

The Impact of Job Satisfaction on Job Performance With Special Reference to Faculty Members of Private Engineering Institutions in Pathanamthitta District

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ABSTRACT - The high-level performance of the workforce results in improved productivity and efficiency and it has always been the topmost goal and priority of any organisation in this globe. A highly-satisfied workforce is an absolute necessity for achieving superior-level of operations in organisations, leading to the advancement of the employee as well as for the growth of the organization. A satisfied worker is motivated towards giving extended efforts which in turn results in the implementation of the best possible way for doing the job and thereby improving the job performance. The cut-throat competition prevailing in every aspect of life and work has enlightened the youth population with the importance of the education system. This made the prerequisite for adopting new methods to provide quality education and thereby it made teaching profession quite demanding and challenging one. Acknowledging the importance of quality education, there a boom in the introduction of various new courses, methods and colleges in recent times in India. The individuals those are only passionate teachers can enjoy the profession given in such a competitive environment. But with the increasing number of aspiring candidates as faculty members rather than quality staffs at times management goes with the average candidate who accepts their institute's policies and principles. These recent changes in the industry coupled with students come from diverse culture, interests and with varied intelligence quo makes the job of a teacher even more difficult and stressful. And, it is a herculean task with the engineering branches as stiff competition prevails in the stream with the rising and growth of the digital era. Considering the changes in the education industry, the change agents, the management and the industrial leaders, needs to contemplate the satisfaction level of faculty members who are imparting knowledge and are the face of the organisation to the aspirants. So, for improved and qualitative knowledge transfer, the level of satisfaction of teachers should be given much importance as it indirectly affects the performance of the organisation. This study is conducted to measure the impact of job satisfaction on the job performance of the faculty members in private engineering institutions of Pathanamthitta district with a structured questionnaire been used as an instrument for data collection. The study concluded that employees' job satisfaction is highly influenced by the monetary and non-monetary benefits provided by institutions and job performance is influenced by job satisfaction.

KEY TERMS - Job satisfaction; faculty members; job performance; motivation; policy and principles; knowledge transfer.

I. INTRODUCTION

Several kinds of research had been performed to explore the affiliation between job satisfaction and performance whether individually, in work groups and organizations. In order to meet social needs, and address societal challenges, the education sector is dependent upon the job performance of its staff. In this complex environment, it is much and more needed for an organization to give maximum benefits

to its employees for their satisfaction to make them realize that how much their potential is important for the organization. Employee satisfaction is considered as a major facet for improved job performance which in turn tackles most challenges faced by each institution, as it should render quality service for its students.

Every organization tries to create a satisfied workforce to maintain the well-being of the organization and reach their

optimum levels. Hence, it is a fact that the entire organizational performance depends on the efficient and effective performance of individual employees which is the reflection of their job satisfaction. Every organization depends on their employees' performance to gain high productivity in the organization. Employee efforts are an important factor that will determine individual performance. When an employee feels satisfied with their job, they are motivated to do greater job performance, and this will lead to an increase in the overall performance of the organization. The satisfied employees are the pillars of an organization, and their efficiency shows the level of their job satisfaction.

Inspiring human resource is the power factor of an organization so that the organizations are kept focused on it. The employees are not to be considered as a machine to just reach the impossible targets with normal inputs. Their efficiency depends on the satisfaction of their roles and the recognition that they are receiving from the organizations. Many variables are influencing the job satisfaction of employees. Job satisfaction may change from time to time and place to place. The organizations should take into consideration of the employees' basic requirement, which will influence their satisfaction level. Job satisfaction influences the job performance which will support the organizations to achieve its goals.

The extreme competition prevailing in the industry demands a great deal of excellence from teachers in terms of qualification, experience, teaching ability and additional responsibilities. But the compensation and recognition being offered to teaching community is in complete contrast which puts job performance and job satisfaction at stake. Hence, the study focuses on the impact of job performance on job satisfaction of the staff of private engineering colleges.

II. REVIEW OF LITERATURE

There are various studies conducted by the various authors about employees' job satisfaction in various fields. These researches described in vast about the job satisfaction and the factors that highly influence the satisfaction of employees in different fields. Workers feel less satisfied in their job with more qualification and education (Clark and Oswald, 1996) and staffs always expects more financial and non-financial returns from the employers. More qualification and designation expect more salary and if it's not met then the satisfaction feel will be less. Vigoda (2000) in his study explains that the public sector employees find organisation politics to reduce not only satisfaction in their job but also affects their loyalty towards the organization and its been reduced considerably. Locke(1976) tried to understand the theoretical rationale for interpreting the relationship between job satisfaction and job performance. Davar and RanjuBala (2012) research also depicts the significant relationship between job satisfaction and job performance in the meta-analysis conducted by

them. Smith and Cranny (1968) studied about job satisfaction and in which they found that employees' satisfaction is related with the efforts of employees and their commitment and intention. In a research study done by Nimalathan and Brabete (2010) the relationship between job satisfaction and work performance of employees working in the banking sectors in Jaffna Peninsula, Sri Lanka with 60 respondents' states that job satisfaction and performance both were interrelated positively.

