

RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE: "HOLY GRAIL" OF INDUSTRIAL PSYCHOLOGISTS

SUBRAJIT NATH*

ABSTRACT

Job satisfaction and job performance both assume crucial part in the accomplishment of each organization. In this time, both job satisfaction and job performance are the major basic elements to be considered in the managerial decision making process with a specific end goal to lead organizations towards its goals. Most of the researches have been conducted and proven that both job satisfaction and performance are closely related with each other and have greater positive and negative impact on the organizational overall productivity and performance. This paper describes the investigation of the connection between job satisfaction and job performance, which is the most venerable research traditions in industrial-organizational psychology. This relationship has been described as the "Holy Grail" of industrial psychologists.

KEYWORDS: Job Satisfaction, Job Performance, Industrial Psychologists, Industrial-Organizational Psychology.

INTRODUCTION

The connection between job satisfaction and performance is as yet open to address; it is imprudent to expect that high job satisfaction prompts high performance, or that high entertainers are happy with their jobs (Euske et al., 1980) [1]. Various investigations demonstrate a frail connection (Petty et al., 1984) [2], (Iaffaldano and Muchinsky, 1985) [3] while others (Caldwell and O'Reilly, 1990) [4], (Spector, 1997) [5] suggest a potential connection amongst satisfaction and performance. The circumstances and end results determinants are as yet indistinct

and it can't be expected that satisfaction prompts high performance, or that high entertainers are essentially happy with their jobs (Euske et al., 1980) [6].

There are distinctive variables that can influence the level of employee's satisfaction. Some of these factors include opportunity for advancement, work place environment, financial reward, and relationship with supervisors. The happier the employees with the job the more level of satisfy they are to have.

* MBA Final Year Student, Department of Management Studies, NIT Silchar.

Correspondence E-mail Id: editor@eurekajournals.com

Job satisfaction contrasts from inspiration however they are certain identified with each other. Job configuration means to build job satisfaction and performance strategies incorporate job rotation, job enlargement and job improvement. Job satisfaction is an essential angle which is every year estimated by any organization. The basic method to quantify it is to utilize a rating scale in which employees report their input about the job. Inquiries identify with guidelines of pay, work duties, special openings and association with collaborators. A few inquiries are yes or No replied, and others are a 1-5 scale to quantify the satisfaction of employees from exceptionally fulfilled to unsatisfied and everything relies upon the HR strategy.

LITERATURE REVIEW BASED ON RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

Alf Crossman, Bassem Abou-Zaki [13] (2003) in their article titled "Job satisfaction and employee performance of Lebanese banking staff" has researched the associations between work satisfaction, solitary occupation aspects, socio-measurement variables and work execution in the Lebanese business managing an account part. The example comprises of 202 representatives from nine business banks. The outcomes demonstrate that activity fulfilment isn't free in all activity features and that fulfilment with one aspect may prompt fulfilment with another. Female representatives were observed to be less happy with all aspects aside from pay. Those with bring down instructive capabilities were slightest fulfilled. Self-revealed work execution was found to increment with residency.

Cheng-Liang Yang, Mark Hwang [14] (2014) in their paper titled "*Personality traits and simultaneous reciprocal influences between job performance and job satisfaction*". This paper expects to test the associations among three

basic factors in the organization of Chinese agents: personality trademark, work execution and business satisfaction. A causal model is created to theorize how identity quality influences work execution and fulfilment and how work execution and fulfilment at the same time influence each other. The overview was led from October to November 2009. Altogether, 414 surveys were conveyed and 392 were returned. Utilizing information gathered, the hypothetical model is exactly approved. Basic condition demonstrating utilizing LISREL 8.8 is utilized to test the causal model. This investigation adds to the writing by illuminating the conflicting discoveries of causal connection between work execution and employment fulfilment in past examinations. A half breed hypothesis of expectance and value is progressed in this examination to clarify the outcomes.

