

Association between Job Satisfaction and Job performance across Three -level of employees.

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Abstract: This paper attempts to study possible variation between job satisfaction and job performance when one looks from a different hierarchy. Job satisfaction and its connection with job performance can be influenced based on different hierarchy. Employees Job designation, roles, responsibility and hierarchy plays a crucial role in access to information like the reason behind setting a particular goal, the rationality behind any decisions made by the management, internal policies, performance appraisal, welfare measures and many more. This, in turn, can help the employees in the middle level to understand the organization and it might reflect in employee engagement, whereas lower-level employees cannot access to all the information

Keywords: Job satisfaction, Performance of employees, Hierarchy

Introduction :

Employee performance is key to any organisations achievement in its desired goals and objective. In the process of achieving their goals, organisations provide an able environment and suitable culture for their employees so that they can contribute towards that achievement. When organisations concentrate on the employee's expectation regarding the environment, Employee engagement will ultimately show a

Employees satisfaction is based on individual needs, expectation regarding the job, company and roles. It drives the employees towards a contented space from where organizational objectives can be achieved effectively. There were studies conducted from earlier times, which concluded that the relationship between job satisfaction and job performance was minimal, Brayfield and Crockett (1955). It should be mentioned that a particular study was very limited in terms of published studies available at that period.

There were two models available in establishing the relationship between job satisfaction and job performances. The first model is a very old one that forms a causal effect of job satisfaction over job performance. Higher employee morale will lead to higher productivity (G.Struass, 1968).

The second model is the reversal of the first model, in which job performance provide the job satisfaction

Research Methodology:

To test the possible relation between the employees' satisfaction and the relative job performance, a sample of 250 were chosen from Top, Middle, lower level through stratified random sampling. To test the level of employees satisfaction and job performance association, various parameters like work satisfaction, supervisory practices, grievance mechanism, organization culture factors are all measure using a questionnaire.

Hypothesis

The researcher has taken satisfaction in the effective grievance procedure, ability to communicate grievances among different level of employees were tested.

ANOVA - I

H0 = No significant relation between the category of employees and their ability to communicate their grievance

H1 = Significant relation between the category of employees and their ability to communicate their grievance

Descriptives

Able_to_communicate

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Executive	50	4.0000	.80812	.11429	3.7703	4.2297	2.00	5.00
Staff	140	1.9929	.52965	.04476	1.9044	2.0814	1.00	3.00
Total	190	2.5211	1.07746	.07817	2.3669	2.6752	1.00	5.00

ANOVA

Able_to_communicate

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	148.423	1	148.423	393.047	.000
Within Groups	70.993	188	.378		
Total	219.416	189			

Hence the Sig value is less than .05 there is a significant relation between category and their ability to communicate.

So We reject H0 and accept H1

ANOVA - II

H0 = No significant relation between the category of employees and satisfaction level with the efficient Grievance procedure

H1 = Significant relation between the category of employees and satisfaction level with the efficient Grievance procedure

ANOVA

Effective_Grievance_Procedure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.055	1	.055	.152	.697
Within Groups	67.756	188	.360		
Total	67.811	189			

The Sig value is greater than 0.05, So there is no significant difference between the category of employee and the satisfaction level with the grievance procedure

Hence we reject H1 and accept H0

Result Analysis

ANOVA I: It is found that the Sig value is less than .05, there is a significant relation between category and their ability to communicate. It is accepted that there is Significant relation between the category of employees and their ability to communicate their grievance.

ANOVA II: It is found that The Sig value is greater than 0.05, So there is no significant difference between the category of employee and the satisfaction level with the grievance procedure. Hence it is shown that there is no significant relationship between the category of employees and satisfaction level with the efficient Grievance procedure

Discussion:

The analysis gives a view that employees job hierarchy could impact the job satisfaction and job performance of the employees. Organisations need to neutralize the effect of information available at one hierarchy and absent at another level. Those hierarchies differences could lead to variations in job satisfaction factors like culture, communication, employee engagement etc.

Conclusion

Further research could provide various facets of the problem we are having in the organization in this regard. Organisational hierarchy and its associated feature might provide certain factors that lead to job satisfaction and resulting in job performance. This will be even more critical if those employees are directly in contact with the organization customers. There is

a potential opportunity to study that dimension. We conclude from this study that job performance and job satisfaction are associated to the extent that organization should care about designing an environment where the disadvantage of hierarchy should be neglected or minimized.

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