STATEMENT OF THE PROBLEM

Good quality education is the need of the time as it equips one to survive in a competitive world where the ignorant are either pushed to the side-lines or gobble down by the powerful candidates with more competitive skills. And in today's spirited society, one needs to grab all the opportunities that comes in his way order to survive or to succeed. Quality education is always been compromised by the lack of proper resources. We are in great need of competent teachers who can contribute to the changing need for superior education. The absence of skilled educators' results in average education and this will intervene in the attainment of skills necessary for the fast-paced information age. So, teachers being nation builders should be kept satisfied for the betterment of our society as a whole. The magnanimity of the teachers' role in our system of education and society as whole is huge as they pave way to the future development and evolving of our life. So, if the faculty members should be highly motivated to tackle these life challenges if only, they are properly rewarded and are satisfied with their job which may lead to improved job performance. This study aims to examine the impact of job satisfaction on job performance of the faculty members of private engineering institutions in Pathanamthitta district.

III. SIGNIFICANCE OF THE STUDY

There has been a significant increase in the places for undergraduate engineering degree programmes in the state. This has happened over the last decade by licensing a number of privately-owned engineering colleges, consequently, enrolments in engineering increased from about 2800 in 1991 to about 28,000 in 2008 and 45147 in 2011, is nearing 52000 by now.

The employability percent has decreased with the increase in the number of engineering colleges in a state, clearly establishing that opening more engineering colleges shall not solve the problem of mediocre quality of engineers graduating in the country. It is required that rather than opening more engineering colleges, the state needs to concentrate on improving the standards of education of the prevailing engineering colleges by providing quality education with the help of eminent faculty members. Many researchers have provided evidences that the quality of faculty members in private engineering colleges is getting downsized even though they have excellent academic

record. One of the main reasons can be their low commitment toward their job due to low satisfaction level and as a result this may also adversely affect their job performance.

Job satisfaction is a concept that has often been discussed, studied and described by many researchers. Job satisfaction is extremely valuable for organizations as it can contribute to superior job performance. With better job performance by private engineering institute faculty members, we can be sure that we can find competent engineering professionals in the job market. The study will be significant in following ways. The study will add a body of knowledge to the existing literature of job satisfaction and job performance and its relationship with each other. The study also analysis the difference in opinion towards job satisfaction and job performance with respect to difference in year to lecturing experience. More attention towards satisfaction of employees will result in improved performance and will result in creating organisational effectiveness

OBJECTIVES OF THE STUDY

The objectives of the study are to find out the impact of job satisfaction on job performance among the faculty members in the private engineering colleges of Pathanamthitta district of Kerala.

- To examine the various dimensions that contribute to job satisfaction and job performance.
- To analyse the effectiveness of various job satisfaction dimensions leading to faculty member's improved job performance.
- To study the impact of faculty member's job satisfaction on their job performance.
- To examine the difference of opinion on job satisfaction among faculty members in relation to the number of years of experience in lecturing.

HYPOTHESES OF THE STUDY

H0: There is no significant impact of various job satisfaction dimensions on overall job satisfaction

H1: There is a significant impact of various job satisfaction dimensions on overall job satisfaction

H0: There is no significant impact of various job performance dimensions on overall job performance

H1: There is a significant impact of various job performance dimensions on overall job performance

H0: There is no significant impact of job satisfaction on job performance.

H1: There is a significant impact of job satisfaction on job performance.

H0: There is no significant difference in opinion among faculty members with different years of lecturing experience on job satisfaction.

H1: There is a significant difference in opinion among faculty members with different years of lecturing experience on job satisfaction.

H0: There is no significant difference in opinion among faculty members with different years of lecturing experience on job performance.

H1: There is a significant difference in opinion among faculty members with different years of lecturing experience on job performance.

