

Job Satisfaction and Job Performance of Employees in Healthcare Organizations

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Abstract - The basic challenge of any organization is to increase the performance of its employees at work. Performance of the employees will increase if they are satisfied at their workplace. Job satisfaction of employees plays a crucial role in determining job performance. Healthcare sector is growing rapidly in recent years. To retain the employees and to deliver effective health services and job satisfaction is very important. There are limited researches that showed the relationship between job satisfaction and job performance in healthcare organizations. This study aims to identify the various factors that affect job satisfaction and the relationship between job satisfaction and job performance of employees in healthcare organizations. A sample of 100 employees working in healthcare organizations in Kurukshetra is taken for the purpose of the study. A self-administered questionnaire is used for data collection from the respondents. SPSS is used for data analysis statistically. The results of the study revealed that pay, promotion, recognition, relationship at workplace, working condition and work itself are the various factors affecting job satisfaction of the employees. Furthermore, the findings also showed that various factors of job satisfaction such as pay, recognition, work condition and work itself have significant influence on job performance. There is a significant impact of these factors on the performance of employees working in healthcare organizations. Only promotion and relationship at workplace are the factors which do not have significant relationship with job performance.

Keywords: Job satisfaction, Job performance, Healthcare organizations.

I. Concept of Job Satisfaction

Job satisfaction has been defined in a variety of ways. It has been developed in many ways by different researchers. Locke (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” Job satisfaction can be defined as psychological state of how an individual feels about one’s job. It describes the feelings and attitudes of people regarding their work and the organization in which they perform their job. Positive and favorable attitude towards the job indicate job satisfaction, negative and unfavorable attitude indicate dissatisfaction. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, whereas those with positive attitude feels happy with themselves, others and with their work. Job satisfaction is,

quite simply, how content or satisfied employees are with their jobs. It is an emotional response to a job. Job satisfaction is a result of employees’ perception of how well their job provides those things which are viewed as important (Pushpakumari, 2008). Job satisfaction is a collection of attitudes about specific factors of job. Employee can be satisfied with some elements of the job while simultaneously dissatisfied with other. There are various factors affecting satisfaction level of an employee such as pay, promotion, nature of work, working hour, relationship at workplace, physical environment in which they work etc. Employee job satisfaction is primarily important in an organization because it is associated with the productivity of the employees. Job satisfaction has been linked with enhanced job performance, positive work values, high levels of employee motivation and lower rate absenteeism, turnover and burnout (Ngo, 2009). Job satisfaction is the favorableness or un-favorableness with which the employee views his work. It expresses the amount of agreement between one’s expectation of the job

and the rewards that the job provides. Job satisfaction, thus, is the result of various attitudes possessed by an employee.

II. Measuring Job Satisfaction

1. Questionnaire Method

The most common approach to measure job satisfaction involves the use of questionnaire in which highly specialized rating scales are completed. Several different scales have been developed for the purpose of measuring job satisfaction. The common approaches to measure job satisfaction are:

- a. **Job Descriptive Index (JDI):** A questionnaire for assessing job satisfaction in which people indicate whether or not each of several adjectives describes a particular aspect of their work. Questions on the JDI deals with five distinct aspects of jobs: the work itself, pay, promotional opportunities, supervision and co-workers.
- b. **Minnesota Satisfaction Questionnaire (MSQ):** This scale rate the extent to which people are satisfied or dissatisfied with various aspects of their jobs such as their pay, chances for advancement etc. Higher scores reflect higher degrees of job satisfaction.
- c. **Pay Satisfaction Questionnaire (PSQ):-** Pay satisfaction questionnaire is primarily concerned with attitudes toward various aspects of pay. The pay satisfaction questionnaire provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay system.

2. Critical Incident Technique: - Another technique for assessing job satisfaction is the critical incident technique. Here, individuals describe events relating to their work that they found especially satisfying or dissatisfying. Their replies are then examined to uncover underlying themes.

