

A REVIEW OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE

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Abstract: In today's increasing competitive environment, organizations recognize the internal human element as a fundamental source of improvement. On one hand, managers are concentrating on employees' wellbeing, wants, needs, personal goals and desires, to understand the job satisfaction. And on the other hand, managers take organizational decisions based on the employees' performance. The purpose of this study is to identify the factors influencing job satisfaction and the determinants of employee performance, and accordingly reviewing the relationship between them. This study is a qualitative research that focuses on exploring the influence of job satisfaction on employee performance and vice, the influence of employee performance on job satisfaction. The study also examines the nature of the relationship between these two variables. The study reveals the dual direction of the relationship that composes a cycle cause and effect relationship, so satisfaction leads to performance and performance leads to satisfaction through number of mediating factors. Successful organizations are those who apply periodic satisfaction and performance measurement tests to track the level of these important variables and set the corrective actions.

Keywords: Satisfaction, Performance, Organizational behaviour, Employee behaviour, Productivity.

INTRODUCTION

In today's increasing competitive environment, Organizations face a lot of challenges. Indermun and Bayat (2013) stated that many organizations are struggling to be strong competitor to achieve its goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their productivity and attain overall organizations objectives (Indermun & Bayat, 2013). Therefore, organizations are concerned about the relations between employee and the level of satisfaction and considered to be critical issue in relation with organization performance and improvement. Locke (1976) defined employee satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. There are many factors affect employees job satisfaction. Job

satisfaction derives from intrinsic factors that are related to work and extrinsic factors which are related to instrumental values (Watson, 2012). While Aziri (2011) mentioned that job satisfaction is under the influence of many factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions. Understanding job performance for each employee is essential as organizational decisions are based on individual performance (Sonnetag, Volmer, Spsychala, 2008), leading to an organizational success. Performance is defined as "behavior that accomplishes results" (Armstrong & Taylor, 2014) or whether an employee is doing well at his job or not (Javed, Balouch, & Hassan, 2014).

Employee performance is influenced by lots of determinants. Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors, the task characteristics, the economic factors, and the organizational context. Skibba (2002) stated that the relationship between job satisfaction and job performance is one of the most researched areas in organizational psychology sector. There are lots of researches tested the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance and there is an impact of employee performance on job satisfaction (Skibba, 2002). Accordingly, an qualitative study is conducted to capture the reality of the relation between job satisfaction and employee performance in greater details. Numerous secondary data collection sources have been covered to get close understanding of the research subject and to look at previous researchers' work in the same domain.

LITERATURE REVIEW

Job Satisfaction in Literature it's crucial to the management in order to improve organizational overall performance to understand job satisfaction (Putman, 2002). The definition of Job satisfaction is described by many authors. Some of the most commonly definitions are described in the text below. Robert Hoppock made a huge contribution in defining job satisfaction and suggests important professional guidance in a time when job satisfaction research was in its early stages (Cucina & Bowling, 2015). Hoppock as cited in Aziri (2011) was one of the firsts who brought the term job satisfaction in to attention. He defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job". Job satisfaction was defined by Locke (1976) as "a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences". Saiyadain (2009) defined Job satisfaction as the "End state of feeling". The Feelings could be either positive or negative depending on whether needs are satisfied or not (Saiyadain, 2009). Job satisfaction is "a positive feeling about a job, resulting from assessing and evaluating its characteristics" (Robbins & Judge, 2013). People, who have positive feelings about their job, hold a high level of job satisfaction, while People, who have negative feelings about their job, hold a low level of job satisfaction (Robbins & Judge, 2013).

Armstrong et al. (2014) defined Job satisfaction as “the attitudes and feelings people have about their work”. He stated that the indication whether a person is satisfied or dissatisfied depends on his attitude toward his job, a person who feels and think positively toward his job, then he’s satisfied and vice versa. It is crucial to understand and recognize the human element in any organization. A successful organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement (Gupta, Kaur, Gupta , Jain , & Sharma, 2012).

