

# **THEME**

## **International Conference on Managing Human Resources at the Workplace**

**Author:** Dolan Champa Banerjee

**Designation** Ph.D Scholar

**Affiliation:** St. Agnes College (Autonomous)

**Mailing Address:** Flat No. 204, Star Meadows,  
Opposite of Padmashree Complex,  
Pumpwell, Mangalore-575002

**Telephone:** 9538324815

**Email address:** dolan.mukh@gmail.com

**Sub theme:** **Human Resource Development**

**Title:** **A study on Job satisfaction and its impact on job  
performance among faculties**

**Keywords:** Job flexibility, Job satisfaction, Faculties

**Submitted to:** **SDM Institute for Management Development  
Site No. 1, Chamundi Hill Road, Siddarthanagar Post,  
Mysore, INDIA**

## **ABSTRACT**

### **Title: A study on Job satisfaction and its impact on job performance among faculties**

According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. A recent focus on job satisfaction of employees comprise with a number of tactics like employee empowerment, employee welfare, employee socialisation, financial and non- financial benefits, human resource mobility, job condition, nature of job, recognition, proper channel communication and also the extent of home works etc. Studies highlight that is a positive correlation between job satisfaction among employees and their

- 1) Performance level,
- 2) Urge to learn,
- 3) Involvement and dedication
- 4) Development of cognitive or rational skills
- 5) Productivity
- 6) Career planning and development

The objectives of this paper are to assess the contribution of independent variables to performance, to understand the influence of job satisfaction on job performance, to identify some major problems faced by the mid -level managers in the corporate world, to identify some problems faced by the respondent.

Hackman & Oldham proposed the job characteristics model, which is widely used as a framework to study how particular job characteristics impact job outcomes, including job satisfaction. The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviours. Not everyone is equally affected by the MPS of a job. People who are high in growth need strength (the desire for autonomy, challenge and development of new skills on the job) are particularly affected by job characteristics. As the saying goes “Pleasure in the job puts perfection in the work”.

## **1. INTRODUCTION**

“Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job”. (Hoppock , 1935). Satisfaction of employees inside the organization plays an important role to achieve organizational objectives. If the employees are happy then they nurture and tap their full potentialities and skills. But if somehow they are not happy their performances are adversely affected. They cannot exhibit their performance according to expectations.

Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. He defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

Faculties are the heart and soul of any institution. If they are happy they can achieve any number of goals which will benefit the institution in the long run. Good faculties also create a brand name for the college.

## **2. LITERATURE REVIEW**

M. M. Petty, Gail W. McGee and Jerry W. Cavender (1984) in their study focussed that individual job satisfaction and job performance are positively correlated. They also focussed that public policy discussions have emphasized macro-economic strategies for improving labour productivity in the United States. Incentives for capital investment and research and development are important, but the results of the present study support the development of more effective human resource management policies. The recent popularity of books such as Theory Z (Ouchi, 1981), In Search of Excellence (Peters & Waterman, 1982), and The One Minute Manager (Blanchard & Johnson, 1982) indicates that the general public may believe that there is a relationship between job satisfaction and performance. Perhaps it is time for academic researchers to reach the same conclusion.

Md. Mosharraf Hossain and Md. Tariqul Islam (1999) in their study focused that there is a significant positive correlation between QWL and performance, and job satisfaction and performance. QWL had the highest contribution to performance. Perceptions of QWL and job satisfaction were significantly higher among the respondents in small organization than in the large organization. Morning shift nurses perceived higher QWL and job satisfaction than the

night shift nurses. Night shift nurses were suffering from more problems than the nurses of other shifts.

### **3. OBJECTIVES**

- 1) To assess the contribution of independent variables to performance.
- 2) To understand the influence of job satisfaction on job performance.
- 3) To identify some major problems faced by the mid -level managers in the corporate world.
- 4) To identify some problems faced by the respondent.

### **4. METHODOLOGY**

To meet the objectives of this study, a questionnaire was prepared and was passed on to the respondent (PUC faculties) for their valuable response in two colleges in Mangalore (Sharada Pre University College and St. Agnes College) to find out the trend of the above mentioned objectives. The total sample size was 37. It may be inadequate but sufficient enough to establish trends of the 'satisfaction' since the plight of the working faculties, their struggles and achievements are not significantly different in different regions. Some significant facts have been observed from this study.

This research paper is also based on secondary data for finalization of views and opinions which has been sourced from some printed literature, journals, published documents etc.