3. Interviews and Confrontation Meetings: - A third procedure for assessing job satisfaction involves carefully interviewing employees in face-to-face sessions. By questioning people in person about their attitudes, it is often possible to explore them more deeply than by using highly structured questionnaires. By carefully posing questions to employees and systematically recording their answers, it is

possible to learn about the causes of various work-related attitudes. Sometimes interviews are designed to have employees "Pay it on the line" and discuss their major complaints and concerns. Interviews of this type are known as confrontation meetings.

III. Concept of Job Performance

Performance is the successful completion of tasks by an individual or individuals which are set and measured by a supervisor according to pre-determined standards. It depicts behaviors and actions that are managed by the employees which contribute to the goals of an organization (Rotundo and Sackett, 2002). Job performance is associated with quantity of output, quality of output, timeliness of output, presence on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson, 2009). Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization. Performance definitions 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. On a very general level job performance can be defined as "all the behaviors employees engage in while at work" (Jex 2002). However, this is rather a vague description. A fair amount of the employees' behavior displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work.

IV. Methods of Appraising Performance

1. Raters of employee performance.

a. Self-Evaluation:- Employees are sometimes asked to evaluate themselves. It seems logical that individuals would be the best judges of their own performance, particularly if supervisors cannot observe them on a regular basis. If employees are asked to evaluate themselves, they may respond by becoming more motivated and involved in the evaluation process. Self evaluation seems most appropriate when it is used as an employee development tool rather than to make administrative decisions. It also may serve as an important input into a supervisory

assessment. An employee's self-assessment may provide important information of which the supervisor was not aware. The supervisor can then factor this information into his or her performance ratings of the employee.

b. Peer Evaluation: - Peer evaluation can be particularly useful when supervisors do not have the opportunity to observe an individual's performance but follow employees do. Peers sometimes resist evaluating one another. An individual may not want to give a fellow employee a favorable evaluation for fear of looking inferior in comparison. On the other hand, an individual may not want to jeopardize a good working relationship by giving an unfavorable rating to a colleague. Friendship bias may lead an employee to rate his or her friends higher than other employees. When teamwork, participation and cohesiveness are part of the organization's culture, peer evaluations can work well. In organizations that are competitive and have a low level of trust among employees, peer evaluations may be little more than a way for employees to enhance themselves by belittling their fellow employees.

c. Supervisor Appraisals: - Appraisals by the immediate supervisor are the most common. The supervisor has the formal authority to conduct appraisals and usually controls the reward for performance. In addition, this person is typically in the best position to observe the subordinate's performance and to judge how well that performance serves the goals of the unit and the organization.

d. Subordinate Evaluation: - Evaluation by subordinates may provide valuable information. Managers who receive feedback from subordinates who identify themselves view the upward appraisal process more positively than do managers who receive anonymous feedback. Subordinates, however, may, inflate their rating of a supervisor, especially if they think the supervisor will be able to discern who has given a particular rating. Complete anonymity is essential if this technique is to provide valid ratings.

2. Critical Incidents Technique: - When performance assessment is to be based on critical incidents, the evaluator keeps a log for each employee, recording behaviors and performance incidents that are particularly effective or

ineffective. Incidents are recorded for each employee as soon as possible after they occur. At the end of the evaluation period, this log is used to evaluate the performance of the employee.

3. Graphic Rating Scale: - Graphic rating scale is the most widely used evaluation technique. The rater evaluates an employee on each of several performance dimensions using a continuum made up of clearly defined scale points. In the graphic rating scale method, the rater describes an employee as falling at some point on a performance continuum- such as unsatisfactory, average, or outstanding- on each dimension. The scale points can be assigned scores (e.g., ranging from 5 points for outstanding to 0 points for unsatisfactory), and a total score for an employee can be computed by summing the ratings across all dimensions rated.

4. Forced Distribution: - When using a forced-distribution method, also called forced-ranking method, the evaluator has to place a certain percentage of employees into each of several performance categories. For example, you may decide to distribute employees as follows:

- 15% high performers
- 20% high-average performance
- 30% average performance
- 20% low-average performance
- 15% low performance

Forced-distribution judgments are usually based on an overall assessment of employees' performance.