Job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of business organizations. Now days’ organizations and managements are concentrating on employees’ wellbeing and focusing on understanding their wants, needs, personal goals and desires. Satisfied employee is a happy employee and a happy employee is a successful employee. The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. (Aziri, 2011). Job satisfaction has significant effect on organizational measures, such as customer satisfaction and financial measures. Hence achieve organizational success and competitiveness (Saari& Judge, 2004). Spector (1997) lists three perspectives explaining the importance of assessing job satisfaction. First, the humanitarian perspective, organizations should be aware toward the importance of treating employees fairly and with respect. Second, utilitarian perspective, job satisfaction or dissatisfaction can have great influence on the employees’ behaviour which will affect the functioning and activities of the organization's business. Therefore, job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation in different organizational units, organizational unit changes that would boost performance could be made (Spector, 1997). Job satisfaction is under the influence of a series of factors. Spector (1997) stated that Job satisfaction facets include: reward such as pay or fringe benefits, co-workers or supervisors, nature of work itself and the organization itself. While Aziri (2011) mentioned that job satisfaction is under the influence of many factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions. Many researchers have discussed the Herzberg’s two-factor model or motivation-hygiene theory which illustrates two factors that affect job satisfaction, intrinsic job satisfaction factors or the motivator satisfaction factors and extrinsic job satisfaction factors or preventing dissatisfaction factors. Intrinsic factors are derived from achievement, recognition, responsibility, advancement, growth, and the work itself. Although their absence was not necessarily dissatisfying, when present, they could be a motivational force. While the hygiene factors or the extrinsic factors are supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and personal life. They are not necessarily satisfying, but their absence could cause dissatisfaction (Aziri, 2011; Fugar, 2007). Armstrong et al. (2014) has mentioned three levels of influencing factors that affect job satisfaction: first, the intrinsic motivating factors

which relate to job content, especially the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy and feedback. Second, the quality of supervision: supervision is the most important determinant of worker attitudes. Third, success or failure: success obviously creates satisfaction; on the other hand failure will definitely create dissatisfaction. When a person works hard and uses his maximum capabilities to prove to himself and to the others that he is capable, success and have the potential, it will boost his feelings and give him satisfaction. While another person who constantly fails to full fill the tasks as it should be, it will create dissatisfactory emotions (Armstrong & Taylor, 2014). According to Gupta et al. (2012) Job satisfaction is affected by four main variables: First, the individual factors, second, the social factors, third, the cultural factors. Last factor but not least is the organizational and environmental factors(Gupta, Kaur, Gupta , Jain , & Sharma, 2012). Further variables that affect job satisfaction are psychological empowerment (Al-Hosam, Ahmed, Ahmed, & Joarder, 2016). Employee empowerment refers to the extent to which employees are having the incentive to carry responsibility and make decisions without referring to the management (Michailova, 2002). Flexible work arrangement (FWA) is another variable that can affect job satisfaction. FWA can be defined as "the extent of flexibility about the work timing, work location and how much one works" (Chen, 2015).

2. Employee Performance in Literature Understanding the performance of each employee is essential as the crucial management decisions are based on individual performance (Sonnetag, Volmer, & Spsychala, 2008), leading to an organizational success. Performance is defined as "behaviour that accomplishes results" (Armstrong & Taylor, 2014). Individual job performance is defined as "things that people actually do, actions they take, that contribute to the organization's goals" (Campbell & Wiernik, 2015). Moreover, performance behaviours are "the total set of work related behaviours that the organizations expect the individual to display" (Griffin, 2005). Lots of researchers examine two types of individual job performance. First one is the task performance (Kappagoda, 2012) or the in-role performance (University of Minnesota Libraries Publishing, 2015), and the other is the contextual performance (Kappagoda, 2012) or the organizational citizenship behaviours (OCBs) (University of Minnesota Libraries Publishing, 2015). However, some researchers identified new types of job performance that is going to be defied in the following. Robbins et al. (2013) listed three major types of behaviour that constitute performance at work. The first one is task performance which is "performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks". The second type is citizenship which is the "actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, and treating co-workers with respect". While counter-productivity - as negative behaviours - are the "actions that actively damage the organization. These behaviours include stealing, damaging company property, and behaving aggressively toward co-workers (Robbins & Judge, 2013). Sonnetag et al. (2008) added "adaptive performance" to the task performance and contextual performance, which refers to the flexibility and proficiency of integrating new learning

