The Cronbach’s alpha in this study were all much higher than 0.7, the constructs were therefore deemed to have adequate reliability

Reliability analysis for the variables of job satisfaction

It is clearly showed in the table that the reliability for the independent variable is above than 0.7. Therefore, the study is reliable one.

| Variable | No of statement | Cronbach's value |
|-------------------|-----------------|------------------|
| Promotion | 4 | 0.867 |
| Pay | 4 | 0.734 |
| Working Condition | 4 | 0.776 |
| Work itself | 4 | 0.825 |
| Total | 24 | 0.825 |

(Source: Survey Data)

Reliability analysis for the variable of work performance

It is clearly showed in the table that the reliability for the dependent variable is above than 0.7. Therefore, the study is reliable one.

| Variable | No of statement | Cronbach's value |
|------------------|-----------------|------------------|
| Work performance | 4 | 0.822 |

(Source: Survey Data)

- **Descriptive**

This section presents mean and standard deviation for the variables of job satisfaction and work performance. It further gives the same details to the individual statements of each variable. Mean values have been distributed based on Likert's scale of "between 1-5 which represents "strongly disagree" to "strongly agree". Meanwhile mean values were evaluated based on already established evaluative criteria which range from "Low level" to "High level".

Statistics

Job satisfaction

| Variables | Mean | Standard Deviation |
|-------------------|------|--------------------|
| Promotion | 3.76 | 0.115 |
| Pay | 4.22 | 0.143 |
| Working Condition | 3.79 | 0.127 |
| Work itself | 4.08 | 0.165 |

(Source: Survey Data)

As presented in table, all dimensions of job satisfaction have taken mean more than 3.5 which fall under the evaluation category of high level. Here the pay was determined more in job satisfaction.

- **Relationship between job satisfaction and work performance**

Correlation values were found to determine the relationship between variables of job satisfaction and work performance.

Correlation between overall job satisfaction and work performance

| Variable | Job satisfaction | Work performance |
|------------------|------------------|------------------|
| Job satisfaction | 1 | 0.893 |
| Work performance | 0.893 | 1 |

(Source: Survey Data)

Here the job satisfaction and work performance have the positive high correlation.

Relationship between dimensions of job satisfaction and work performance

| Variables | Promotion | Pay | Working Condition | Work itself |
|------------------|-----------|-------|-------------------|-------------|
| Work performance | 0.802 | 0.921 | 0.823 | 0.855 |

All dimension of job satisfaction (promotion, pay, working condition and work itself) are strong positively correlated with work performance.

Hypothesis Testing

| Hypothesis | Significant | Decision |
|-------------------------------------------------------------------------|-------------|----------|
| There is a positive relationship between promotion and work performance | 0.037 | Accept |
| There is a positive relationship between promotion and work performance | 0.012 | Accept |
| There is a positive relationship between promotion and work performance | 0.026 | Accept |
| There is a positive relationship between promotion and work performance | 0.011 | Accept |

(Source: Survey Data)

Here all hypothesizes are less than 0.05, so accept all the hypothesis.

• **Analysis on the influence of job satisfaction on work performance**

| Model | R Square | Adjusted R Square |
|-----------------------------------|----------|-------------------|
| Job satisfaction-Work performance | 0.832 | 0.833 |

(Source: Survey Data)

Here 83.20% of variation in work performance is explained by job satisfaction of employees.

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 0.285 | 0.211 | | 2.567 | 0.006 |
| Promotion | 0.733 | 0.088 | 0.065 | 0.945 | 0.001 |
| Pay | 0.139 | 0.082 | 0.198 | 1.517 | 0.010 |
| Working Condition | 0.056 | 0.098 | 0.260 | 1.562 | 0.031 |
| Work itself | 0.654 | 0.092 | 0.190 | 1.836 | 0.002 |

a. Dependent Variable: Work Performance

FINDINGS AND CONCLUSION

Findings of the Research

In this research promotion, pay, working condition and work itself were considered four job satisfaction dimensions.

In connection with promotion, 76.7% of employees agreed that there is high level for promotion in the organization and 20% of employees also agreed that there is high level of fair promotion in that organization. Therefore, it was found that there is fair promotion in the selected organization.