Ching Tsung Jen [15] (2013) in his article titled "*The influence of conflict centrality and task interdependency on individual performance and job satisfaction*" has dissect the associations between centrality inside clash systems, singular execution, and employment fulfilment from the point of view of informal organizations. The mediating impacts of assignment interdependency on these associations are additionally inspected. Utilizing the informal organization overview approach, the experimental information from 310 architects of an extensive R&D Institute subsidiary with the Ministry of National Defense in Taiwan were gathered. The outcomes demonstrate that centrality inside relationship struggle systems was adversely identified with singular execution and employment fulfilment. Be that as it may, centrality inside errand struggle systems was decidedly identified with singular execution and employment fulfilment Task interdependency mitigates the negative impact of relationship clashes on singular execution and occupation fulfilment, and the positive impact of assignment strife on work fulfilment. As the confirmation in

this examination originated from the workers of one association, future investigations ought to support discoveries by looking over more associations.

Dennis M. Patten[16] (2005) in his article titled "*An analysis of the impact of locus-of-control on internal auditor job performance and satisfaction*" has analyze whether inward reviewers' activity execution as well as employment fulfilment are related to contrasts in the identity variable locus-of-control (LOC) and its connection to apparent review structure. A test of 50 inner evaluators drawn from six US firms finished a study instrument used to distinguish respondents' level of LOC, saw review structure and occupation fulfilment. Execution evaluations were given by members' managers. They think about finds that those interior reviewers with more inner LOC inclinations seem to outflank partners with more outer characteristics. As opposed to desires, announced occupation fulfilment levels for internals are not essentially not quite the same as test individuals with more outside LOC. Notwithstanding, inside reviewers with a clear clash between their LOC and their apparent level of review structure do report fundamentally bring down levels of employment fulfilment than accomplices without such conflict.

Eric G. Harris, David E. Fleming [17], (2017) in their article entitled "*The productive service employee: personality, stress, satisfaction and performance*", have examine the trait antecedents and outcomes of frontline employee productivity propensity. The study is the first to use a job demands-resources perspective on productivity propensity and it reveals that the inclusion of the construct into service worker personality studies significantly improves the explanatory ability of hypothesized models. the characteristic precursors and results of cutting edge worker profitability penchant. The investigation is the first to utilize an occupation requests assets point of view on profitability inclination and it uncovers that the incorporation

of the build into benefit laborer identity considers essentially enhances the logical capacity of speculated models. The think about takes after a vocation requests assets viewpoint and utilizations an experimental examination that included two subsamples: managing an account and social insurance. Way examinations were performed utilizing two-amass displaying to test the speculations. Intervention and progressive relapses were additionally used. The discoveries demonstrate that the honesty characteristic consistently affects profitability inclination. All the more imperatively, the discoveries uncover that efficiency penchant impacts part equivocalness, work fulfilment and self-evaluated benefit execution and that the expansion of the develop into identity contemplates altogether enhances the logical capacity of identity models. This investigation shows additional confirmation that profitability affinity is an essential develop in administrations investigate. Past beforehand settled impacts on main concern benefit efficiency and administrator appraised work execution, the present work demonstrates that it additionally impacts FLE stress, engagement and work outcomes. Managers work under weights to guarantee benefit efficiency and are very much aware of the significance of choosing work candidates who will fit the administration part.

Gordon Abekah-Nkrumah, Roger Ayimbillah Atinga [18], (2013) in their article entitled "*Exploring the link between organizational justice and job satisfaction and performance in Ghanaian hospitals: Do demographic factors play a mediating role?*", have examine whether hierarchical equity (distributive Equity, procedural equity and interactional equity) predicts work fulfilment and execution of wellbeing Experts and whether the statistic qualities of doctor's facility representatives intervene the relationship between work environment equity and occupation fulfilment and execution. Surveys were regulated to an example of 300 respondents in seven healing

centers utilizing helpful testing. Theories were tried utilizing various also, progressive relapse models. The paper built up that distributive equity, procedural equity and interactional equity anticipate work fulfilment and execution of wellbeing experts. In any case, their statistic attributes are appeared to halfway intervene the connection between authoritative equity and employment fulfilment yet not execution. Allowed that different examinations exist, this is one of only a handful couple of that spotlights on doctor's facilities what's more, most likely the first of its kind in Ghanaian healing facilities.

