



Relationship between job satisfaction and job performance of nursing officers in government hospitals in Anuradhapura District

W.W.A.N. Sujeewa

Department of Business Management, Faculty of Management Studies,
Rajarata University of Sri Lanka, Mihintale, Sri Lanka.

nasutwin@gmail.com

Abstract

The purpose of this study was to examine relationship between the nursing officers' job satisfaction and their job performance in government hospitals in Anuradhapura District. This study selected a sample of 90 nurses from three hospitals. Data were collected using a structured questionnaire and analyzed using the univariate, bivariate and multivariate analysis. According to the literature six dimensions were identified as important to measure job satisfaction which explain by promotion opportunities, supervision, pay, working conditions, work itself and the coworker relationship. Thus, six hypotheses were developed. According to the correlation analysis it was found that there was a weak positive significant correlation between promotion and coworkers to job performance. Supervision, work condition and pay dimension had the moderate positive significant correlation to job performance. Out of the six variables, work itself had the strongest significant effect on the job performance of nursing officers. According to the simple regression analysis, job performance are explained by promotion, supervision, work condition, pay, work itself and coworkers respectively. Multiple regression analysis indicated that, 34.1 percent of the variation in job performance is explained by the six dimension of job satisfaction in this study. According to correlation results and simple regression results, six hypotheses were accepted.

Keywords: Coworker, Job performance, Pay, Promotion, Supervision, Working conditions, Work itself

1. Introduction

Employees are the most essential part of the organization because without the contributions of those employees, organizations cannot achieve their goals and objectives. Earn much profit is the main objective of many organizations. Job satisfaction is more focused on the employees' response to the job or to specific characteristics of the job, such as pay, supervision, and working conditions. In recent

past, several trade union actions have been taken by the nurses' unions regarding their salaries, promotions and working conditions. These protests, strikes and token strikes disturb to the smooth operation of the hospitals and reduce the patient care totally. As well as there is an increasing trend of nurses leaving the country for better opportunities and there is a severe dearth of nurses within Sri Lankan context. According to their review, the relationship between job satisfaction and job performance can vary and it is difficult to explain the relationship between job satisfactions with job performance in terms of whether job satisfaction causes job performance or job performance causes job satisfaction. Moreover, the link of job satisfaction and job performance can occur in various ways such as: 1) Job satisfaction causes job performance 2) Job performance causes job satisfaction 3) Job satisfaction and job performance are reciprocally related 4) The relationship between job satisfaction and job performance is spurious 5) The relationship between job satisfaction and job performance is moderated by other variables 6) There is no relationship between job satisfaction and job performance 7) Alternative conceptualizations of job satisfaction and/or job performance. Moreover, Cook (2008) examined job satisfaction and job performance to identify whether the relationship is spurious or not and results showed that the satisfaction-performance relationship is partly spurious. Above analysis shows that the link between job satisfaction and job performance vary and therefore the relationship between the job satisfaction and job performance is still open for discussion.

Whether job satisfaction is positively or negatively related to job performance or even no relationship occur in between it is still left in an ambiguous state. Some previous research showed that there is no relationship between job satisfaction and job performance (Petty, McGee, & Cavender, 1984; Crossman & Bassem Abou-Zaki, 2003). Moreover, Ahmad et al. (2010) examined the interdependency between job satisfaction and performance. Results indicated a very weak relation between job satisfaction and performance and there was no significant relation between job satisfaction and performance. As well as Berghe and Hyung (2011) explored the link of job satisfaction-job performance and determined the impact of job satisfaction on job performance. The result of the study showed that there was a moderate to weak correlation between job satisfaction and job performance and the causal direction was not found. However, other researchers showed that there is a positive relationship between job satisfaction and job performance (Hira & Waqas, 2012; Hussin, 2011; Pushpakumari, 2008; Abdullah et al., 2011; Nimalathasan & Brabete, 2010).

