

IMPACT OF JOB SATISFACTION ON EMPLOYEE JOB PERFORMANCE

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Abstract:

One of the hardest things for contemporary managers to do is to keep an eye on how satisfied their employees are with their jobs. There is a strong relationship between employee motivation and work happiness, which in turn influences productivity and, ultimately, a company's performance, according to a plethora of research. Supervising staff is a crucial part of management. Understanding the importance of people to the company is the same as acknowledging the human element. An organization that is well-run usually looks to its regular workers as the engine that boosts production and quality. Such businesses put their faith in their employees, not in shareholders, as the primary drivers of success. How successfully an organization achieves its goals is a measure of its effectiveness. If people can find joy in what they do for a living, then they should be satisfied with their occupations. Job satisfaction, aptitude, and motivation are all related, yet they are not the same. Expansion, enrichment, re-engineering, and rotation are some of the methods used in job design to boost employee satisfaction and performance on the job. Other characteristics that influence happiness include management style and culture, employee empowerment, autonomy, and engagement on the job. Many firms consider workplace happiness as a crucial performance measure. This research report is based on our dissertation work. This research provides a concise overview of ways to make employees happy and dives into the mental elements of employee satisfaction. A company's satisfied customers are directly proportional to the happiness of its employees.

Introduction

The degree to which an employee feels content or dissatisfied with his job is known as job satisfaction.

It shows how well one's expectations for the job align with the benefits that the employment offers.

A new age of fierce rivalry and dynamic value equations has begun as the globe has opened its eyes to the new millennium. That group's track record of success evolved from an organised, assembly-line manufacturing mindset to one that places an emphasis on the generation of knowledge by all employees. No company can make it in today's cutthroat global marketplace without matching or exceeding its rivals' duality and cost. The facts are directing our attention to the need of shift in employee mindset, which in turn motivates them to excel in their areas of expertise by giving them greater autonomy in their work and the resources they need to complete assignments using their knowledge of cutting-edge technology.

Companies are being pushed to innovate in order to stay competitive in the current business landscape. Businesses now more than ever before must take Human Resource Management into account when making important decisions in the face of a complex and uncertain economic climate. The most important of them is the fast development of technology, but others include a more diverse pool of human resources, shifting value systems, and intense rivalry. Human resource management, or the art of getting things done, will play a significant role in determining our level of success in today's highly competitive and difficult corporate environment. To rise to the difficulties of the new century and attain excellence, responsible trade unionism, productivity-oriented work practices, and aggressive professional management, the traditional function of man managers has changed dramatically. A new age of fierce rivalry and dynamic value equations has begun as the globe has opened its eyes to the new millennium. The fact that the company has shifted its emphasis from organised, assembly-line

manufacturing to the generation of new knowledge by every single employee. No company can make it in today's cutthroat global marketplace without matching or exceeding its rivals' duality and cost. The facts are directing our attention to the need of shift in employee mindset, which in turn motivates them to excel in their areas of expertise by giving them greater autonomy in their work and the resources they need to complete assignments using their knowledge of cutting-edge technology.

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Literature Survey

According to Judge and Church (2000), job satisfaction has been studied more than any other work attitude and is among the most examined topics in Industrial/Organizational Psychology. A sense of fulfilment in one's work has been portrayed in several theories of employee motivation. Furthermore, numerous theories have attempted to elucidate the nature and impact of job satisfaction. These include Maslow's Hierarchy of Needs (1943), Herzberg's Two-Factor (Motivator-Hygiene) Theory (1968), Adam's Equity Theory (1965), Porter and Lawler's (1968) modified version of Vroom's (1964) VIE Model, Locke's (1969) Discrepancy Theory, Hackman and Oldham's (1976) Job Characteristics Model, Range of Affect Theory, Locke's (1976) Social Learning Theory, Bandura's (1977) Social

Learning Theory, and Landy's (1978) Opponent Process Theory.

Job satisfaction has been associated with a wide range of positive outcomes, including increased output, decreased motivation, decreased absenteeism or tardiness, fewer accidents, better mental and physical health, and overall happiness with life (Landy, 1978). Research has generally agreed on the premise that an individual's emotional state is influenced by their interactions with their work environment. People often use titles like "doctor," "lawyer," or "teacher" to describe themselves. Research so heavily emphasises the importance of an individual's well-being at work (Judge & Klinger, 2007).

Locke (1976) offered the most often agreed-upon definition of work satisfaction, which he described as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Furthermore, there are behavioural, emotional, and cognitive aspects to work satisfaction (Bernstein & Nash, 2008). Feelings like enthusiasm, fear, or boredom related to the work make up the emotional component. Considerations like how intellectually taxing and difficult one's work is are examples of what the cognitive component of job satisfaction means. As a last point, the behavioural component takes into account how individuals behave in connection to their job. Some examples of such behaviour include showing up late to work or making up an illness to get out of responsibility (Bernstein & Nash, 2008).