experiences (Sonnentag, Volmer, & Spychala, 2008). The performance is a multi-dimensional concept that consists of two aspects: the behavioural (process) aspect and the outcome (result) aspects (Armstrong & Taylor, 2014). The behavioural aspect refers to "what people do at work", while the outcome aspect refers to the "results of the individual's behaviour" (Sonnentag, Volmer, & Spychala, 2008). Numerous studies have been conducted to differentiate between different aspects of job performance according to Sonnentag et al. (2008) and Campbell & Wiernik (2015). The importance of job performance extended to include both dimensions of the performance (Armstrong & Taylor, 2014). The importance of job satisfaction and performance of the employees is not limited to a particular organization, whilst it is important for any types of organizations in the economy (Kappagoda, 2012). Working hard is essential for achieving the organizational goals and objectives especially within the ever changing and evolving environment (Maulabakhsh, 2015). All types of performance are crucial for the organization's interest. Kappagoda (2012) studied job satisfaction and its impact on task and contextual performance in the banking sector. He concluded that the job satisfaction and the task performance of the bank staff has a great impact on customer satisfaction and "ultimately they affect to achieve sustainable superior performance" (Kappagoda, 2012). Also, Paul (2016) concluded that because employees are the ones who interact with the customers on a day to day basis and carry out the whole operations, their performance surely will maintain customer satisfaction (Paul, 2016). Contextual performance or citizenship enhances the organization's social network and the psychological environment that support technical tasks (Kappagoda, 2012). In an environment of tension and division of labor- such as health care - the performance of employees is an important challenge, because it is closely related to aspects of effectiveness, quality, knowledge management, financing and development of the organization (Platis, Reklitis, & Zimeras, 2015). It is interesting to note that any improvement happens in the individual level would contribute to a transformation in the organizations and community's levels as well. For example, spreading positive emotions among different elements of the chain or individuals, can transform organizations into more cohesive, more moral and more harmonious social organizations (Moccia, 2016). University of Minnesota Libraries Publishing (2015) illustrates the major predictors (determinants) of job performance as: perceptions of organizational justice and interpersonal relationships, stress, and work attitudes, particularly job satisfaction. While Campbell & Wiernik (2015) argued that the direct determinants of performance are role-specific knowledge, skill, choice behaviour regarding the direction, intensity, and duration of effort. However, Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors, the task characteristics, the economic factors, and the organizational context. Sonnentag et al. (2008) confirms that performance is a dynamic construct and that performance fluctuates within individuals and changes over time. So, the managers in the organization need to apply periodical performance measurements or performance appraisal. There are lots of methods which can be used to assess the individual work performance but "there is no ultimate criterion or even one best way" (Campbell & Wiernik, 2015). Some of them is rating, samples,

simulations, proxies and technology-enhanced assessment (Campbell & Wiernik, 2015). The existence of several measurement methods indicates the importance of capturing the level and kind of employee performance.

