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## Influence of job satisfaction on work performance

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### Abstract

Employee attitude is important to management as it determines the behavior of workers in the organization. The popular belief is that “a happy worker is a productive worker”. A happy workforce creates a comfortable atmosphere within the organization to perform well. Therefore, job satisfaction has become an important topic for research studies. It was considered which rewards (intrinsic and extrinsic) determine an employee’s job satisfaction. The research showed that there is a positive correlation between job satisfaction and employee performance.

**Keywords:** Job satisfaction, rewards, effort, achievement

### Introduction

The concept of job satisfaction consists of the feelings and attitudes one has towards one’s work. These attitudes include all aspects of negative or positive feelings about a particular job that are likely to contribute to the development of feelings of satisfaction. It can also be referred to as an employee’s overall well-being at work. There are various claims about the effect of happiness on productivity. Some think enjoying life leads to engagement and smoother interactions, thus increasing productivity. Others expect happiness to reduce motivation to strive for improvement, making them passive and dull.

To achieve this, a highly satisfied workforce is an absolute necessity to achieve high performance improvement of an organization. Happy employees make them put more effort into job performance and then work harder and better. Therefore, every organization tries to create a happy workforce to run the welfare of the organization. However, the overall performance of the organization depends on the efficient and effective performance of the organization’s individual employees. When an employee feels job satisfaction, he/she is motivated to put more effort into job performance. Then it tends to increase the overall performance of the organization. In other words, a happy individual employee and their dedication and commitment are crucial to the success of the organization.

The general purpose of this study is to determine employee satisfaction levels and to help organizations know the factors that influence employee satisfaction. In this world, most organizations conduct surveys and interviews to determine employee satisfaction levels. Job satisfaction is a comfortable emotional state that results from evaluating one’s work and work experience. Employee satisfaction or job satisfaction is quite simply how happy or satisfied employees are with their jobs. According to Lai Wan, satisfaction is an essential goal that every organization must achieve. When employee satisfaction increases, then this will result in more returns to the organization. Employee dissatisfaction adversely affects the efficiency and effectiveness of the organization. So, studying job satisfaction is one of the most important areas of starting a business <sup>[1]</sup>.

It is the common understanding that job satisfaction is an attitude towards work. In other words, job satisfaction is an affective or emotional response to different facets of one’s job. A person with high job satisfaction has a positive attitude towards their job, while a person who is dissatisfied with their job has a negative attitude towards their job.

Job satisfaction is a concept that has been widely discussed, studied and described. There are several theories about the causal relationship between compliance behavior and motivations. For example, it may well be viewed as the result of the cycle’s behavior, it may be viewed as the cause of the behavior, or it may be viewed as part of the regulatory system, including the conclusion of the results leading to a decision as to whether the modifications. The

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definitions of job satisfaction are influenced by fundamental theories. Some definitions are different approaches, job satisfaction is composed of satisfaction with different characteristics of work and job. In this approach, job satisfaction is assessed as the sum of the satisfaction reported by many different characteristics of the job and the workplace. Such an assessment reflect a perfect picture of overall employee satisfaction.

Job performance generally refers to whether or not a person does their job well. Job performance is the way employees perform their jobs. The performance of an employee is determined as part of the performance appraisal. A successful service company has invested resources in programs to increase job satisfaction and employee performance. The turnover intention is the degree to which employees leave the organization. It also reflected leaving the company or department <sup>[2]</sup>.

Managers who advocate human relations theory simply believe in participation for the sake of participation, arguing that as long as subordinates feel that they are participating and being consulted, their ego needs will be satisfied and they will be more cooperative. Occupational and organizational psychologists, business economists and sociologists pay great attention to employee satisfaction and employee engagement.

Some studies show that job performance is positively related to job satisfaction. In the labor market there is a great demand for trained, highly qualified and qualified employees. An organization's output and revenue are calculated based on the performance of its workforce <sup>[3]</sup>. It was originally found that when an employee performs better, it reflects the level of job satisfaction studied the key employee performance indicators at the hiring stage. They concluded that employee productivity is influenced by job satisfaction and motivation. Because high-performing employees demand attractive packages from employers. And now it has become a dilemma for HR experts to keep the top performer. Employee engagement is negatively impacted by low employee satisfaction and subsequently impacts organizational goal achievement and performance <sup>[4]</sup>.

Satisfied employees have a positive attitude towards their work. Satisfied workers tend to work on time, more concerned about set goals, work expeditiously, work free from errors and omissions, loyal and committed to work, less dependable, propose new ideas, tend to improve knowledge, willing to accept more responsibility, compliance with rules and regulations, less absenteeism and efforts to stay in the current job. The positive attitude increases the quality and quantity of employee performance. Therefore, such a situation is good for an organization. However, some organizations do not care about employee satisfaction. Therefore, if organizations can care more about employee job satisfaction, better performance can be expected since the relationship between satisfaction and performance is positive and significant. Managers should pay more attention to this aspect in order to improve performance. To this end, macro-level managers can educate on the importance of the concept of job satisfaction. In addition, most employees expect career advancement from their job. The existing support programs do not seem to serve this purpose sufficiently. Senior employees are also satisfied with their jobs when they have the opportunity to advance professionally. Therefore, organizations can

organize their internal programs to provide career development prospects for employees.

The main source of job satisfaction for most workers is related to job content factors rather than work context factors. such as achievement, autonomy, growth, recognition, diverse challenge, feedback, etc. Therefore, employees should be given more autonomy, responsibility, challenging and interesting work when organizations undertake job enrichment and job redesign. In other words, prioritize job content factors.

## Conclusion

There is a significant impact of job satisfaction on performance of employees in private sector organizations. Employees who are in higher levels tend to derive more satisfaction from intrinsic rewards while, employees who are in lower levels tend to derive more satisfaction with extrinsic rewards. Higher level employees are more satisfiers than the lower level employees in private sector organizations. Employees who are in highly competitive industries are more satisfied with their jobs than employees who are in less competitive industries. Professionals and Managers are willing to extend more effort to the job than non- managers. Older employees are more satisfiers than the younger employees in private sector organizations. High experienced employees tend to satisfy with their jobs than the less experienced employees in private sector organizations. Satisfied workers tend to less absenteeism to the work than low satisfied workers. High satisfaction leads to less turn over of employees in private sector organizations. Financial benefits play an important role to satisfy, retain and attract employees in private sector organizations. Satisfied employees have high commitment to the job than dissatisfied employees.

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