5. Ranking Method: - The ranking system requires the rater to rank his subordinates on overall performance. This consists in simply putting a man in a rank order. Under this method, the ranking of an employee in a work group is done against that of another employee. The relative position of each employee is tested in terms of his numerical rank. It may also be done by ranking a person on his job performance against another member of the competitive group.

V. Review of Literature

A number of previous researchers have reported conflicting findings upon the relationship between job satisfaction and

job performance. Various researcher conducted studies on the relationship between job satisfaction and job performance. Petty et al. (1984) analyzed the relationship between individual job satisfaction and individual performance by using the Meta analysis technique of Hunter, Schmidt, and Jackson (1982). The analysis was confined to 16 studies published in five journals from 1964 to 1983. The results of the study demonstrated a correlation of 0.31 between the constructs and indicate that individual job satisfaction and job performance was positively correlated. According to Judge et al. (2001) there are seven different models that can be used to describe the job satisfaction and job performance relationship. Some of these models view that relationship between job satisfaction and job performance to be unidirectional that either job satisfaction causes job performance or vice versa. Another model states that the relationship is a reciprocal one; this has been supported by the research of Wanous (1974). The underlying theory of this reciprocal model is that if the satisfaction is extrinsic, then satisfaction leads to performance, but if the satisfaction is intrinsic, then the performance leads to satisfaction. Schleicher, Deidra and others (2004) argued that organizational researchers tend to adopt an overly simplistic conceptualization and operationalization of job satisfaction. Specifically, past research has failed to examine affective-cognitive consistency (ACC) of job attitudes and the implications this has for the strength of the attitude and its relationship with behavior. Results suggested that ACC is a significant moderator of the job satisfaction –job performance relationship. Those employees higher in ACC showing a significantly larger correlation between job satisfaction and performance than those employees lower in ACC. Findings from previous studies outlines many factors affecting job satisfaction level of employees which ultimately affect their performance. Pushpakumari (2008) suggested that there exists positive correlation between job satisfaction and performance of employees and employees in higher levels tend to drive more satisfaction from intrinsic rewards while employees in lower levels tend to drive more satisfaction from extrinsic rewards. Oriarewo, Aghim and Owutuamor (2013) stated that job satisfaction is more related to extrinsic rewards than intrinsic rewards. Khan et al. (2012)

reported that facets such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor and nature of work affect the job satisfaction and performance of the employees. High level of fair promotion, reasonable pay system, and work itself leads to high level of employees' performance (Nimalathan and Brabete, 2010). Hira and Waqas (2012) found that employees in early stages of careers were more satisfied than older employees and performed better than those employees. Incentives, motivation, extra benefits and monetary rewards increased the performance of employees. A study has been carried out by Owusu (2014) to identify the factors that cause job satisfaction among employees and examined the extent to which employee satisfaction affects job performance in mining companies in Bibiani Anhwiaso – Bekwai District in the Western Region. His study revealed that pay is the main factor that determines the job satisfaction and performance of the employees while nature of work negatively affects their performance.

VI. Research Methodology

Objectives of the study

- **General purpose:** - The general purpose of the study is to examine the extent to which job satisfaction affects job performance of employees in healthcare organizations in Kurukshetra.
- **Specific objective:** - More specifically, the study aims to focus upon achieving the following objectives:
 1. To determine the effect of demographic variables (i.e. gender and designation) on job satisfaction of the employees working in healthcare organizations.
 2. To identify the factors influencing job satisfaction of employees in healthcare organizations.
 3. To determine the relationship between job satisfaction dimensions (i.e. pay, promotion, recognition, relationship at work, working conditions and work itself) and employee job performance.