### **5. DISCUSSION**

#### **5.1 ASSESS THE CONTRIBUTION OF INDEPENDENT VARIABLES TO PERFORMANCE**

Independent variable in this study is Job satisfaction and dependent variable is Job performance. Khaleque and Rahman (1987) in their study of job satisfaction of workers of jute industries found that older, married and more educated workers were more satisfied than younger, unmarried and more educated workers. There is a positive correlation between job satisfaction among employees and positive output which are listed below which I find appropriate for this study. Hence job satisfaction leads to

- 1) High performance level,
- 2) Urge to learn,
- 3) Urge to help
- 4) Involvement and dedication

- 5) Development of cognitive or rational skills
- 6) High productivity
- 7) Career planning and development
- 8) Understands situations
- 9) Grasping power
- 10) Voluntary participation
- 11) JIT
- 12) Find out alternatives for specific task
- 13) Give more importance to current job
- 14) Learning through doing
- 15) Taking up more assignments
- 16) Maintaining dead lines
- 17) Dedication towards work
- 18) Proactive approach
- 19) Highly efficient
- 20) Relationship building

## **5.2 INFLUENCE OF JOB SATISFACTION RESULT JOB PERFORMANCE**

As organizations attempt to cope with more dynamic competitive environments, there has been a growing interest in workers who are not only cooperative, but who are self-starting and proactive in helping their organizations function more effectively (Chan, 2000; Crant, 2000). Hence, more and more organizations are beginning to hold employees accountable for behavior that contributes to constructive improvement in the workplace (Seiling, 2001).

Mark N. Bing and John W. Lounsbury (2000) in their study focused on two Japanese manufacturing companies located in US who all emphasized on

- Total quality management,
- Kaizen production process,
- Team based decision making,
- Long term employment,

- Uniform dress code,
- Open office environment,
- Provision for pre-cooked rice and noodles lunches in cafeteria and
- Even after hour karaoke singing

A recent study focuses that faculties in the institution can be influenced by job satisfaction through number of ways which are discussed one by one as follows.

- 1) Faculty empowerment or authorization.
- 2) Tell people what their responsibilities are
- 3) Give them authority equal to their responsibilities
- 4) Set standard of excellence
- 5) Provide them with training that will enable them to maintain standards
- 6) Give them knowledge and information
- 7) Provide them feedback on their performance
- 8) Trust them and create trustworthiness in the organization
- 9) Allow them to fail but guide and counsel them when needed
- 10) Treat them with dignity and respect
- 11) Initialization of faculty welfare programs
- 12) Faculty socialization
- 13) Financial benefits and non-financial benefits
- 14) Human resource mobility
- 15) Job condition
- 16) Nature of job
- 17) Proper channel of communication

18) Training and development

19) No home-works

According to Lawler & Porter, (1967) employees who performed better were expected to be more satisfied if and because they received greater rewards.

### **5.3 MAJOR PROBLEMS FACED BY THE MID -LEVEL MANAGERS IN THE CORPORATE WORLD**

There are various problems faced by the mid- level managers in the corporate world which is comparatively less in educational institutions. According to a survey by Development Dimensions International (DDI) a global talent management consultancy, focussed that mid - level managers are not getting enough attention from their organization in terms of development and exposure, with only 10% of them being well prepared for challenges. The various problem areas surveyed by TOI, dated 13<sup>th</sup> day of November 2015 are as follows:-

- Development program for mid-level managers are not tailored to their needs despite an expanding role.
- Organizations ask managers to convey the ‘what’ of strategies and not ‘why’ and ‘how’.
- Managers handling teams across geographies need particular skillsets.
- Most mid-level managers are not ready to face VUCA- Volatility, Uncertainty, Complexity and Ambiguity as they lack confidence in key skills essential for succeeding in today’s business landscape.
- There is a danger of organisation focusing only on high potential leaders and neglecting others.

### **5.4 MAJOR PROBLEMS FACED BY THE RESPONDENTS AT THEIR WORK PLACE**

- When remuneration is not according to qualification.
- Poor students quality and IQ
- Non cooperative colleague
- Non supportive principal
- Rigid policies held by the college
- Rigid working hours
- Non comfortable subjects

- No encouragement for higher studies
- Bad reputation in the locality
- Poor work environment
- No satisfaction with job

## 6. DATA COLLECTION AND ANALYSIS

**Table 1:- Pay as per qualification**

	Frequency	Percent
YES	27	73 %
NO	10	27 %
TOTAL	37	100 %

**Inference:** - 73% agreed that they are getting pay according to their qualification and 27% believed that they are not getting pay according to their qualification. With this I can infer that more than 70% of the employees are satisfied with their job.

