

## **Facets of Job Satisfaction and Its Association with Performance**

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### **Abstract**

*The study was conducted to investigate the relationship of overall job satisfaction with task and contextual performance as well as the factors of JDI (Job Descriptive Index). Banking sector staff and managers was the participants to the research, where the responses were analyzed and processed. The study found that among bank employees, different factors of JDI, work, coworkers, supervision, Pay and promotion are significant and have strong impact on overall job satisfaction level. The task and contextual performance were found to be weak predictor of job satisfaction, where overall job satisfaction is comparatively less affected by these two types of performances.*

**Key words:** Dimensions of job satisfaction, task performance, contextual performance, banking sector, Pakistan

### **Introduction**

Job satisfaction is the state in which employees feel the situation of pleasure from his or her job or it is the positive and emotional state of the employee as a result of the appraisal of his or her job and performance. Job satisfaction is the center for the consideration to know the effect on the employee's performance. Now a day, the situation has been changed; mostly it is found that employees who are working in different organization are not satisfied with their job.

The reason for dissatisfaction can be the certain factors that are effecting the job satisfaction of the employees like, feel undervalued, lack of opportunities, rifts with supervisors, Low pay scale and long working hours. Much research work on, it is not proved that job satisfaction and job performance are related or not. Bryan D Edward (2008) states that job satisfaction and job performance is related with each other and more over the contextual performance is also related with different factors of job satisfaction Throughout his studies he found that work, pay and promotion correlate with task performance and Supervision and coworkers are correlated with contextual performance.

Herzberg, Mausner; Syderman, (1930) found that good training and development also effect the productivity of the employees, and the employees will perform better in the position when they will be satisfied form their job. Rewards also affected the performance and satisfaction of the employees (Lawyer and Porter, 1967). Training and development is the major source and factor for productive and satisfied worker (Violono, 2001). Researcher had faced many problems and failed to know relationship between job satisfaction and job performance from many times and could be able to find little bit relationship but some had said that there is stronger relationship between satisfied workers with production. Several theories by the researchers and rationale have been presented Researcher have explained and presented many theories regarding the job satisfaction and job performance relationship, such as social cognitive theory explain that attitude of the employees towards job also affect the behavior of their job Fishenbein and Ajzen, 1975; Eagly and Chaiken, 1993).

Expectancy based theory explains that behaviors on the job affect on the attitude of the employees on their jobs (Expectancy based theories; Naylor, Pritchard and Ilgen, 1980) From the literature conclusion regarding the relationship between satisfaction and performance is not yet getting so that it can be concluded that relationship lies or not. Harrison, Newman and Roth (2006) identified that satisfaction to performance has great importance than performance to satisfaction in term of timing. From this it is concluded that satisfaction and job performance should be study. Through this study we would be able to know the relationship between satisfaction and job performance at facets level.

### **Literature Review**

Researchers had presented and explained many theories to explore the relationship between job satisfaction and job performance, but still they are unable to explain them. Mostly research has been done to explore certain factors that impacts on job satisfaction and job performance. Through empirical data and theory it is concluded from causal perspective that job satisfaction causes performance than performance causes satisfaction. It is the less research area because too much research has not been conducted on this area yet. Brayfield and Crockett (1955) explored that level of job satisfaction and job performance is low. Job satisfaction is the state employee has positive level towards his or her attitude from facets perspective (Smith, Kendall and Iaffaldano and Muchinsky)

Haccoun and Jeanre (1995) discussed that job satisfaction is the factor that is not only for employees well being and his or her health but certain other organizational outcomes such as attendance, motivation, actual turnover Nancy A. Flanagan, Timothy J. Flanagan (2001 and 2002) explored that professional level, relationship and communication with employee is the important and affective sources of job satisfaction. E.g Employee experience, demographic characteristics had been identified and found that there is significant relationship is found in job satisfaction and job performance.

Cynthia D. Fisher (2003) demonstrated that happy worker are more satisfied worker and more productive for the organization, Cnthiya d.Fisher (2003) explored that happy and satisfied worker are more productive at their job. Sometimes employees are thinking that satisfy that we are performing better than usual. Some of the researchers have personal opinions that happy workers will perform better. This is possible for short period of time, because if the employees think within his or her self for temporary with temporary task performance, result will be positive. From the discussion it is found that within person temporary mood, temporary task satisfaction with task performance is greater than between person job satisfaction with job performance.

Alison L. Booth and Jan C. van Ours (2008) investigated part time and working hour's satisfaction, job satisfaction and life satisfaction. In which couples they have selected and then analyzed that women job satisfaction decreases with family income and men job satisfaction increases. Women will be more satisfied when they work for 15 hours per week. They both will be happy if they are wealthy. Job and personal characteristics have a direct effect on job satisfaction reflecting unobservable variables such as personality, ability and past experiences, in addition to their indirect impact through job satisfaction domains. Lower job satisfaction has been shown to increase the proportion of the workforce intending to quit (Shields and Ward 2001). Women and men are more satisfied with their life if they are wealthy and having good income. Life satisfaction is effected by family characteristics, in a particular age of the children. Job satisfaction is considered as non-pecuniary aspect in the organizations mostly in public sector where wages of the employees are negotiated. Lower level aspect of job and characteristics are the main factors of job satisfaction. Leyden School had worked on the model of life satisfaction that satisfaction with job, health and housing are the main factors of life satisfaction.