Scope of the study

The study focused on the following factors in an attempt to understand job satisfaction phenomena:

- Pay received for the work

- Promotion policies adopted by healthcare organization
- Recognition received for the work
- Relationship at work place
- Working condition in healthcare organization
- Work itself

Research design

Research design is a plan or blue-print of how a researcher intends to conduct the research. It defines the outline within which the research work is to be conducted. In this study descriptive research design was employed because the study describes the various factors affecting job satisfaction and job performance of employees and relationship between job satisfaction and job performance of employees in healthcare organization.

Sample size and sampling technique

A sample of 100 employees working in healthcare organization in Kurukshetra was taken for the purpose of the study. Stratified sampling was used for selecting the sample for the study since the population consists of doctor, nursing staff, lab technician, radiographers, radiologists and other staff working in hospitals. Then simple random sampling was used to ensure that all employees working in healthcare organizations stand equal chance of being selected to avoid sample bias. Five hospitals were included in the study which was as follows:

1. LNJP (Lok Nayak Jai Parkash Hospital).
2. Saraswati Mission Hospital.
3. Anand Orthopedic Centre.
4. University Health Centre.
5. Jeevan Jyoti Hospital

Table 1 Demographic profile of respondents

Serial number	Variable	Options	Frequency	Percent
1	Gender	Male	44	44
		Female	56	56
		Total	100	100
2	Designation	Doctor	21	21
		Staff nurse	43	43
		Lab technician	17	17
		Other	19	19
		Total	100	100
3	Age of respondent	Up to 20	5	5
		21-30	46	46
		31-40	27	27
		41-50	16	16
		Above 50	6	6
		Total	100	100
4	Experience	Less than 1 year	8	8
		1-10	59	59
		11-20	18	18
		21-30	9	9
		More than 30 year	6	6
		Total	100	100

Table 1 shows the demographic profile of the respondents. The sample comprises of 44 males and 56 females. The mean difference between the satisfaction level of male (3.59) and female employees (3.53) is very less shows that job satisfaction do not vary according to gender. Majority of the employees are within the age group of 21-30 years.

VII. Data collection instrument

For the purpose of data collection a self administered questionnaire was used. A 5 point likert scale was used but the meaning of each value in this scale differs according to the questions. To measure the overall satisfaction of employees a five point likert scale is used in which 1 indicates highly dissatisfied, 2 for dissatisfied, 3 for neutral, 4 for satisfied and 5 for highly satisfied. To measure the job performance of employees values in five point scale are taken as: 1 for worse performance, 2 for somewhat worse performance, 3 for average performance, 4 for somewhat better performance, 5 for top performance. Furthermore, to measure how often their performance higher than and lower than other employees and how often they do not perform their job carefully and with concentration values on five point scale are taken as: 1 for none of the time, 2 for a little of the time, 3 for some of the time, 4 for most of the time, 5 for all the time. Cronbach’s alpha was used as a measure of reliability. The alpha value to measure the reliability should be at least 0.6. Cronbach’s alpha value for job satisfaction and job performance scale was 0.84 which indicates that the survey instrument used in data collection was a reliable tool to measure the two constructs consistently.

Data Analysis and Interpretation

SPSS is used for analyzed the data collected from the respondents. Table 2 and table 3 show the effect of demographic variables (i.e. gender and designation) on job satisfaction of employees in healthcare organizations.

H0: Overall satisfaction does not vary according to gender.

Table 2 - Group statistics

Gender	N	Mean	Std. Deviation	T	Df	Sig.(2-tailed)
Male	44	3.5909	1.08517	.263	98	.793
Female	56	3.5357	1.00841			

Table 2 represents the overall satisfaction of employees according to gender. In the above table p-value is greater than 0.05 which indicates that the result is insignificant @ 5% level of significance. So, we accept null hypothesis that overall satisfaction does not vary according to gender.

H0: Overall satisfaction does not vary according to designation.