Based on how people feel about their work, two distinct kinds of job satisfaction exist. Worldwide contentment with one's employment is the most researched and first of these factors (Mueller & Kim, 2008). The second is the level of happiness with certain elements of one's employment, such as the money they make, the perks they get, and the rapport they have with their coworkers (Mueller & Kim, 2008). Kerber and Campbell (1987) suggested that gauging work aspect satisfaction may be useful for pinpointing which parts of a job could have some tweaking. Organisations may be able to use the findings to either increase employee happiness on the work or better understand problems like high turnover rates (Kerber & Campbell, 1987).

Need for the Study

When employees put in long hours and provide high quality results, the company benefits. Also, workers who do the bare minimum to get their jobs done may be a major roadblock for any business. Therefore, to ensure optimal productivity, it is essential to attend to the employee's work happiness. Finding out how

satisfied workers are with their jobs and what variables contribute to that happiness is the goal of the current research.

Objective of the Study

1. To investigate how content workers are with their jobs.
2. To look at how workers feel about their company.
3. To identify the elements that impact an employee's level of satisfaction.
4. Based on the data, identify the strengths and limitations of the business name as it pertains to human resources.

Scope of the study

Job satisfaction and its impact on employees are the primary foci of the research. It also highlights how workers feel about different challenges and offers suggestions on how to make them happier.

These considerations formed the foundation of the research:

Environment at work

- a. Job description
- b. Team dynamic d) Salary and perks
- c. Interaction with superiors and coworkers
- d. f) Expression of ideas g) Independence
- e. h) Possibilities for professional growth

Methodology

Exploratory and descriptive research methods were used in this study.

Design of sampling

- a. Method of Data Collection: A Random Sample
- b. Sample size: One hundred participants drawn from five IT companies, including:
 1. TCS
 2. Wipro
 3. Accenture
 4. Infosys

Fifthly, Tech Mahindra

Frame for sampling:

Members of the sample units can be employees of IT companies based in Hyderabad.
Information Gathering Mechanisms

1. Primary data sources:

The data for this study came from questionnaires. Stories on employee retention, HR textbooks, journals, and business newspaper stories made up the secondary data.

Analysing data

The research used charts, tables, and percentage analysis. The null hypothesis (H0) states: The following factors do not correlate with one another: autonomy, communication, work environment, kind of job, work group, compensation and benefits, employee relations, and development possibilities inside an organisation.

Workplace factors such as autonomy, communication, nature of job, work group, compensation and benefits, employee relations, and development possibilities are strongly correlated with one another.

Limitation of the Study

1. Hyderabad is the only focus of the investigation.
2. The contentment of IT company workers with their jobs is the basis of the research.
3. For many causes, the workers' replies could be biased.
4. There is a 45-day time restriction on the project.

Company Profile

Regarding contentment in one's work life, there are a number of false beliefs that circulate. According to Syptak, Marsland, and Ulmer (1999), one common misconception is that contented workers are more productive. Although some studies have shown a positive correlation between contented workers and increased output, the majority of studies have failed to find any evidence that this is the case (Bassett, 1994). Another misconception is that money talks when it comes to job happiness. In reality, it's the work environment that matters most to workers

(Berry, 1997). It is possible to have a well-paying career and yet be unhappy if the work is monotonous and doesn't challenge you. Actually, if the work is sufficiently engaging or difficult, even a low-paying job may be considered gratifying. Determining an employee's level of job satisfaction involves taking into account a lot of different aspects, and it's not always straightforward to figure out which aspects are most important to different workers. How satisfied a person is with their job depends on a number of factors unique to the individual and the specifics of their work environment.

What Makes People Happy or Unhappy at Work?

Because humans are inherently judgemental, we interpret our work experiences as positive or negative, and as a result, we form opinions about our job and our employer based on these impressions (Jex, 2002). How positively a person views their employment, and more especially their attitude towards their profession, is likely impacted by a multitude of factors. Numerous elements that seem to contribute to either work satisfaction or organisational commitment have been uncovered through years of comprehensive study by I/O psychologists (Glisson&Durick, 1988). Some studies have looked at job features, others at social information processing (organisational traits), and yet others at worker dispositions as potential explanations for how job satisfaction develops (Glisson&Durick, 1988; Jex, 2002)

How to Put Work Happiness to Use at Your Company

The subjective and situational character of work satisfaction makes it a difficult notion to understand in the context of its practical implementation. What motivates one worker could not motivate another. Among workers, one may place a premium on pay, while another may value independence more. Regrettably, it is quite unlikely that an employee's work happiness would be impacted by only one issue. Many elements of a job may be controlled by an organisation to boost employee happiness, according to Syptak, Marsland, and Ulmer (1999), including: Dissatisfaction is less likely to occur when the company's policies are transparent, equitable, and implemented uniformly to all workers. Consequently, being fair and clear are crucial, and they may greatly improve employee attitude. To illustrate the point, consider a corporation that mandates uniformly long lunch breaks for all workers. When employees see this as the usual, they are less likely to squander time and are more likely to be productive.