There is an inconsistency of the dimensions of job satisfaction used for previous studies. Weis et al. (2002) have identified twenty dimensions of job satisfaction: ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, creativity, coworkers, moral value, recognition, responsibility, security, social services, social states, supervision- human relations, supervision-technical variety and working conditions (Uthayakumar, 2003). Rose (2001) viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction

dimensions (Funmilola et al., 2013). Moreover Jayathilaka (2014) indicated that the extrinsic factors conducive to job satisfaction include company policy and administration, supervision, interpersonal relationship, working condition, job security, pay and reward, and status whereas intrinsic factors conducive to job satisfaction include achievement, recognition, work itself, responsibility, advancement, and growth. Other researchers categorized job satisfaction into the dimensions namely: Pay, Promotion, Supervision, Fringe benefit, Contingent rewards, and Operating procedures, Co-workers, Nature of work as well as Communication (Khan et al., 2012; Funmilola et al., 2013; Yvonne et al., 2014).

Previously there had been many studies conducted on job satisfaction and job performance in foreign countries (Yvonne et al., 2014; Hussin, 2011; Funmilola et al., 2013). As well as in Sri Lanka, there are studies conducted on job satisfaction and job performance for various sectors other than the health sector (Perera et al., 2014; Nimalathan and Brabete, 2010; Edirisooriya, 2014 ; Pushpakumari, 2008). Moreover, There are studies that conducted on health sector nurses' job satisfaction on job performance in foreign countries (Al-Ahmadi, 2009; Khan et al., 2012). Though there are previous studies conducted on relationship between nursing officers job satisfaction and their job performance in foreign countries, researcher has found that there is a lack of study or relatively little research conducted on investigating the relationship between job satisfaction components (which are promotion, , supervision, work condition, pay, work itself and coworkers) towards health sector employees job performance in Sri Lankan context. Moreover, until present, there is no study has been conducted to investigate the relationship between job satisfaction towards job performance of nursing officers in government hospitals in Anuradhapura district.

Therefore, these contradictions on relationship between job satisfaction and job performance lead to the identification of a research problem that is worth to study. Hence, objective of the study is to investigate the relationship between nursing officer's job satisfaction (promotion, supervision, work condition, pay, work itself and coworkers) and their job performance in government hospitals in Anuradhapura district.

2. Review of Literature

Job satisfaction - Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Pushpakumari, 2008). According to Armstrong (2006) the term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Aziri, 2011). Rocca and Kostanki (2001) suggested that job satisfaction is the level to which workers like their work and it is the difference between what employees expect and what they receive. It is a general attitude toward the job; the difference between the amount of rewards employees receive and the amount they believe they should receive (Sattar et al., 2012).

Job performance - Murphy (1989) defined job performance as the set of behaviors that are relevant to the goals of the organization or the organizational unit in which a person works (Boon et al., 2012). Performance behavior should focus on behaviors rather than outcomes (Murphy, 1989), because a focus on outcomes could lead employee to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization because other important behaviors will not be performed (Hussin, 2011). Robbins (2001) indicated that when an employee feels happy about work related tasks then his/her performance is increased and he/she performs tasks in a better way (Ahmed et al., 2014).

Relationship between Job satisfaction and Job performance - Brayfield and Crockett (1955) concluded that no appreciable relationship existed between job satisfaction and job performance (Timar, 2015). Locke (1976) conducted an extensive review of the satisfaction literature and concluded that job satisfaction has no direct effect on productivity. Job satisfaction is a pleasurable or positive emotional state that arises when people appraise their job or job experiences (Uthayakumar, 2003). In the beginning, researchers attempted to show that satisfaction caused productivity. But later the opposite relationship was suggested that good performance causes satisfaction (Locke, 1970; Porter & Lawler, 1968; Aziri, 2011). Some research showed that there is a weak correlation between job satisfaction and job performance. Ahmad et al. (2010) examined the interdependency between job satisfaction and performance and results indicated a very weak relation between job satisfaction and performance and there was no significant relation between job satisfaction and performance. Berghe and Hyung (2011) explored the job satisfaction-job performance link and determined the impact of job satisfaction on job performance. The result of the study showed that there was a modest to weak correlation between job satisfaction and job performance and the causal direction was not found. Yvonne et al. (2014) concluded that there is a significant weak positive relationship between job satisfaction and job performance. However, other researchers showed that there is a positive relationship between job satisfaction and job performance. Hettiarachchi and Jayarathna (2014) did a research on effect of work related attitudes on employee job performance and concluded that there was a positive relationship between job satisfaction and job performance.