Table 3 (a) - Overall satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Doctor	21	3.4286	1.20712	.26342	2.8791	3.9780
Staff nurse	43	3.6279	1.04707	.15968	3.3057	3.9501
Lab technician	17	3.7059	1.04670	.25386	3.1677	4.2440
Other	19	3.4211	.83771	.19218	3.0173	3.8248
Total	100	3.5600	1.03787	.10379	3.3541	3.7659

The above table presents the overall satisfaction of the employees working in healthcare organizations. The mean score of the doctors is 3.42, staff nurses is 3.62, lab technicians is 3.70 and other employees is 3.42. This shows that all the employees working in healthcare organizations are moderately satisfied. The result indicates that there is slight variation in satisfaction level of employees and this variation is not due to designation but due to any other factors.

To analyze that there is significant difference in overall satisfaction according to designation ANOVA table is used.

Table 3(b) - ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.290	3	.430	.392	.759
Within Groups	105.350	96	1.097		
Total	106.640	99			

The above table shows insignificant result @5% level of significance so we accept the null hypothesis that overall satisfaction do not vary according to designation.

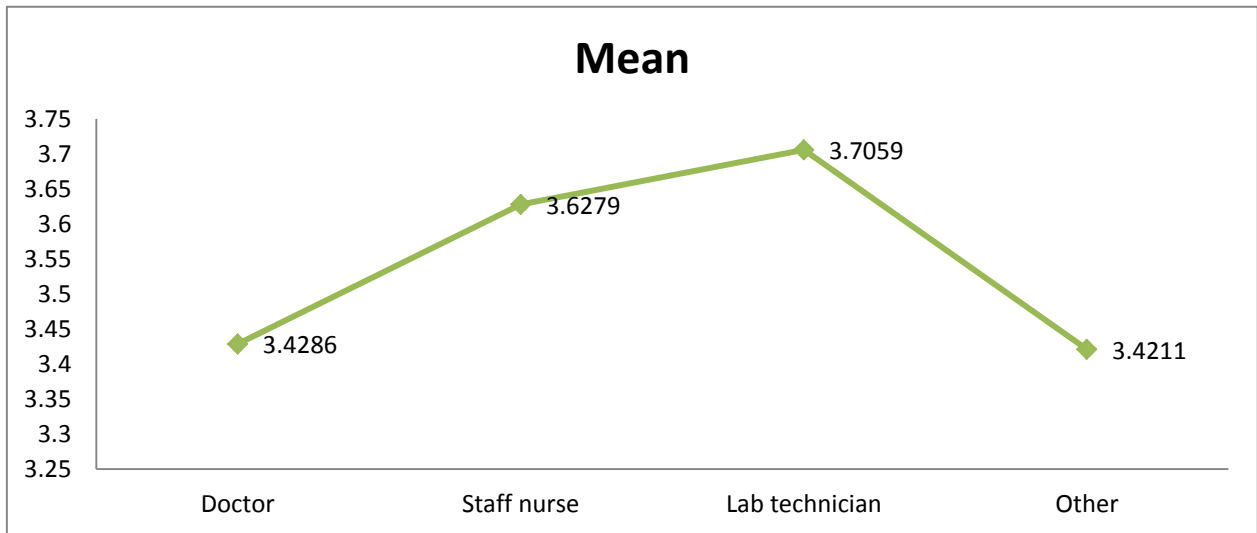


Table 4 - Relationship between job satisfaction and various factors affecting job satisfaction

Dependent variable	Independent variable	R	R Square	F	Sig.
Job satisfaction	Pay	.645	.416	22.8	.000
	Promotion	.496	.246	32.0	.000
	Recognition	.491	.241	10.1	.000
	Relationship at work	.629	.396	15.6	.000
	Working condition	.641	.411	33.8	.000
	Work itself	.325	.106	2.8	.030