IV. RESEARCH METHODOLOGY

The study was descriptive in nature and the study population consists of faculty members of private engineering colleges of Pathanamthitta district. The quantitative data was generated using a well-structured questionnaire that was distributed to respondents by researcher. The respondents were selected using simple random sampling method. The questionnaire was handed over to 110 respondents, out of which 88 were received. After the data being collected, it's been processed and tabulated using Microsoft Excel and SPSS 20.0. The statistical techniques adopted are frequency distribution, one way –ANOVA and regression

THEORETICAL FRAMEWORK OF THE STUDY

The study is designed to investigate the relationship or impact of job satisfaction on job performance based on ten dimensions of job satisfaction like Achievement, Recognition, Work Itself, Responsibility, Personal Growth And Advancement, Interpersonal Relations, Salary, Work Conditions, Company Policy and Supervision as well as it also considers three subjects of job performance like Principles and Method of teaching, Knowledge and Teacher personal characteristics and Motivational teacher behavioural. The conceptual model used for the analysis is displayed below

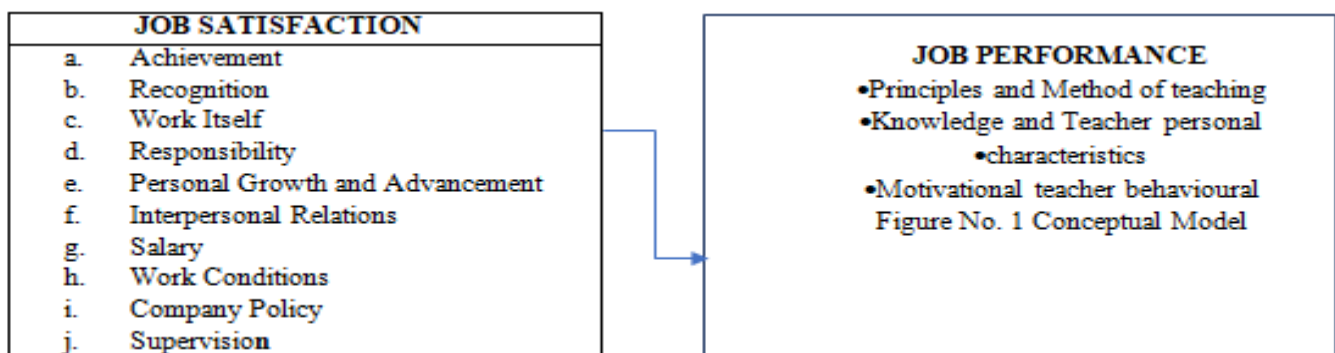


Figure No. 1 Conceptual Model

V. DATA ANALYSIS AND INTERPRETATION

Table 1 : Reliability Analysis

DIMENSIONS	CRONBACH'S ALPHA
Achievement	0.715
Recognition	0.760
Work Itself	0.770
Responsibility	0.784
Personal Growth and Advancement	0.741
Interpersonal Relations	0.752
Salary	0.766
Work Conditions	0.681
Company Policy	0.616
Supervision and Overall	0.797
Job Performance	0.885

The alpha coefficient for the 11 dimensions is greater than 0.6, suggesting that the items have relatively high internal consistency

Reliability Statistics

Table 2 : Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Base on Standardized Items	Number of Items
.929	.924	26

The above table shows that Cronbach's alpha for 26 items of the questionnaire is 0.929, which indicates a high level of internal consistency.

Table 3 : Demographic distribution of the sample

Demographics	Category	Number of Respondents	VALID%
Gender	Male	40	45.50
	Female	48	54.50
Age	-25 Years	20	22.70
	26 Years -35 Years	68	77.30
Marital Status	Single	32	36.40
	Married	56	63.60
Education	Masters	80	90.90
	Ms/Mphil	8	9.10
Lecturing Experience In Years	0-5 Years	84	95.50
	6-10 Years	4	4.50

Demographic distribution of sample is shown in the above table. Respondents were evaluated based on Gender, Age, Marital Status, Educational Qualifications and Years of Lecturing experience.

The gender distribution depicts that, 45.50% (40) are of male respondents and 54.50% (48) are female respondents (representing 45.50% and 54.50% respectively).

While considering the age as a demographic factor, majority of the respondents belong to 26-35 years of age group that is 77.30% (68) and 22.70% (20) of the respondents are below 26 years of age.

A distribution of 63.60% (56) of respondents are married and 36.40% (32) of respondents are single.

Respondents were also enquired about their education qualifications and the results confirmed that majority of the respondents i.e. 90.90% (80) were holding a master's degree and only 9.10% (8) completed their MS/M.Phil. degree.

While considering, the years of lecturing experience, 95.50% (84) are having experience less than 5 years and only 4.50% (4) are having 6-10 years of lecturing experience.