Relationship between pay and job performance - Pay can be considered as the amount of money that is paid to an employee for the work that employee has executed (Yvonne et al., 2014). Hussin (2011) defined pay as employee pay which is adequate for their normal expenses. The employee is satisfied with the pay and pay is paid according to the working experience and equal to the work. Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable (Funmilola et al., 2013). Pay is one of the most significant variables in explaining job performance and satisfaction (Funmilola et al., 2013). Some researchers concluded that there is a positive relationship between equity based compensation and performance. It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce (Khan et al., 2012). Du and Zhao (2010) concluded that the pay was weak significant to the job

performance (Ahmad et al., 2014). Qamar et al. (2011) found that there is a negative relationship between pay and performance (Ahmad et al., 2014). Hence these research evidences proving that there is positive relationship between pay and job performance. Therefore it supported to formulate a hypothesis as follows:

Hypothesis 1: There is a positive relationship between pay and perceived job performance of the nursing officers in government hospitals in Anuradhapura district.

Relationship between work conditions on job performance - Luthans, (1998) noted that working conditions has a moderate impact on the employee's job satisfaction and performance and further viewed that if working conditions are good, for instance clean, and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction (Funmilola et al., 2013). Work conditions refer to as those factors involve the physical surroundings of the job, and whether there are good or poor facilities (Alshmemri, 2012). Job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Working conditions have effect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, lighting, ventilation, etc. (Guest, 2004; Silla et al., 2005). Hence these research evidence proving that there is positive relationship between Working Conditions and Job Performance. Therefore it supported to formulate a hypothesis as follows:

Hypothesis 2: There is a positive relationship between working conditions and perceived job performance of the nursing officers in government hospitals in Anuradhapura district.

Relationship between promotion and job performance - Hussin (2011) defined Promotion as the fair chances of the employee to get promoted and promotion in the organization is good, fixed, and frequent and promotion is depending on the length of service of the employee. Lazear and Edward (1986) defined promotion as the movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package (Malik et al., 2012). Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee cited by Khan et al. (2012). Edwards et al. (2008) concluded that there was significant relationship between promotion and job performance. In that study, they conducted that satisfaction with work itself and promotion was significantly related to employees' performance cited by Ahmad, Ing and Bujang (2014). The finding of Sajuyigbe et al. (2013) agreed with other researchers that many people experience satisfaction when they believe that their future prospects are good cited by Funmilola et al. (2013). Nimalathasan and Brabete, (2010); Malik et al, (2012); Ahmad et al. (2014) also agreed that there is a positive relationship between promotion and job performance. Hence these research evidences proving that

there is positive relationship between promotion and job performance. Therefore it supported to formulate a hypothesis as follows:

Hypothesis 3: There is a positive relationship between promotion and perceived job performance of the nursing officers in government hospitals in Anuradhapura district.

Relationship between work itself and job performance - Robbins et al. (2005) refer the work itself as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. Al-Ahmadi (2009) conducted a study about the factors affecting performance of hospital nurses in Riyadh Region, Saudi Arabia and the result showed that there was a positive relationship between work itself and job performance, which indicated that satisfaction with the amount of variety and challenge, could influence the nurses' job performance. Hence, job satisfaction is related with job performance because it can realize an individual's competence cited by Ahmad et al. (2014). Edwards et al. (2008) investigated a study of relationship between facets of job satisfaction and task and contextual performance and result showed that there was positive relationship between work itself and the job performance (Ahmad et al., 2014). Hence these research evidences proving that there is positive relationship between work itself and Job Performance. Therefore it supported to formulate a hypothesis as follows:

Hypothesis 4: There is a positive relationship between work itself and perceived job performance of the nursing officers in government hospitals in Anuradhapura district.

Relationship between supervision and job performance - Supervision can be defined as how the supervisor treat the employee in terms of praises, the employee good work, seeking the advice from the employee, understanding the nature of the employee's work as well as giving the employee enough supervision and at the same time portraying good example to the workers (Hussin, 2011). Ahmad et al. (2014) found that there was a significant moderate positive relationship between the supervision and job performance. Further, stated that the employees could perform better and be more satisfied with their tasks when they received clear guidance from their supervisor. According to Heery and Noon (2001) supervisor is a front-line manager who is responsible for the supervision of employees (Yvonne, 2014). Roelen et al. (2008) had a contrary view, that they concluded that supervision has not a significant impact on job satisfaction and performance cited by Funmilola et al. (2013). Hence these research evidences proving that there is positive relationship between supervision and Job Performance. Therefore it supported to formulate a hypothesis as follows:

Hypothesis 5: There is a positive relationship between supervision and perceived job performance of the nursing officers in government hospitals in Anuradhapura district.