Further promotion with employee's performance has high positive relationship. This can be proved through correlation between promotion and employee performance is positive. Hence, it can be said that the selected organization maintain fair promotion and it also has a positive moderate impact on their performance.

In relation with pay, 66.7% of employees agreed that there is high level of reasonable pay system in the selected organization .23.3% of employees also agreed that there is high level of reasonable pay system in that

organization. Therefore, it has found that there is reasonable pay system in the selected organization. The relationship between pay and employee performance is high positive. This can be proved through correlation. The correlation between pay and employee performance is high positive. Hence, it was found that the selected organization provides reasonable pay system to their employees and it also has a positive high impact on their performance.

Regarding with work itself, 76.7% of employees agreed that there is high level work itself and only 13.3% of employees agreed that there is high level of employees work itself in the selected organization. Therefore, it was found that averagely there is high level work itself in the selected organization. The correlation between works itself and employee's performance is positive. That is, there is a positive relationship between these two variables. Therefore, it was found that in the selected organization there is a high level work itself as it also has positive impact on employee's performance.

In relation to working condition 73.3% of employees agreed that there is high level of good working condition in the selected organization. Also only 20% of employees agreed that there is high-level of good working condition there. Therefore, it was found that high level of good working condition exists in the selected organization further, the correlation between working condition and employee performance is positive. That is, good working condition

has positive impact on employee's performance.

Therefore, totally it can be found that fair promotion, reasonable pay system, work itself and good working conditions increase job satisfaction of employees and this also leads to considerable positive impact on their performance. That is at 5% of significance level, the relationship between job satisfaction and employee's performance is accepted.

Testing of hypotheses

Data analyzed are found to supportive in order to examine the hypotheses this researcher has been carried on the basis of the following hypotheses

H₁: There is a positive relationship between promotion and work performance.

H₂: There is a positive relationship between pay and work performance.

H₃: There is a positive relationship between working condition and work performance.

H₄: There is a positive relationship between works itself and work performance.

At first it is necessary to find out whether there is relationship between job satisfaction and employees performance or not. By using

F test 5% of significance level, the relationship between to two variables is accepted.

That is, calculated value is equal to 32.509366. By using statistical table, for the critical value of f distribution with 5% of significance level the table value is equal to

$$F_{55, 0.05}^4 = 2.54$$

In this case, calculated value is greater than table value, the relationship between two variables are accepted with 95% of truth

Suggestions to improve employee's performance through job satisfaction

The entire formulated hypothesis has been accepted, it is necessary to improve employee's performance through job satisfaction. Following are some suggestions given to improve employee's performance.

1. Organization should develop good working condition. This facilitates employees to do their work effectively.
2. Organization should develop good relationship among employees. Through which, Job satisfaction of employees is enhanced. As a research employee's performance will be at high level.
3. Organization should induce employees to perform well. This can be achieved by providing reward, motivations, other benefits etc.
4. Employees should be trained to adopt new technology and or develop their career.
5. Organization should evaluate employees' performance. The feedback

about the quality & quantity of performance, will be provided to improve their performance.

6. Organization should provide unbiased promotion. That is promotion should be provided based on the qualification of employees and /or experience.
7. Organization should implement equal employment opportunities. That is employees should not discriminate against female, minority or old worker.
8. Organization should design working procedure including hours' work, over time payment, hour's payment.
9. Proper working environment should be designed. In that organization should provide adequate facilities employees to do their works such as appropriate equipment, work breaks, work sharing?
10. Organization should design good grievance procedure disciplinary procedure separation procedure etc.

Suggestion for further research

There are so many factors influencing job satisfaction such as goods relationship with co-workers & supervisors, rewards, bring benefits. Working condition, promotion, supervision, frustration and alienation nature of technology, work itself, stress at work, pay, conflict level etc. But, the researcher only considered four variables; promotion, pay, work itself, working condition. Therefore, in future, to decide to conduct this research, various other factors should also be taken into consideration.



This research only covered up Muthur people's banks. But in Sri Lanka even Muthur district there are several banking sectors and other organization. Therefore, in future to decide to conduct this research, there are several organizations and/or

banking sectors should be included. Further sample is able to be selected represent whole population. Further extension of sample size, will be able to represent the whole population.

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