Jin Zhang, Wei Zheng (2009) explored that commitment is playing very important role, through which job satisfaction will lead to job performance. Job satisfaction will lead the people to go for faster and excellent performance. Some suggestions from the researcher that organizational culture also impacts on the commitment through which an employee will give faster and better performance.

Azize Ergeneli, Arzu Ilsev and Pinar Bayhan Karapınar (2010) examined gender and interpretive habits normal the relationship between work family conflict and job satisfaction such that the negative effect of work family conflict and job satisfaction is stronger for employees focusing highly on deficiency, with high necessitating, and low skill recognition, referred to as stress-predisposing interpretive habits.

## Methodology

### Participants

The sample consists of (N=200) employees holding variety of jobs in Banking Sectors in different cities Pakistan. Out of 200 survey forms, 120 questionnaires were returned and all were processed. Thus the response rate of the population was 60%. JDI (Job Descriptive Index and JSJP (Job Satisfaction and job performance) instruments has been used for to collect the data from the respondents of the Banking Sectors. The mean age of the participants were 49.18 (SD= 6.3) and average tenure with the organization was 3.5 Years (SD=9.7).

### Analysis

In order to process the data and collect the results, descriptive statistic along with inferential statistical analysis was used in this study. Frequency distribution was used to understand the relative frequencies among demographics. Measure of central tendency (Mean and standard deviation) was used to determine mean age of the participant and average tenure with the organization. Multiple Regression analysis was also used, to know the magnitude of the relationship among Job satisfaction (Dependent variable) and independent. The inter-item correlation matrix was used to test this relationship whether there is a positive or negative relationship facet of job satisfaction, task and contextual performance. Each facet has been measures by means of bivariate analysis whether there is positive or negative association between each facet of job satisfaction, task and contextual performance.

## Results and Discussion

**Table I: Descriptive Statistics related to Job Satisfaction and factors of JDI**

	Overall Job satisfaction	Work	Pay	Promotion	Coworkers	Supervision	Contextual Performance	Task Performance
Mean	26.69	34.78	16.15	17.54	34.45	30.52	56.27	16.04
S.D	2.57	6.28	13.17	1.89	4.701	4.34	4.48	2.58

Table I shows that banking sector employees in term of job satisfaction are more focused on contextual performance (Mean =56.27) compare to task performance (Mean = 2.56), in simple employees are putting more time and efforts to achieve the objective of the organization. Overall bank employees are seems to be more satisfied with their coworkers (mean =34.45), work which is assigned to them (mean = 34.78) as well as supervision (mean 30.52). Employees are comparatively less satisfied with pay and promotion opportunities.

### Table 2: Correlation Matrix

Table 2, assessed that Correlations, to test the degree and direction of relationship between overall job satisfaction, Contextual performance, Task performance and factors of JDI (Job Description Index)

**Correlation Matrix**

		Overall satisfaction	Work	Pay	Promotion	Supervision	Coworkers	Contextual performance	Task performance
Overall satisfaction	Pearson Correlation								
	N								
Work	Pearson Correlation	.804**							
	Sig. (2-tailed)	.000							
	N	120							
Pay	Pearson Correlation	.489**	.363**						
	Sig. (2-tailed)	.000	.003						
	N	120	120						
Promotion	Pearson Correlation	.404**	.154	.137					
	Sig. (2-tailed)	.001	.213	.267					
	N	120	120	120					
Supervision	Pearson Correlation	.675**	.296*	.235	.336**				
	Sig. (2-tailed)	.000	.015	.055	.005				
	N	120	120	120	120				
Coworkers	Pearson Correlation	.735**	.424**	.297*	.146	.326**			
	Sig. (2-tailed)	.000	.000	.015	.238	.007			
	N	120	120	120	120	120			
Contextual performance	Pearson Correlation	-.001	-.009	-.050	-.032	-.012	.046		
	Sig. (2-tailed)	.992	.945	.685	.800	.923	.712		
	N	120	120	120	120	120	120		
Task performance	Pearson Correlation	-.223	-.238	-.056	-.017	-.134	-.146	.342**	
	Sig. (2-tailed)	.069	.052	.654	.888	.279	.238	.005	
	N	120	120	120	120	120	120	120	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Correlation among different factors of JDI, shows that all factors work ( $r= 0.804$ ,  $p< 0.01$ ), coworkers ( $r=0.735$ ,  $P< 0.01$ ), supervision ( $r= 0.675$ ,  $p< 0.01$ ), Pay ( $r= 0.489$ ,  $p< 0.01$ ) and promotion ( $r= 0.404$ ,  $p<0.01$ ) are significant. The task and contextual performance were found to be insignificant.

**Conclusion**

The study was conducted to investigate the relationship of overall job satisfaction with task and contextual performance as well as the factors of JDI (Job Descriptive Index). Banking sector staff and managers was the participants to the research, where the responses were analyzed and processed. The study found that among bank employees, different factors of JDI, work, coworkers, supervision, Pay and promotion are significant and have strong impact on overall job satisfaction level. The task and contextual performance were found to be weak predictor of job satisfaction, where overall job satisfaction is comparatively less affected by these two types of performances.

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