Relationship between coworkers and job performance - Hussin (2011) defined coworkers as someone who is sympathetic, understanding and concerned to the employees; sometimes they give helpful information, advice and give practical assistance. Cobb (2004) defined co-workers satisfaction as the satisfaction level of the employees with their colleagues regarding work related interaction. Satisfaction in terms of co-workers refers to the degree to which the employees like their colleagues in the company and how great is the relationship formed between them (Yvonne et al., 2014). Al-Ahmadi (2009) conducted a study about the factors affecting performance of hospital nurses and found that there was a relationship between co-workers and job performance. Moreover, Arham et al. (2011) found out that there was strong significant relationship between co – workers and job performance. Lambert et al. (2001) noted that the level of salary, promotion, appraisal system, climate management, and relation with co-workers are the vital factors (Khan et al., 2012). Ahmad et al. (2014) indicated that employees, who are concerned about other employees' feelings, feel happy when their co – workers accept them and willing to interact with people with different personality could increase their satisfaction on their tasks and increase their job performance. Therefore, employers should create a working environment that can give their employees an opportunity for interpersonal relationship with their colleagues in the organization. Hence these research evidence proving that there is positive relationship between coworkers and Job Performance. Therefore it supported to formulate a hypothesis as follows

Hypothesis 6: There is a positive relationship between coworkers and perceived job performance of the nursing officers in government hospitals in Anuradhapura district.

3. Research Methodology

3.1. The Research design

This research study was focused on identifying the relationship between job satisfaction and job performance of nursing officers in government hospital in Anuradhapura district. Six dimensions of independent variable were considered as important for measuring job satisfaction of nursing officers. Perceived job performance of nursing officers was identified as dependent variable in this research study. This study establishes the relationship between independent and dependent variables. Therefore the type of investigation of this study was correlation rather than casual. In a correlation study, the research is conducted in the natural environment of the hospitals minimizing the researcher influence in the natural flow of events (Sekaran, 2003). Since this research study was geographically limited to the Anuradhapura district, three hospitals, namely Anuradhapura Teaching Hospital, Mihintale Divisional Hospital and Rambewewa Divisional Hospital situated in the district were selected for the survey. The unit of analysis was at individual level.

3.2. Population & Sampling

The size of the sample selected for this research was 90. The sample was selected using simple random sampling technique among the population of nursing officers attached to

the government hospitals and total population is 901, the sample was selected randomly among these population distributions while the 10 percent represents the total population.

3.3. Measures

Nursing officers' job performance was the dependent variable and their job satisfaction was the independent variable of this study. These variables were measured using standard instruments. The questionnaire was separated into three sections. For demographic data, five questions were included to collect demographic and job-related data. To measure the job satisfaction 35 items were used which measured six aspects of job satisfaction of nursing officers. The questionnaire for measuring job performance contained 21 statements to measure various aspects of the perceived job performance of nurses. A set of Likert scales was used to measure pertinent constructs. Each item of a construct was answered using the following five-point scale: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1) for positive and negative questions.

Table 1
Population distribution of nursing officers

Hospital	Total	Sample
Anuradhapura teaching hospital	875	77
Mihinthale divisional hospital	14	8
Rambewa divisional hospital	12	5
Total	901	90

3.4. Validity and reliability

Internal consistency of the constructs was examined with Cronbach's Alpha test and Table 2 indicates the internal consistency of the items used in this study is good.

Table 2
Results of the reliability analysis

Constructs	Cronbach's Alpha
Perceived Job performance	0.754
Promotion	0.862
Supervision	0.757
Work condition	0.828
Pay	0.863
Work itself	0.822
Coworkers	0.811

3.5. Methods of data analysis

Data were analyzed using univariate, bivariate and multivariate analysis techniques and specially applied correlation coefficient and regression analysis to meet the study objective and hypotheses. SPSS data analyze package of 20th version was used to analyzed the data. The results of the univariate, correlation and regression are given in

Table 3, Table 4 and Table 5 respectively. According to the data given in Table 3, promotion recorded the highest mean value when compared with the other variables.