3. The Relationship Between Job Satisfaction and Employee Performance

There are lots of researches tested the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance since, there is a large impact of the job satisfaction on the motivation of workers, and the level of motivation has an impact on productivity, hence also on performance (Aziri, 2011). Kappagoda (2012) highlighted that the job satisfaction is one of the factors that affects the improvement of the task performance and conceptual performance. Indermun and Bayat (2013) agreed that there is an undeniable correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance (Indermun & Bayat, 2013). Employee empowerment and work place environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too (Javed, Balouch, & Hassan, 2014). According to Awan et al. (2014) there is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system. Employees' performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system (Awan & Asghar, 2014). Job Satisfaction has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and they contribute to the overall goals and success of an organization, unlike dissatisfied employees who considered as a burden for any organization (Shmailan, 2016). At the same time, there are some recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement (Aziri, 2011) especially in the volunteer work (Pugno & Depedri, 2009). A lot of researchers argued that employee performance itself affects employee's level of job satisfaction. For example, Sonnentag et al. (2008) based their in-depth performance study on the idea that high performance results in satisfaction, feelings of self-efficacy and mastery. Job performance causes job satisfaction because job performance affects self-esteem (Pugno & Depedri, 2009). According to Platis et al. (2015) a large number of factors influence employee performance one of them is the job satisfaction. And some researchers suggested that employee performance does not affects their level of satisfaction. Pugno et al. (2009) examines the relationship between job performance to job satisfaction by considering the roles of economic incentives such as reward and promotions. He ended up with a negative route from job performance to job satisfaction (Pugno&Depedri, 2009). Some researchers examine both job satisfaction and job performance together as one variable. Funmilola et al. (2013) discovered that job satisfaction dimensions jointly and independently predict job

performance. While Folami et al. (2005) studied a job context model assumes that both performance and satisfaction are outcomes of same factors.

OBJECTIVE

To review the relationship between job satisfaction and employee performance.

METHODOLOGY

To capture the reality of the relation between job satisfaction and employee performance in greater details, an qualitative approach is employed in conducting this study all the way through reaching the research objective. This method represents a better way to cover vast amount of data and "gather non-numerical data to help explain or develop a theory about a relationship" (Heffner, 2016). Also, it is suitable for exploring hidden reasons behind complex social processes such as inter-firm relationships or behaviour (Bhattacharjee, 2012). This study is an explanatory research in nature, so it uses secondary data collection sources. Text books, internet-based resources and electronic databases were used to find the necessary scientific background, journals, and articles. To ensure the reliability of the study, lots of researches have been covered and the latest have been considered in this research. Farther more, different sectors have been included in this research such as banking, accounting and medical sectors. It is a good way to ensure that the results stand up on rigorous base.

DISCUSSION AND FINDINGS

The relationship between job satisfaction and employee performance has two directions. Thus, to examine the relationship, one questions must be discussed i.e. job satisfaction impact on employee performance. Taking into consideration the factors and determinants which affect each variable. Organizations would do well if they themselves investigate this significant relationship (Indermun & Bayat, 2013). Therefore, the job satisfaction and employee performance relationship has been the object of much researches. Robbins and Judge (2013) have indicated that job satisfaction has influence on employee productivity, absenteeism, and turnover. Job satisfaction affect organizational efficiencies, increase profitability and competitive advantages (Baylor, 2010). Indermun et al. (2013) stated that Job satisfaction has a great influence on employee behaviour. It affects the way the employees perceive their job and their organization. Lots of research evidence indicate the strong relationship between job satisfaction and employee performance and the great influence of job satisfaction on performance. Indermun and Bayat (2013) research showed strong correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance (Indermun &