Jui-Chen Chen, Colin Silverthorne [19], (2008) in their article entitled "*The impact of locus of control on job stress, job performance and job satisfaction in Taiwan*", have examine the connections between locus of control and the business related behavioral measures of occupation stretch, work fulfilment and employment execution in Taiwan. Subjects were drawn from a pool of bookkeeping experts who finished a survey made up of substantial and solid instruments that deliberate each of the factors studied. The discoveries show that one part of a bookkeepers' identity, as estimated by locus of control, assumes an imperative part in foreseeing in the level of occupation fulfilment, stretch and execution in CPA firms in Taiwan. People with a higher interior locus of control are more prone to have bring down levels of employment push and larger amounts of occupation execution and fulfilment. The outcomes show that locus of control assumes a critical part in the general viability of bookkeepers, even in a non-western culture like Taiwan.

Naser Valaei, Shokouh Jiroudi [20], (2016) in their paper entitled "*Job satisfaction and job performance in the media industry: A synergistic application of partial least squares path modelling*", have examine the connection between work fulfilment and worker execution in the media business and also the part of statistic factors, specifically, age, sex, wage, conjugal

status, and the level of training as all out arbitrators on this relationship. A sum of 220 substantial surveys were gathered from workers in the Malaysian media industry to look at the integrity of model fit, sign indeterminacy, estimation demonstrate, and auxiliary connections between builds. Utilizing fractional slightest squares (PLS) way displaying, this investigation presents an undeniable basic condition demonstrating approach by applying ADANCO 1.1 propelled composite demonstrating and Smart PLS 3.2.3. PLS-multi-aggregate examination is connected to look at the heterogeneity of information and test the theories on directing factors. Instalment, advancement, supervision, working conditions, associates, and nature of the work were observed to be helpful for representatives' activity execution, among which associates created the most elevated way coefficient took after by working conditions, instalment, and advancement.

Theories on the connections between incidental advantages, unexpected prizes, correspondence, and occupation execution were rejected. Age, sexual orientation, and level of training were found as mediators to the relationship between features of occupation fulfilment and representatives' activity execution.

Sununta Siengthai, Patarakhuan Pila-Ngarm [21], (2016) in their paper entitled "*The interaction effect of job redesign and job satisfaction on employee performance*", have look at the effect of work redesign and likewise that of the correspondence effect of occupation refresh and business satisfaction on representative execution. The subjective research technique is utilized, i.e., inside and out meetings, to approve the poll which is adjusted in view of the settled Job Diagnostic Survey instrument. An expansive scale poll study was led in 2012 taking the lodging and resort industry and the managing an account industry in Thailand as its examination locales. Numerous relapse examinations were used to

break down the review information got from 295 example respondent administrators. It is discovered that activity upgrade is essentially and contrarily identified with worker execution. In the meantime work fulfilment is observed to be decidedly and essentially identified with representative execution. Also, the association impact between work overhaul and occupation fulfilment is observed to be emphatically and fundamentally identified with representative execution.

Moreover, when controlled for statistic attributes of test respondents, it is discovered that being in the age gathering of 37-47 years of age is altogether and contrarily identified with representative execution. This examination learns the positive connection impact of occupation overhaul and employment fulfilment for representative execution change. These discoveries recommend that activity fulfilment emphatically moderates the impact of occupation update on representative execution.

CONCLUSION

There are different factors that can affect the level of employee's satisfaction. Some of these factors include opportunity for advancement, work place environment, financial reward, and relationship with supervisors. The happier the employees with the job the more level of satisfy they are to have. Job satisfaction differs from motivation though they are sure related to each other. Job design aims to increase job satisfaction and performance methods include job rotation, job enlargement and job improvement. Job satisfaction is a very important aspect which is annually measured by any organization. The common way to measure it is to use a rating scale in which employees report their feedback about the job. Questions relate to rules of pay, work responsibilities, promotional opportunities and relationship with co-workers and it all depends on the HR strategy.

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