- Compensation and Benefits — Raising employee satisfaction may be achieved by ensuring that pay and benefits are competitive with those of competing organisations. Companies that want to make competitive products also have to pay their employees competitive salaries. When workers are given competitive pay, they are more content with their job and less likely to leave for greener pastures.
- Social and Interpersonal Skills—Providing workers with opportunities to build social skills into their employment may boost happiness and foster collaboration. When employees get along well with one another, it may have a positive effect on the company overall. After all, collaboration is key to any successful business. People are more invested in doing their part and not letting their coworkers down when they are able to form connections at work.
- Working Conditions—Reducing unhappiness may be as simple as keeping facilities and equipment up-to-date and ensuring that workers have sufficient personal workspace. Employees are less productive when they are crammed into a small space and when they have to deal with broken equipment. Making sure workers are in the right roles to use their skills may increase pleasure, which brings us to our first point: achievement. When workers are doing meaningful work that challenges them, they are more likely to use their skills to realise their full potential. One way to find happiness is to take the time to recognise when someone has done a good job. An employee's morale and productivity may be greatly enhanced by providing them with constructive criticism.
- Autonomy—Maybe boosting happiness might be as simple as letting workers decide how they want to go about their job. When workers feel they have some control over the results of their labour, they may be more satisfied with their jobs overall. Allowing workers who demonstrate outstanding performance and loyalty the opportunity to progress will go a long way towards ensuring their contentment. Employees are more likely to be satisfied with their jobs after receiving a promotion and a new title. Employees place a high value on job security, which is especially important during economic downturns. Employees are more likely to be satisfied with their work lives after receiving reassurance that their jobs are secure.
- Work-life Balance Practices—As the typical family dynamic evolves, it is crucial for employers to acknowledge the fine juggling act their workers do between their personal and professional lives. In order to keep people happy in their jobs, policies should be put in place that address their common personal and family requirements. While there are many facets to a job, one research by the Families and Work Institute found that a select

handful contributed significantly to workers' happiness on the job. Their research found that 70% of the variables impacting job satisfaction were related to workplace support and job quality. Measures of Job Satisfaction, it is surprising that pay and perks only make up 2% (Employee Retention Headquarters, n.d.). Based on what Fields (2002) lays forth, here are some ways to gauge contentment in the workplace: One component of the Michigan Organisational Assessment Questionnaire (OAQ) is the Overall Job Satisfaction scale, which was created by Cammann, Fichman, Jenkins, and Klesh (1983). Workers' subjective reactions to their jobs and employers are captured in three questions that make up this measure (Fields, 2002, p. 20).

- a) Work
- b) Pay & rewards
- c) Motivation
- d) Others

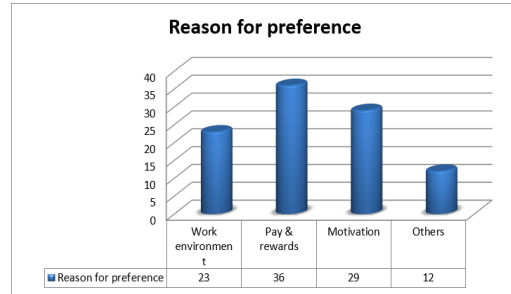


Figure 5.2

Data Analysis

1. Have you been an employee of this company for a while now?

- a) Less than 5 yrs
- b) 5-10yrs
- c) Above 10 yrs

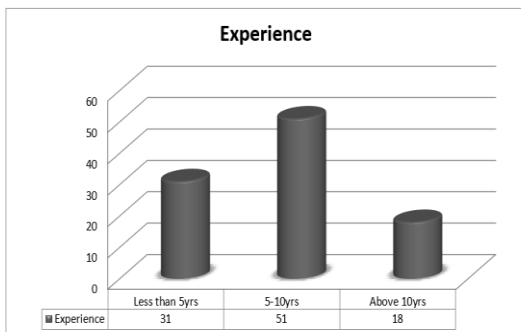


Figure 5.1

Interpretation

The following is a breakdown of the respondents' years of experience: 31 with less than 5 years, 51 with 5–10 years, and 18 with more than 10 years.