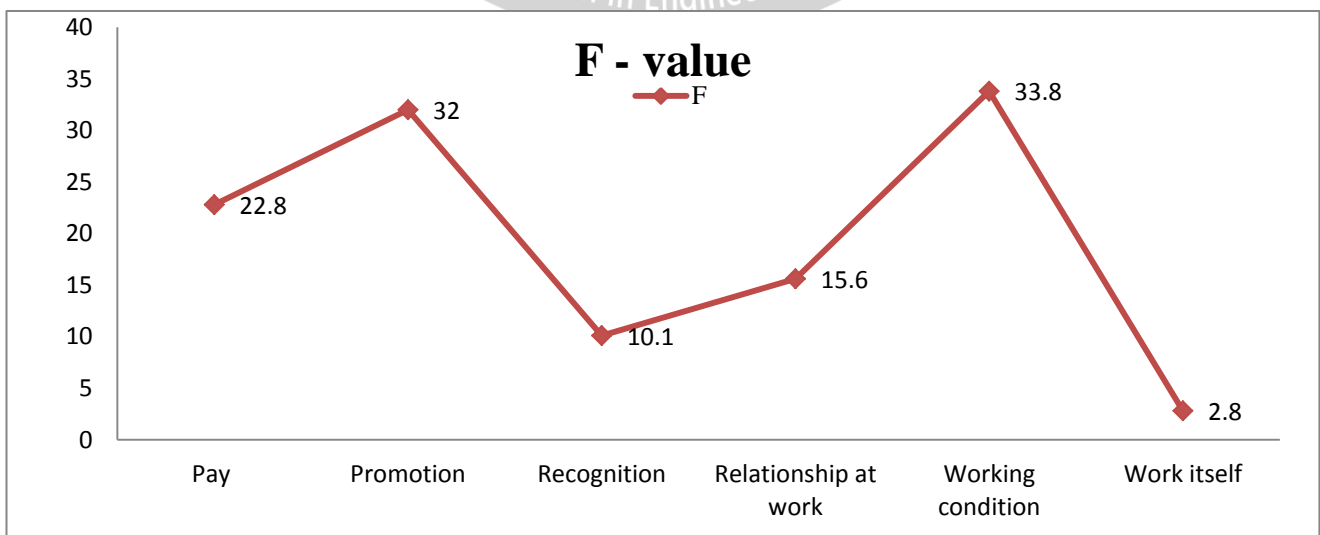


Table 4 shows the dependent variable, independent variables (predictors), value of R, value of R square, F value and Sig value. The R values in column 3 represent the simple correlation. The R square value indicates how much of the total variation in the dependent variable (i.e. job satisfaction) can be explained by the independent variable. The R square value for the first model is .416 which means 41% variability in the job satisfaction is because of pay. Likewise for second, third, fourth, fifth and sixth model R square values are .246, .241, .396, .411 and .106 respectively. Sig. value indicates the statistical significance of the regression model. As shown in the table, the p-value for the first model is .000 ($p < 0.05$) indicates that the result is significant @ 5% level of significance. Similarly, the p-value of other variables is also less than 0.05. This revealed that there is statistically significant relationship between job satisfaction and various factors of job satisfaction. The result also revealed that from other factors pay is the most significant factor which affects the job satisfaction of the employees working in healthcare organizations.

Table 5 Relationship between various factors of job satisfaction and job performance

Dependent variable	Independent variable	R	R Square	F	Sig.
Job performance	Pay	.285	.081	2.835	.042
	Promotion	.047	.002	.21	.642
	Recognition	.357	.127	4.67	.004
	Relationship at work	.255	.065	1.64	.169
	Working condition	.274	.075	3.94	.023
	Work itself	.298	.089	4.73	.011

