

## **EMPLOYEE'S JOB SATISFACTION AND JOB PERFORMANCE IN JAFFNA ZONAL EDUCATION OFFICE**

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### **Introduction**

Every organization tries to achieve their objectives. In this connection they must concentrate in many aspects. Human resource is considered as an important resource to every organization. Organizations wish to keep well trained and effective work force. Employees, who satisfy with their job, may exert high effort to the organization wish to satisfy their employees for getting effective more work done.

To make best use of people as a valuable resource of the organization attention must be given to the relationship between staff and the nature and content of their jobs. The work organization and the design of jobs can have a significant effect on staff. Attention needs to be given to understand how best to make work more satisfying for staff and to overcome obstacles to effective performance.

Now day by day competition is very high. Therefore every organization has to compete with other organization. In this connection in order to achieve competitive advantage the organization has to retain work force, organization expects that satisfying employees are more performing. Therefore there is a

need for the organization to satisfy their employees to achieve their objectives.

Herzberg et al (1959) have examined the relationships between job satisfaction and performance and formulized a theory base on their results. They defined job satisfaction as an attempt by management to design tasks in such a way to build in the opportunity for personal achievement, recognition, challenge and individual growth. In similar way, many researchers and authors have described that job satisfaction has great impact on the work performance of the employees within an organization.

### **Research Problem**

All the employees working in an organization experience in various levels of job satisfaction. This job satisfaction can be caused by several factors such as promotion, pay, working condition and the work itself etc. Job satisfaction has a great impact on the performance. In this research, main problem is that job satisfaction affect employee's job performance. Hence performance is considering as a most important element in human resource management. The research can clearly understand this problem form the following research question.

### **Research Question**

Based on the research problem and literature review the following research question is formulated.

- Is there any relationship between the employee job satisfaction and job performance?

### **Objectives of the study**

Employees are important resource in any organization in order to achieve their objectives. Further organization needs to have well trained and effective work force, in this regard, the organization provides several benefits to them and also tries to satisfy their employees. In order to retain better employees, it is important feeling of employee's satisfaction by themselves.

The study aims:

- To identify the factors that influence satisfaction and dissatisfaction of employees.
- To identify and evaluate how the job satisfaction influence the performance of the employees.
- To recommend alternative getting to enhance the job satisfaction of the employees.

### **Significance of the study**

This study will attempt to identify whether job satisfaction of the employees affect their job performance. Findings of this study could enable managers to maintain high level of satisfaction of the employees. Through the findings of job satisfaction and the job performance management can take action to improve both organization and employees performance.

Job satisfaction as involving cognitive, affective and evaluative reactions or

attitudes and states it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of one's perception how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studies attitude. (Luthans, 2002)

Definition of job satisfaction is more of an attitude, an internal state. It could for example be associated with a personal feeling of achievement either quantitative. [Mullins, J.L (1999)]

Their study of determinant of employee's relation climate in public sector undertaking with the 166 samples indicated that the factors like working conditions, the level of supervision, communications, worker participations, interpersonal relationship, induct the employer labor relations, climate can be achieved. Effective and frequent counseling for the employees and frequent meetings in all levels of the organization would also influence the climate, which would result in improved climate and productivity [ganesan et.al (2002)]

Performance is a measure of effectiveness and efficiency in carrying out a complex job. It questions how well a surgeon "does things right, and does the right things". It refers to the global efficiency with which a complicated activity is completed. And has to be distinguished from "skills" And "abilities" [KBK Sofrcs (2007)]

Performance evaluation process being at the time of hire or the beginning of

the evaluation cycle. The supervisor should meet with the employee to review the detailed position and job related expectation. The supervisor should discuss job responsibility, objective and working standards. The supervisor should seek employee input and encourage active participation. [Perfeval1990]