4. Results

Table 3
Results of univariate analysis

Variables	Mean	Median	Standard Deviation
Job Performance	3.3157	3.2857	0.3410
Promotion	3.6338	3.7500	0.8024
Supervision	3.3808	3.400	0.6317
Work condition	2.8434	2.7143	0.6663
Pay	2.5225	2.4286	0.6671
Work itself	3.5479	3.500	0.4744
coworkers	2.9897	3.0000	0.7654

Table 4
Results of correlation analysis

Variables	Job Performance
Job Performance	1
Promotion	0.247**
Supervision	0.470*
Work condition	0.446*
Pay	0.470*
Work itself	0.489*
coworkers	0.234*

**p < .01, *p < .05

The results of the correlation coefficient between nursing officer's job satisfaction and their perceived job performance in government hospital are presented in Table 4. According to the results, the correlation between promotion and perceived job performance ($r = 0.247$, $p < 0.01$), supervision and perceived job performance ($r = 0.470$, $p < 0.05$), work condition and perceived job performance ($r = 0.446$, $p < 0.05$), pay and perceived job performance ($r = 0.470$, $p < 0.05$) work itself and perceived job performance ($r = 0.489$, $p < 0.05$) coworker and perceived job performance ($r = 0.234$, $p < 0.05$) were significant and positive. According to the analysis supervision, work condition, pay, and work itself recorded moderate positive relationship with perceived job performance but

promotion and coworker reported a weak positive relationship with perceived job performance.

Table 5
Results of regression analysis

Variable		β	R^2	P Value	F Value	
Promotion		0.105	0.060	0.035	4.606	
Supervision		0.254	0.221	0.000	20.124	
Work condition		0.228	0.446	0.000	17.619	
Pay		0.240	0.221	0.000	20.123	
Work itself		0.352	0.489	0.000	22.331	
coworkers		0.104	0.055	0.000	4.124	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value	sig.
1	0.584 ^a	0.341	0.281	0.28919	5.688	0.000 ^b

a. Predictors: (Constant), coworkers, promotion, work itself, pay, supervision, work condition

b. Dependent Variable: job performance

The result of the regression analysis is presented in Table 5. The relationship between promotion and perceived job performance ($\beta = 0.105$, $p < 0.01$), supervision and perceived job performance ($\beta = 0.254$, $p < 0.05$), work condition and perceived job performance ($\beta = 0.228$, $p < 0.05$), pay and perceived job performance ($\beta = 0.240$, $p < 0.05$) work itself and perceived job performance ($\beta = 0.352$, $p < 0.05$) coworker and perceived job performance ($\beta = 0.104$, $p < 0.05$) were significant and positive.

R Square is 0.341. It shows 34.1 percent of the variation in job performance is explained by the six independent variables jointly. The F value is 5.688 that is significant at 0.05 level ($p = 0.000$) indicates that there is a model fit between dimension of job satisfaction and job performance and it suggests that the six independent variables have significantly explained 34.1 percent of the variation in the job performance.

4. Discussion

Multiple regression analysis for promotion and job performance indicate, 6.1 percent of variance in job performance is explained by promotion ($R^2 = 0.061$). F value of 4.606 that is significant at 0.05 level suggests that promotion has significantly explained 6.1 percent of variance of job performance. The findings of correlation and simple regression analysis are in consistent with (Ahmad et al., 2014; Funmilola et al., 2013; Khan et al., 2011). According to findings of Nimalathan and Brabete (2010), correlation between promotion and job performance is moderately positive.

According to the correlation analysis between supervision and Job Performance, correlation between two variables was 0.470 indicating that the correlation is moderate and significant at 0.01 levels (1-tailed). However, multiple regression analysis showed 0.210 of beta value at sig $t = 0.173$ indicating that supervision has no significant effect on job performance. The correlation and simple regression analysis are in line with (Ahmad et al., 2014; Arham et al., 2011; Yvonne et al., 2014) but contradict with Roelen et al.

(2008) who found that there is a negative relationship between supervision and job performance. Funmilola et al. (2014) found that the quality of the supervisor-subordinate relationship have a significant, positive influence on the employees job satisfaction and performance.