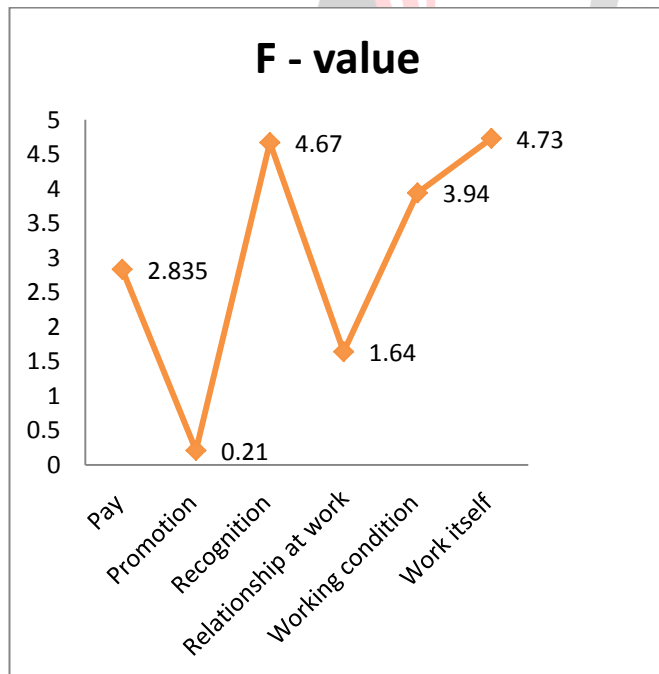


Table 5 shows the relationship between various factors of job satisfaction and employee performance. As per the data in the table pay, recognition, working condition and work itself are the factors which affects the job performance of the employees. The p-value for pay, recognition, working condition and work itself are .042, .004, .023 and .011

respectively indicates that the result is significant @5% level of significance ($p < 0.05$). This revealed that there is significant relationship between these variables of job satisfaction and job performance. The p-value for promotion and relationship at work is .642 and .169 respectively. Here, the p-value of these variables is greater than 0.05 which indicated that the results are insignificant @ 5% level of significance. This implies that these two factors (i.e. promotion and relationship at work) do not affect the performance of the employees. There is no relationship between these two variables (i.e. promotion and relationship at work) and job performance of employees.

VIII. Main Findings of the Study

➤ **Relationship between demographic factors and overall satisfaction of employees**

The results showed that there is no relationship between demographic factors (i.e. gender, and designation) and overall satisfaction of the employees working in healthcare organizations. Similar findings

are observed in the job satisfaction study among healthcare professionals at South Rand hospital of Ramasodi (2010) and Hyz (2010) where it is found that there is no proportional difference between socio-demographic characteristics and level of satisfaction.

➤ **Relationship between dimensions of job satisfaction**

The results showed that job satisfaction has a significant positive association with pay, promotion, recognition received from general public and supervisors, relationship with patients and administrators, working condition, hygiene maintenance and working hours. Out of the above variables pay, relationship at workplace and working condition have moderately positive relationship with job satisfaction while promotion, recognition and working hours have weak positive relationship with job satisfaction.

➤ **Relationship between factors of job satisfaction and job performance**

The results showed a positive association between pay and job performance. The finding is consistent with the study conducted by Ahmad et al. (2014) which revealed that there is a weak positive relationship between pay and job performance. Recognition, working condition and work itself has significant relationship with job performance. These findings are similar to Ahmad et al. (2014) which indicates a positive relationship among these factors and job performance. The findings of this study are also consistent with Herzberg's two-factor theory. The results also revealed that promotion and relationship at workplace have no significant influence on job performance. These two factors have no relationship with performance of employees.

IX. Conclusion

Satisfaction with one's job is very important especially for the employees working in healthcare organizations. Job satisfaction of healthcare employees is essential because it facilitates in providing high quality services to the patients. Dissatisfied healthcare providers not only provide poor quality services but also less effective care which ultimately

leads to dissatisfaction among the patients. In view of this, the study aims to find out the determinants of job satisfaction and impact of these determinants on the job performance of employees working in various healthcare organizations in Kurukshetra. The results of the study revealed that there are various factors which affect the job satisfaction of employees. These factors are pay, promotion, recognition, relationship at workplace, working condition and work itself. Out of all these factors pay is the most significant factor which affects the job satisfaction of the employees followed by working condition. The findings of the study also indicated that the various factors of job satisfaction have significant influence on job performance of the employees. Of all the factors taken into consideration for the study (i.e. pay, promotion, recognition, relationship at workplace, working condition and work itself) only promotion and relationship at workplace are the factors which do not have significant relationship with job performance. The other factors such as pay, recognition, working condition and work itself are significantly related with job performance. There is significant impact of these factors on the performance of employees working in healthcare organizations.

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