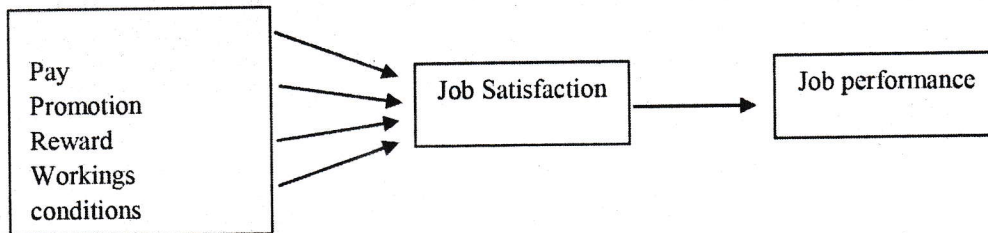
The study reported here used general ideas about employees' on students' achievement in mathematics using data. The analyses revealed that teacher's knowledge of subject matter and expectancy motivation has direct

effects on students' achievement in mathematics and that the size of these effects on depends on the average level of ability of students in a school, from the longitudinal files of the National Education Longitudinal study 1988

### Conceptualization

The conceptual model is a diagram that describes the variables to be analyzed by the researcher. In this research two variables have been considered by the researcher such as job satisfaction and job performance. The conceptual model can be developed as follows:

### Conceptual model



Job satisfaction (Independent variable) → Job performance (Dependent variable)

### Sampling Design

Sampling selection is very significant process in conducting a research because in any research it is very difficult to examine entire research area or whole population. At the same time, when select a sample research should take more care. Because the findings taken through analyzing the sample is common for whole population.

### Data Collection Techniques

Usually two types of techniques are used by the researcher to collect the data from selected sample such as primary data collection and secondary

data collection techniques in this research also both techniques have been used by the researcher to collect relevant data from selected employees who are working in job satisfaction and employees' performance in Jaffna zonal education office.

### Hypotheses of the research

Possible hypotheses are to be developed based on the literature review and conceptualization of the research problem in order to conduct research finally these hypotheses are tested whether it is acceptable or not. In relation to this research the

following hypotheses are formulated as follows:

H1: There is a positive relationship between job satisfaction and job performance

H2: There is a negative relationship between job satisfaction and job performance

H0: There is a no relationship between job satisfaction and job performance

#### **Statistical Tools**

The following tools are used for the present study.

Correlation- To find out the relationship between performance and satisfaction

Regression- To find out the signification between more than two variables.

#### **Findings of the Research**

In this research, the researcher finds out truth based on the data presentation and data analysis. To conducting these research four job satisfaction variables such as promotion, pay, reward and working conditions were considered. Then how these variables impact on their performance was analyzed by using statistical tools. This study brings some findings. Those are as follows.

In connection with pay 33% of the employees agreed that there is lower level of pay satisfaction in selected organization. 12% of the employees agreed that there is moderate level of pay satisfaction and 55% of employees also agreed that there is higher level of pay satisfaction in Jaffna Zonal Education Office the relationship between pay and job performance is positive. This can be proved through

correlation. Pay is impact on their performance.

In relation with promotion,83% of the employees agreed that there is high moderate level for promotion in that organization and 17% of the employees also agreed that there is low level of fair promotion therefore it was found that there is a fair promotion in selected organization. Further promotion with employees' performance has high positive relationship. This can be proved through correlation between promotion and employees' performance is positive. Hence, it can be said that the Jaffna zonal Education Office maintain fair promotion and it also has positive correlation impact on their performance.

Regarding with reward57% of employees agreed there is high level of reward satisfaction, 26% of employees agreed moderate level of reward satisfaction and 17% of employees agreed low level of reward satisfaction. Here reward and job performance has positive relationship this can be proved through correlation between reward and job performance. Reward system impact on their performance.

In relation to working condition 24% of employees agreed that there is moderate level of good working condition in the selected organization. Also 55% of employees agreed that there is high level of good working conditions tere.21% of employees agreed low level of good working conditions. Further, the correlation between working conditions and job performance is positive. Working

condition also impact on the performance.

Therefore totally it can be found that their pay system, fair promotion, reward system and good working conditions increase the job satisfaction of the employees and this also leads to considerable positive impact on their performance. The relationship between the job satisfaction and job performance is accepted.

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