1. With a tenure exceeding ten years, what is the primary rationale of continuing with the current organisation?

Interpretation

Out of a total of 100 respondents, 23 expressed a preference for the work environment, 36 for compensation and benefits, 29 for inspiration, and 12 for other reasons.

3) Your company does a good job of keeping tabs on how satisfied your employees are. In what ways does this sentence resonate with you?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly

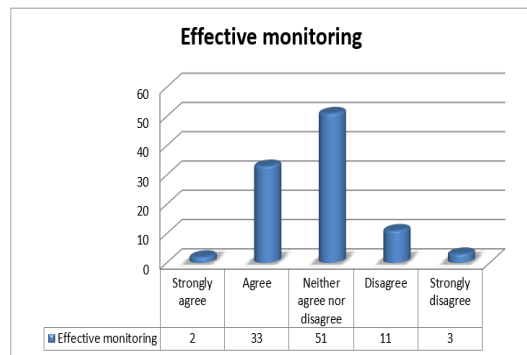


Figure 5.3

Interpretation

While fourteen people are dissatisfied with the organization's monitoring, thirty-five people are

happy with it. A total of fifty-one respondents were indifferent.

3) How happy are you with the role you play in management's decision-making process?

- a. Yes
- b. No
- c. To some extent

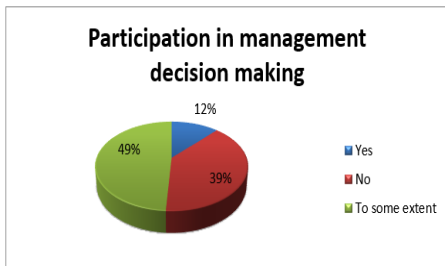


Figure 5.4

Interpretation

Just 12% of those who took the survey have really had a say in management decisions, while 39% have said they had no say at all. Nearly half of all responders (49% to be exact) have taken part.

4) Is there an opportunity for employees to be recognised for their hard work at your company?

- a. Yes
- b. No
- c. To some extent

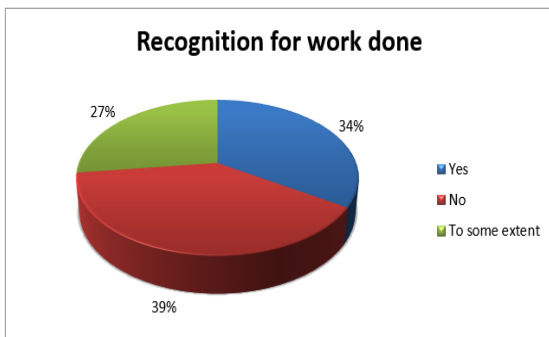


Figure 5.5

Interpretation

The results show that 39% of people think the company has not acknowledged their efforts, while 34% have accepted that the company has acknowledged their labour. When asked about their feelings on employee appreciation, 27% of people said they were unsure.

5) How happy are you with the benefits your company offers?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Not satisfied
- e) Not at all satisfied

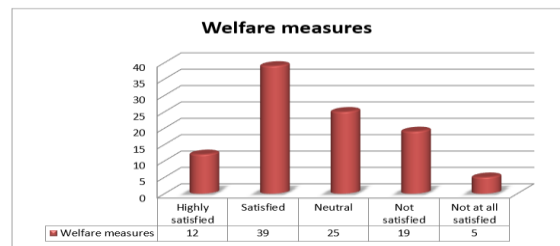


Figure 5.6

Interpretation

The organization's welfare efforts have been met with satisfaction by 51 respondents, while 24 have expressed dissatisfaction. A total of twenty-five respondents remained agnostic.

Conclusion

In order to have a better understanding of how satisfied IT workers are with their jobs and associated matters, a survey was conducted to gauge employee satisfaction. The researchers set out to identify the variables that influence workers' happiness on the workplace and the steps their bosses take to improve their situation. As an added bonus, it reveals how different variables affect employee happiness. Staff members of information technology firms in Hyderabad serve as the study's respondents. Convenience sampling was the method used for sampling. Working environment, kind of job, work group, compensation and benefits, relationship with boss and peers, communication, autonomy, and developmental possibilities are the main aspects that are based on the complete research. A working hypothesis is developed demonstrating that none of these variables are associated with the worker's

contentment with his employment. Time was another constraint that was addressed in the research.

Graphs, charts, and other visual aids were used to examine the data retrieved from both primary and secondary sources. Most workers are happy in their jobs and like being part of the company, according to the survey. Additionally, workers are dissatisfied with a number of aspects, including pay, benefits, autonomy, and prospects for professional growth. It is clear from the research as a whole that the company excels at paying its workers a fair wage and distributing tasks appropriately. In order to boost employee happiness, it should focus on enhancing a few key areas.

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