Bayat, 2013). Javed et al. (2014) agreed that job satisfaction affects employee performance. Employee's productivity is influenced by the level of employee satisfaction; thus, in turn impact on job performance. By discussing employee empowerment issue, it is clearly appears that empowerment and work place environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favourable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too. The high level of fair promotion, reasonable pay system appropriate work itself and good working condition leads to high level of employees' performance. In other words, employee's job satisfaction has positive impact on their performance. Existing alterative also proved this research conclusion. (Balasundaram & Brabete, 2010). According to Gupta et al. (2012) and Shmailan (2016) there is large impact of job satisfaction on employee performance. Job satisfaction affect motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. In addition, Platis et al. (2015) indicated that a large number of factors influence employee performance one of them is the job satisfaction. Kappagoda (2012) highlighted that the job satisfaction is one of the factors that have influence on the improvement of the task performance and conceptual performance. At the same time, there are some recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement (Aziri, 2011) especially in the volunteer work (Pugno&Depedri, 2009). But since there are lots of researches tested the impact of job satisfaction on employee performance and almost all of them indicated that there is an impact of job satisfaction on employee performance. The exceptional cases will not be generalized and the impact of job satisfaction and dissatisfaction on employee performance does exist. Based on Nash (1985), Spector (1997), Rose (2003), Maniram (2007), Fuger (2007), Aziri (2011), Gupta et al. (2012), Watson (2012), Armstrong et al. (2014), Chen (2015) and AHosam et al. (2016) it can be concluded that the factors affecting job satisfaction are: individual factors such as personality, education, intelligence, age, marital status, achievement, recognition, growth, success, responsibility, orientation to work, the ability to work independently and creatively work conditions. Social factors such as relationships with co- workers, group working and norms, opportunities for interaction and informal relations, relationship with head of department (lower management), relationship with top management or supervision, prompt feedback and communication received from management and seniors, participate in decision making, autonomy, empowerment, the amount of praise received for outstanding efforts, the opportunity to voice your opinion. Farther more, cultural factors like the nature and size of organization, formal structure personnel policies and procedures, nature of work (skill variety, task identity, task significance), technology and work organization, supervision and styles of leadership, management systems, trainings provided, recognition for work done, flexibility of rules and procedures and working conditions. organizational and environmental factors which relates to economic, social, technical, governmental influences, pay or salary, remuneration received, prospects for promotions, upward movement and benefits staff receives. The key determinants of

employee performance can be clearly viewed from Folami et al. (2005) point of view. Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors such as the employee education and experience, the task characteristics such as task identity and significance, the economic factors such as reward and opportunity cost, and the organizational context such as the organizational structure and the environmental uncertainty (Folami& Jacobs, 2005). Consequently, job satisfaction and employee performance shares the same factors and determinants. These factors and determinants are grouped into individual, cultural, social, organizational or environmental factors according to Gupta et al. (2012) and Folami et al. (2005). Focusing on the nature of the relationship between job satisfaction and job performance, shows that sometimes satisfaction has influence on performance through productivity (Aziri, 2011), absenteeism, turnover (Robbins & Judge, 2013), or even through happiness at work (Gupta, Kaur, Gupta, Jain, & Sharma, 2012). Also, performance may affect satisfaction through reward (Aziri, 2011) or through creating positive workplace (Moccia, 2016). Therefore, the existence of some mediating factors set in the middle between job satisfaction and employee performance proves that job satisfaction has indirect influence on employee performance and employee performance has indirect influence on job satisfaction. Hence, the hypothesis has been confirmed: H1: Job satisfaction has a direct influence on employee performance.

CONCLUSION AND RECOMMENDATIONS

In today's increasing competitive environment, organizations face a lot of challenges. Indermun and Bayat (2013) stated that many organizations are struggling to be strong competitor to achieve its goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their performance and attain overall organizations objectives (Indermun&Bayat, 2013). On one hand, job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of business organizations, because job satisfaction has significant effect on organizational measures, such as customer satisfaction and financial measures (Saari& Judge, 2004).On the other hand, understanding job performance for each employee is essential as important organizational decisions are based on individual performance (Sonntag, Volmer, &Spychala, 2008), leading to an organizational success. Both job satisfaction and employee performance has their own factors and determinants. Some of them are individual, cultural, social, organizational and environmental factors according to Gupta et al. (2012) and Folami et al. (2005). Also, managers must ensure creating a work atmosphere full of happiness as much as possible because happiness found as a mutual factor that positively affect satisfaction and performance.

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