**Table 2:- Quality of students**

	Frequency	Percent
Good	31	84 %
Average	06	16 %
TOTAL	37	100 %

**Inference:** - 84% faculties in targeted PU colleges agreed that qualities of students are comparatively good and 16% respondent believe that the qualities of students are average. With this data I can infer that most of the faculties are satisfied with the quality of students and hence they are satisfied in their job.

**Table 3:- Cooperative colleagues**

	Frequency	Percent
YES	37	100 %
TOTAL	37	100 %

**Inference:** - 100% respondents are happy with their colleagues and they believe that their colleagues are cooperative. This proves that the respondents are satisfied in their job.

**Table 4:- Sufficient support from Principal**

	Frequency	Percent
YES	34	92 %
NO	03	08 %

**Inference:** - 92% respondent agreed that they receive sufficient support from their respective Principal but 8% believed that they do not get sufficient support from the Principal.

**Table5:- Flexible school policies**

	Frequency	Percent
YES	34	92 %
NO	03	08 %
TOTAL	37	100 %

**Inference:** - 92% respondents are happy with flexible school policies. On the other hand 8% are not happy with the school policies.

**Table 6:- Comfortable school timings**

	Frequency	Percent
YES	37	100 %
TOTAL	37	100 %

**Inference:** - 100% respondents are happy with the school timings in both the schools.

**Table7:- Subjects are given according to interest**

	Frequency	Percent
YES	37	100 %
TOTAL	37	100%

**Inference:** - 100% respondents are glad that they are given those subjects in which they are good at. With this data it is inferred that the respondents are satisfied in their job.

**Table 8:- Encouragement for higher studies**

	Frequency	Percent
YES	27	73 %
NO	10	27 %
TOTAL	37	100 %

**Inference:** - 73% respondents are satisfied and happy because they are encouraged to go for higher studies but 27% responded that they are not encouraged at any point of time to do so.

**Table9:- Good work environment**

	Frequency	Percent
YES	37	100 %
TOTAL	37	100 %

**Inference:** - 100% respondents are happy with the good work environment in the school.

**Table 10:- Satisfaction with job**

	Frequency	Percent
YES	37	100 %
TOTAL	37	100 %

**Inference:** - 100 % respondents are satisfied with their job.

## **7. FINDING AND SUGGESTION**

In this study most of the faculties were satisfied with their pay structure, quality of students, with colleagues, support from principal, school policies, school timings, handling subjects, encouragement for higher studies, work environment and overall respondents are satisfied with their job. But every hour the environment is changing so colleges should also think of some innovative strategies which will make their faculties satisfied in their job and which in turn shall lead to job performance.

## **8. CONCLUSION**

Job satisfaction is the "pleasurable or positive emotional state resulting from the appraisal of one's job and job experience" (Locke, 1976, p. 1300). Most research tends to suggest a consistent, although modest, correlation between job satisfaction and work performance (Cote, 1999; Iaffaldano and Muchinsky, 1985; Judge et al., 2001; Schleicher et al., 2004).

Every organization and institution wants to align practices with the expectations of young generation workforce, while on the other hand there is an ever increasing emphasis on constant skill and competencies up-gradation. Development and up-gradation is a must but support system also should be very strong so that the actual service providers are satisfied first which shall then leads to ultimate performance in job.

### **BIBLIOGRAPHY**

Cote, S.: 1999, 'Affect and Performance in Organizational Settings', *Current Directions in Psychological Science* 8(2), 65-68. doi:10.1111/1467-8721.00016.

Hoppock, R. (1935), *Job Satisfaction*, Harper, New York, NY.

Khaleque, A. and Rahman, M.A. (1987), "Perceived Importance of Job Facets and Overall Job Satisfaction of Industrial Workers," *Human Relations*, 40, 7, 401-416.

Lawler, E. E., III, & Porter, L. W. (1967), The effect of performance on job satisfaction. *Industrial Relations*, 7, 20-28.

Locke, E. E.: 1976, 'The Nature and Consequences of Job Satisfaction', in M. Dunnette (ed.), *Handbook of Industrial and Organizational Psychology* (Rand McNally, Chicago, IL).

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.