Table 4 : Regression Analysis : Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.934	.307

Predictors: (Constant), Achievement, Recognition, work Itself, Responsibility, Personal Growth and Advancement, Interpersonal Relations, Salary, Work Conditions, Company Policy, Supervision

Dependent Variable: In an overall, I am satisfied with my job and my organization

Table 3.2 ANOVA^a

Model	Source	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	118.859	19	6.256	66.32	.000 ^b
	Residual	6.414	68	.094		
	Total	125.273	87			

The table no. 4 is the model summary of Regression analysis and it provides the R and R² value. The R value represents the simple correlation and here the value is 0.974 (the “R” Column), which indicates a high degree of correlation between the independent and dependent variable.

Here the R² value is 0.949 i.e. there is a 94.90% of variation in dependent variable due to independent variable (Achievement, Recognition, Work Itself, Responsibility, Personal Growth and Advancement, Interpersonal Relations, Salary, Work Conditions, Company Policy, Supervision). Regression table measure the amount of total variation in dependent variable due to the independent variable. Table 4 shows the value of R² is 0.949. This value indicates that there is almost 94.90% variation in dependent variable (job satisfaction) due to a one-unit change in independent variables.

This explanation is statistically valid as the associated F value is 66.327 with p=.000<0.05, shown in table no 4. This means that independent variables are statistically significant predictors of the dependent variable. This means the regression model is fit and suitable for further analysis.

Table 5 : Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.833 ^a	.693	.678	.298

Predictors: (Constant), Principles and Method of teaching, Knowledge and Teacher personal characteristics, Motivational teacher behavioural

Dependent Variable: I am satisfied with my performance because it is mostly good

Table 6 : ANOVA^a

Model	Source	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.637	4	4.159	46.890	.000 ^b
	Residual	7.363	83	.089		
	Total	24.000	87			

The table 5, the R value is 0.833 (the “R” Column), which indicates a high degree of correlation between the independent and dependent variables. The R² value is 0.693 i.e. 69.30% of the variation in dependant variable due to independent variable. This explanation is statistically valid as the associated F value is 46.890 with p = .000< 0.05, shown in table 6. This means that independent variables are statistically significant predictors of the dependent variable. This means the regression model is fit and suitable for further analysis.

Table 7 : Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	1.000 ^a	1.000	1.000	.003

Predictors: (Constant), Achievement, Recognition, Work Itself, Responsibility, Personal Growth and Advancement, Interpersonal Relations, Salary, Work Conditions, Company Policy, Supervision, Job satisfaction

Dependent Variable : I am satisfied with my performance because it is mostly good

Table 8 : ANOVA^a

Model	Source	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.999	20	1.200	100904.674	.000 ^b
	Residual	.001	67	.000		

The table 7, the R value is 1.000 (the “R” Column), which indicates a high degree of correlation between the independent and dependent variables. The R’ Square value is 1.000 i.e. 100.0% of the explanation of the variation is due to independent variables (Achievement, Recognition, Work Itself, Responsibility, Personal Growth and Advancement, Interpersonal Relations, Salary, Work Conditions, Company Policy, Supervision, Job satisfaction). And this explanation is statistically valid as the associated F value is 100904.676 with P =.000 <0.05, shown in table 8. This means that independent variable are statistically significant predictors of the dependent variable. This means the regression model is fit and suitable for further analysis.

Table 9 : ONE – WAY ANOVA-LECTURING EXPERIENCE IN YEARS ON JOB SATISFACTION

		Sum of Squares	DF	Mean Square	F	Sig.
Achievement	Between Groups	.054	1	.054	.093	.761
	Within Groups	49.810	86	.579		
	Total	49.864	87			
Recognition	Between Groups	4.987	1	4.987	4.193	.044*
	Within Groups	102.286	86	1.189		
	Total	107.273	87			
Work Itself	Between Groups	1.463	1	1.463	6.352	.014*
	Within Groups	19.810	86	.230		
	Total	21.273	87			
Responsibility	Between Groups	2.502	1	2.502	3.530	.064
	Within Groups	60.952	86	.709		
	Total	63.455	87			
Personal Growth and Advancement	Between Groups	2.216	1	2.216	2.001	.161
	Within Groups	95.238	86	1.107		
	Total	97.455	87			
Interpersonal relations	Between Groups	.139	1	.139	.123	.727
	Within Groups	96.952	86	1.127		
	Total	97.091	87			
Salary	Between Groups	.175	1	.175	.149	.700
	Within Groups	101.143	86	1.176		
	Total	101.318	87			
Work Conditions	Between Groups	3.818	1	3.818	5.661	.020*
	Within Groups	58.000	86	.674		
	Total	61.818	87			
Company Policy	Between Groups	12.175	1	12.175	15.595	.000*
	Within Groups	67.143	86	.781		
	Total	79.318	87			
Supervision	Between Groups	10.911	1	10.911	13.225	.000*
	Within Groups	70.952	86	.825		
	Total	81.864	87			
In an overall, I am satisfied with my job and my organization	Between Groups	8.320	1	8.320	6.118	.015*
	Within Groups	116.952	86	1.360		
	Total	125.273	87			