The findings gives that there is a moderate positive significant correlation between work condition and job performance due to r is 0.446. The correlation is significant at 0.01 levels (1-tailed). Simple regression analysis of work condition gives B value of 0.228. This finding is supported by the literature (Funmilola et al, 2014, sheik et al., 2013; Khan et al., 2012). According to Nimalathan and Brabete (2010), correlation between work condition and job performance is highly positive.

The correlation between pay and Job Performance is 0.470 and significant at the 0.01 level (1-tailed). Therefore there is a moderate positive significant correlation between pay and job performance. But the multiple regression analysis indicates that pay has no significant effect on job performance (The beta value is 0.296 at sig. $t=0.065$). These correlation findings are in accordance with Ahmad et al (2014), Nimalathan and Brabet (2010), Hussin (2011) but contradict with Qamar and Baloch (2011). Funmilola et al. (2013) found that pay has significant impact on job satisfaction and performance. Especially, when employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations.

A moderate positive significant correlation between work itself and job performance is the 0.489 that is significant at the 0.01 level (1-tailed). According to the simple regression analysis work itself has a positive impact on job performance with the B value of 0.352. The multiple regression analysis showed that work itself has significant effect on job performance (The beta value is 0.304 at sig. $t=0.039$). Results of the study are in line with Al-Ahmadi (2009), Yvonne et al. (2014), Nimalathan and Brabete (2010).

There is a weak positive significant correlation between coworkers and job performance due to the correlation between these two is 0.234 significant at 0.05 level (t-tailed). According to simple regression analysis coworkers has a positive impact on job performance with the B value of 0.104. Multiple regression analysis shows that coworkers have no significant impact on job performance (the beta value is 0.050 at sig. $t=0.652$). The results of the study are in consistence with Hanan Al-Ahmadi (2009), Yvonne et al. (2014), Arham et al. (2011).

5. Conclusion

The general objective of this study was to identify the relationship between job satisfaction and job performance of nursing officers in Anuradhapura district. The findings of this study showed that there is a significant positive relationship between job satisfaction and job performance. Findings of this study supported to the previous studies (Nimalathan & Brabete, 2010; Prasanga & Gamage, 2012; Funmilola et al., 2013). According to the results of the descriptive analysis, the highest level of job satisfaction is taken by the promotion dimension follows by work itself, supervision, coworkers, work

condition. The respondents were least satisfied with the pay dimension. Based on the results of the current study, the perceived job performance level of nursing officers is high. The high level of performance may be due to the employees are satisfied with what they have gained from their jobs and the nurses job satisfaction level is high. This is in line with the study of Pushpakumari (2008) which, that study suggests employees who are satisfied with their jobs are more willing to put extra effort into their jobs and this contributes to their good job performance.

Then the specific objective of identifying the relationship between job satisfaction dimensions to job performance was achieved by conducting correlation analysis between dimensions of job satisfaction and job performance. Correlation analysis indicated that there is a weak positive and significant correlation between promotion, coworkers and job performance. Supervision, work condition, pay and work itself dimensions have shown moderate positive significant correlation with job performance. In order to identify the effect of job satisfaction dimensions to job performance the simple regression analysis and multivariate analysis were used. According to simple regression analysis job performance is explained by promotion, supervision, work condition, pay, work itself and coworkers.

The six hypotheses were accepted using correlation and simple regression analysis. Research showed that job satisfaction is positively affects job performance. Highly satisfied employees are motivated to work in the organization, do their work at optimum level and perform better than less satisfied workers. Therefore, results of this study showed that when the nurses are satisfied, they like to work effectively. Job dissatisfaction affects to the rate of absenteeism, turnover, intent to leave and migration. When concerning the nurses leaving the country and the strikes of nurses, it can be identified that when the nurses are not satisfied with their job, it affects to their job performance as well. In order to improve the job performance of nursing officers and the total quality of patient care, it should be considered as job satisfaction of nurses. Especially doctors and nurses performance issues are inextricably linked to patient safety.

According to the multivariate analysis, the six independent variables (promotion, supervision, work condition, pay, work itself and coworkers) were explained 34.1 percent of the variation in dependent variable (job performance).

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