The mean score variation of the factors like Recognition, Work Itself, Work Conditions, company policy, Supervision and overall job Satisfaction is statistically significant at 5% level of significance (Value of F with p < 0.05). whereas the mean score variation of factors like Achievement, Responsibility, Personal Growth and Advancement, Interpersonal Relations and Salary is not statistically significant at 5% level of significance (Observed p value >0.05).

TABLE 10: ONE –WAYANOVA- LECTURING EXPERIENCE IN YEARS ON JOB PERFORMANCE

		Sum of Squares	DF	Mean Square	F	Sig.
Principles and Method of teaching	Between Groups	.781	1	.781	1.988	.162
	Within Groups	33.810	86	.393		
	Total	34.591	87			
Knowledge and Teacher’s Personal characteristics	Between Groups	3.818	1	3.818	6.841	.011*
	Within Groups	48.000	86	.558		
	Total	51.818	87			
Motivational teacher behavioural	Between Groups	.078	1	.078	.255	.615
	Within Groups	26.286	86	.306		
	Total	26.364	87			
Job Performance	Between Groups	.000	1	.000	.000	1.000
	Within Groups	24.000	86	.279		
	Total	24.000	87			

The means score variation of the factor, Knowledge and Teacher’s personal characteristics is statistically significant at 5% level of significance (Value of F with $p < 0.05$). Whereas the mean score variation of factors like Principles and Method of teaching, Motivational teacher behavioural is not statistically significant at 5% level of significance (Observed p value > 0.05)

VI. DISCUSSION

Majority (54.50%) of the respondents are female.
 Majority (77.30%) of the respondents are come under the age group of 26 years to 35 years.
 Majority (63.60%) of the respondents are married.
 Majority (90.90%) of the respondents are master’s degree holders.
 Majority (95.50%) of the respondents are having less than 5 years of teaching experience.
 The dimensions of job satisfaction i.e. Achievement, Recognition, Work Itself, Responsibility, Personal Growth and Advancement, Interpersonal Relations, Salary, Work Conditions, Company Policy ,Supervision holds a high R value, so it can be significantly considered as the predictors of job satisfaction.
 Achievement, Personal Growth and Advancement, Interpersonal relations and salary have no significant variance with Lecturing Experience in years on Job Satisfaction
 There is significant variance between the Recognition, Work Itself, Work Conditions, Company Policy, Supervision, overall satisfaction and Lecturing Experience in years on Job Satisfaction
 The Knowledge and Teacher’s Personal characteristics has a significant variance with Lecturing Experience in years on Job performance.
 There is no variance between the Principles and Method of teaching and Motivational teacher behavioural and overall job performance.
 Knowledge and Teacher’s Personal characteristics has significant variance between the overall job performance.

VII. CONCLUSION

The study is conducted to measure the impact of job satisfaction on job performance of the faculty members of private engineering institutions in Pathanamthitta district. The study concludes that employees’ job satisfaction is highly influenced by the various monetary and non-monetary benefits which they receive from the corresponding institutions and the job performance is directly influenced by the job satisfaction. With the conversation researcher came to know, the management need more admissions in their institutions to earn more profits and at the same time the existing students are the ambassadors of the institutions. If the existing students get reputed and their dream jobs and if they are satisfied about the teaching staff and the college overall infrastructure, they will help to get more admissions to the college. The aim of the management is to advertise their institute through the word of mouth of the existing students. It can be accomplished only by the unconditional support and assistance of the faculty members working of the organisation. The staff are highly influenced by the monetary and non-monetary benefits provided to them sequentially influence their job performance by adopting effective teaching methods. So, this study concludes the need of positive relationship of job satisfaction on enhanced job performance of the engineering teaching staff.

VIII. IMPLICATIONS ON FUTURE RESEARCH

The education system of arts and science are different from that of engineering colleges; so, a comparative study can be conducted by considering the fact on the current shift of aspirants opting for Arts and Science stream for getting jobs in public organisations.

This study is conducted in Pathanamthitta District, the comparative study may be conducted to measure the impact of job satisfaction on job performance of nearby districts.

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